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INFLUENCE OF E RECRUITMENT PRACTICES ON EMPLOYEE RETENTION IN
MULTINATIONAL CORPORATIONS IN NAIROBI COUNTY

By
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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
Commerce to the School of Management and Commerce,
Strathmore University
June 2017

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8th June 2017

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ABSTRACT

Competition for rare talent and high levels of employee turnover over employee retention presents firms with human resource challenges. In order to acquire and retain intelligent capital within a competitive market for competent and skilled candidates, firms need to develop and adopt recruitment practices that favor their employee retention levels. This study's purpose was to analyze the relationship between E recruitment practices and employee retention among multinationals in Nairobi County. The objectives that guided the study to determine the nature of this relationship were; to identify E recruitment practices adopted by multinational corporations, to establish the levels of employee retention among multinational corporations and to analyze the influence of E recruitment practices on employee retention in multinational corporations.

The study was anchored on the resource based view of the firm (RBV) to explain the value of retaining valuable talent as a source of competitive advantage, the theory of reasoned action (TRA) to explain the decision by human resource managers to adopt E recruitment practices and the unified theory of acceptance and use of technology (UTAUT) to explain adoption and continued use of E recruitment practices. Primary data was collected using questionnaires administered to the human resource managers of the firms under study. The target population was 217 multinational corporations based in Nairobi County. Data was analyzed using descriptive statistics, correlation and multiple regression analysis. Corporate websites, commercial websites and social network sites were the E recruitment practices used to analyze their influence on each employee retention variable which were; self selection, early work adjustment and employee turnover. Results showed that corporate websites were significant in explaining all the employee retention variables. Social network sites were relevant in explaining self selection while commercial websites were not significant in any case. The findings drawn from the study should allow human resource managers to have an understanding of the relationship between E recruitment practices and employee retention and an insight on which practices to focus on to gain competitive advantage.

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LIST OF ABBREVIATIONS AND ACRONYMS

CORW	Corporate Websites
COMW	Commercial Websites
SNS	Social Network Sites
RBV	Resource Based View
FDI	Foreign Direct Investment
MNCs	Multinational Corporations
KenInvest	Kenya Investment Agency
TRA	Theory of Reasoned Action
KNBS	Kenya National Bureau of Statistics
HRIS	Human Resource Information Systems
SPSS	Statistical Package for the Social Sciences
IAEW	International Association of Employment Websites
UTAUT	Unified Theory of Acceptance and Use of Technology

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To my family, classmates and workplace counterparts, thank you for your support.

DEDICATION

To my father Lazarus Tsuma

and

Mother Orpha Tsuma

For always encouraging me to walk the extra mile.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The identification, attraction and acquisition of human capital are core to the functioning of any firm. Firms have made recruitment a top priority due to the shortage of talent within labor markets (Saks & Uggerslev, 2010). This is because human capital with rare and valuable talent is an important resource in contributing to both financial and operational performance through the retention of employees and in return; firm success (Barney, Wright & Ketchen, 2001; Mokaya, 2014). Due to the scarcity of talent, employers are seeking recruitment practices that will both attract and retain potential recruits (Trivedi & Muduli, 2015). The ability to retain talented employees is particularly important to multinationals as the business world is continuously changing into a ‘common marketplace’ where competition for rare talent is high (Akala, 2012). To maximize firm performance and sustain competition, firms must succeed in adopting recruitment practices that contribute towards employee retention (Boxall & Steenveld, 1999; Gazzawi & Accoume, 2014).

The retention of high performing employees is a challenge among firms, making the role that recruitment practices play significant (Trivedi & Muduli, 2015). Compared to other employee retention management practices, recruitment practices are the foundation to the quality of new recruits absorbed by a firm and to a greater extent signifies the level of employee retention by a firm (Graham, 2003). As a result of the high rate at which changes in and adoption of technology occurs; the use of internet-enabled technologies has become an innovative practice of choice for the acquisition and retention of human capital (Vucetic, 2012). E recruitment is the use of internet-enabled technologies to identify and attract employees for the purpose of talent acquisition. This study therefore seeks to identify the influence that E recruitment practices have on employee retention especially among multinational corporations. Focus on E recruitment is based on the fact that it is a practice that is increasingly being adopted by human resource managers with a long-term goal of achieving competitive advantage through its contribution to the retention of rare and valuable talent (Pollitt, 2007; Midiwo, Mukulu & Gichuhi, 2015; Trivedi & Muduli, 2015).

E recruitment practices are multidimensional and have been identified as corporate websites, commercial websites/ job boards and social network sites (Lee, 2005; Girard & Fallery, 2009; Sills, 2014; Kaur, 2015). Corporate websites are web-enabled interface that are used for E recruitment through the use of a career portal which aim at brand promotion while commercial websites are independent of an employer, giving companies the possibility of outsourcing their recruitment function (Maurer & Liu, 2007). Social networking sites are user-centered, focusing on enhancing sharing of information, in this case, between the employer and potential employee (Girard & Fallery, 2009). Gazzawi and Accoumeah (2014) noted that the use of E recruitment practices provides certain tools such as company background, user interaction interface, psychometric and personality tests which provide the job seeker with information that influence their decision to apply for job opportunities.

Employee retention is also a multidimensional phenomenon and there are two schools of thought through which it can be measured. The most common school of viewing employee retention is through measuring the level of turnover within a firm, whether voluntary or involuntary (Hewitt Associates, 2004; Decko, Konrad, Perlmutter & Freely, 2006; Chaminade, 2007; Mbugua, Waiganjo & Njeru, 2015). The other school of thought was developed by Rynes (1989) who conceptualized employee retention through self selection, early work adjustment and employee performance.

The study is anchored on the Resource Based View (RBV) of the firm to explain the value of talent to an organization, the Theory of Reasoned Action to explain the behavior leading to the adoption of E recruitment practices and the Unified Theory of the Use and Acceptance of Technology (UTAUT) to explain the use of E recruitment to retain talent. The resource based view of the firm argues that the attainment and retention of sustainable competitive advantage is derived from a firm's resources and capabilities. This study aims to identify E recruitment practices relevant to multinationals and their influence on employee retention.

1.1.1 E recruitment practices

Recruitment comprises all the practices that are carried out by an organization to acquire human capital through the identification and attraction of employees (Breugh & Starke, 2000).

Its purpose is to ensure that acquired recruits remain in a firm for the maximum possible time to contribute to the achievement of overall organization goals (Gazzawi & Accoumeah, 2014)

through employee retention. This is because the ability of a firm to retain talent is considered a source of competitive advantage in addition to enhancing organizational performance (Mokaya, 2014).

The term E-recruitment has been interchangeably used with online recruitment, electronic recruitment, web-based recruitment and cyber recruitment. Since its first adoption by firms through job boards, the use of E recruitment practices has been defined in various ways by scholars and human resource practitioners depending on whether they viewed E recruitment from the perspective of the employer, the job seeker or both (Kaur, 2015). Scholars within the human resource field have defined E recruitment in various ways which include: the process of acquiring talent online (Allden & Harris, 2013); the formal sourcing of job information online (Galanaki, 2002); the use of online technology to acquire talent either through corporate or third party recruiters (Rao, 2011); an online process of attracting suitable candidates via electronic means (Malik & Razaullah, 2013) and the use of the internet to identify and attract potential employees (Breaugh & Starke, 2000). The definitions generally state that E recruitment is an online process, through internet-enabled technology and/ or applications. The major aspects identifiable across these definitions include: employee identification as well as employee attraction and talent acquisition.

Since the study was focused on the employer, the working definition used to refer to E recruitment practices was: an online process through internet-enabled technologies used by employers in the identification and attraction of employees for the purpose of talent acquisition. Talent acquisition in this case is the strategic approach to on board individuals with skills and competencies to efficiently and effectively meet dynamic business needs (Deloitte Consulting, 2014). Even though this definition is employer-oriented, as expressed by the presented literature, it is noticeable that E recruitment may include an element of job seekers seeking opportunities online (Dhamija, 2012). This raises the question as to whether or not E-recruitment solely applies to the employer or may include the job seekers and the benefits it accrues to them.

E recruitment first emerged in the 90's, through the use of job boards to post job advertisements (Boydell, 2002) and was termed as a 'recruiting revolution', the future of recruitment practices. The use of E recruitment has grown from Web 1.0 to the inclusion of Web 2.0 where Web 1.0 tools included career websites which provided knowledge of the company and promoting the

employer's brand (Lee, 2005), commercial websites which allow companies to communicate their vacancies to a large audience; Web 2.0 provides tools that allow for sharing of content such as blogs which may be created by employers or "headhunters", social networks such as LinkedIn and FaceBook which offer employer – job seeker interaction, Real Simple Syndication (RSS) feeds where information on updated job offers are uploaded onto search engines and video platforms such as YouTube whereby video curriculum vitas can be presented (Girard & Fallery, 2013). E recruitment practices may therefore be classified as; corporate websites, commercial websites and social network sites (Lee, 2005; Parry & Tyson, 2008; Dhamija, 2012; Lakshmi, 2013; Sills, 2014; Kaur, 2015).

The use of E-recruitment, unlike traditional hiring methods, assist employers establish brand identity while attracting talented workers and retaining valuable employees (Gazzawi & Accoume, 2014). As per the advantages brought forth by the adoption of E recruitment practices, organizations that prefer to cover larger geographies, recruit often and/ or on short notice, have concern for recruitment costs and time consumption, seek candidates competent with tech systems and comfortable working in a tech-enabled environment are the ones who optimally utilize and enjoy the benefits of E recruitment (Kar & Bhattacharya, 2009). This arises from the identification of the right applications through the matching of applicants' skills and competencies with the right jobs and their requirements. E recruitment may come across to human resource practitioners as a practice that accrues more benefits than disadvantages as job postings occur in real time with shortest time response to advertisements compared to traditional methods such as print media and referrals (Gupta, 2016). However, for optimality in selecting the right practices that suit an organization and its recruitment needs, a well designed E recruitment practice requires time and effort to develop.

1.1.2 Employee Retention

The recruitment process returns hiring outcomes that can be broadly defined as either pre-hire or post-hire outcomes (Trivedi & Muduli, 2015).

Pre-hire outcomes include the number of applications received by a firm for a position, quality and diversity of the applicant pool as well as the number of persons shortlisted for the job while post-hire outcomes include employee job satisfaction, employee performance and employee retention (Marr, 2007). This study focuses on employee retention as a post-hire outcome as it is

the ultimate goal of the recruitment process. Employee retention is the ability of an organization to ensure its recruits remain in an organization for the longest feasible time (Samuel & Chipunza, 2009). It involves the practices carried out by an organization in encouraging employees to stay for the maximum amount of time as per their contracts (Das & Baruah, 2013).

This concept is multidimensional as it could be measured by the levels of employee turnover or by the measures of self selection, early work adjustment and employee performance. Employee turnover may either be voluntary or involuntary (Chew, 2004). Self selection is a measure of realistic information to actual work efforts, early work adjustment demonstrates the extent to which individual needs, skills and competencies are matched to organization climates (Saks, 1994) while employee performance is the measure of realistic information to actual work efforts (Rynes, 1989). Turnover measures the level at which employees leave the organization either through expiration of their contract, being released of duty, promotion to higher levels, transfer to other departments within the organization or voluntarily by the employee (Chaminade, 2007).

The responsibility of ensuring that employees are retained by an organization is held by the human resource business unit through the creation of recruitment policies and strategies that retain and increase on-the-job satisfaction for the employees (Das & Baruah, 2013). The main purpose of employee retention is to ensure that competent employees are not lost by an organization in order to maintain consistency in productivity and quality of service delivery (Samuel & Chipunza, 2009). While literature indicates that job-related factors determine applicants attraction and employee retention (Marr, 2007), there is no clarification as to whether E recruitment practices as a source has an equal effect on employee retention. The effects that various recruitment sources, including E recruitment, have on employee retention have been demonstrated (Breaugh & Starke, 2000).

1.1.3 Multinational Corporations in Kenya

Kogut and Zander (2003) argue that a multinational corporation is that which produces and/ or sells its products and/ or services in at least one country which is not its parent country. They may pursue geocentric (world oriented), polycentric (host country oriented) or ethnocentric (home country oriented) policies (Perlmutter, 1969). The main managerial concern for MNCs is the ability to have a strategic response to unexpected events within host countries (Mukuna, 2016). This includes competing in an environment with limited resource supply, such as talented

human capital in countries with developing economies. MNCs have therefore sought recruitment practices that increase their chances of attracting and retaining scarce talent (Smith & Rupp, 2004). MNCs also seek recruitment practices which allow them to source for talent beyond their home country and host country to allow for human capital with international experience, which is a source of competitive advantage within markets they compete in (Lakshmi, 2013).

With an estimate of 217 multinational corporations concentrated in Nairobi County out of approximately 250 (KNBS, 2015), Kenya possesses the largest economy in East Africa hence boasting a more prominent profile within the East African Community (Oxford Business Group, 2015) and attracting more multinationals. Multinationals transfer their technology from their home country to be tailored according to the Kenyan demand market for their product offering. Transfer of learning in the case of E recruitment provides the job market with information on these companies and their job requirements which increases the firm's attraction to job seekers and hence the possibility of retaining employees who desire to work at a specific firm. The reputation which multinationals bear in their host countries, in this case Kenya as a developing country is usually better positioned in comparison to the local companies hence stifling competition with other companies for talent.

Based on anecdotal evidence, it is common knowledge that multinational corporations in Kenya have adopted E recruitment practices for their hiring needs especially to acquire talent that is already tech-savvy. As the East African economic hub, Kenya received 57 (9%) of the 660 projects that came into Africa in 2014 in form of Foreign Direct Investments (FDIs), coming in third after South Africa and Egypt (This is Africa, 2015). Kenya is increasingly becoming the African home of choice for most multinationals looking for a presence within the continent, in addition to the fact that the country has incubated the top three most successful African multinationals in sub-Saharan Africa (Omwenga, 2012). This growth accompanied by the hosting of the Global Entrepreneurship Summit (GES) in 2015 and the sixth Tokyo International Conference for African Development (TICAD VI) in 2016 presents a positive outlook of the economy, attracting more multinationals to set up business.

As the Kenyan middle class continues to grow with an annual average of 5%, changes in tastes and preferences for services and products mimicked from the Western world provides a market for the offerings of multinational corporations (Kapchanga, 2015). This increases the demand for

domestic human capital that is already competent to provide competitive advantage within the Kenyan market. Multinationals play a huge role in contributing to the Gross Domestic Product (GDP) of the country and this can mainly be achieved by such firms being able to attract and retain talented human capital. Additionally, the influence of E recruitment practices on employee retention, with a capability gap of 28% has been identified as the most urgent trend needed to be addressed within the Kenyan human capital trends (Deloitte Consulting, 2014) and further supported by Midiwo (2014).

1.2 Problem Statement

The human resource function of firms is faced with the challenge of identifying recruitment practices that contribute to employee retention as a recruitment outcome (Trivedi & Muduli, 2015). 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, 2011).

Employee retention can be measured using different constructs and these include either employee turnover or the constructs of self selection, early work adjustment and employee performance. Even though the latter constructs are specifically designed for purposes of analyzing the relationship between recruitment sources and post-hire outcomes, employee performance involves the use of policies applied, hence is not an adequate indicator for employee retention.

Adopting E recruitment practices to replace traditional recruitment practices that are bound to be obsolete within the field of human resource management accrue multiple advantages to the firm. Therefore, the general expectation is that through the implementation of E recruitment practices, levels of employee turnover within a firm would reduce (Madia, 2011). However, researchers have demonstrated that there is a possibility of other factors, beyond the use of E recruitment practices, affecting the level of employee turnover experienced by a firm.

E recruitment practices and employee retention are both multidimensional and Trivedi and Muduli (2015) came to the conclusion that these concepts need further empirical analysis due to the existing divergent views. Some authors have identified E recruitment practices to have a

positive effect on employee retention while others demonstrate that they only accrue benefits during the recruitment process hence they have no effect on the levels of employee retention within a firm. There is also no agreement as to which indicators are the most accurate in the measurement of employee retention. This study therefore aims to identify the E recruitment practices relevant to multinational corporations in Nairobi County and their impact on employee retention.

1.3 Research Objectives

The general objective of the study was to analyze the relationship between E-recruitment practices and employee retention among multinational corporations in Nairobi.

In order to achieve the general objective, the study was guided by the following specific objectives:

- i. To identify E recruitment practices adopted by multinational corporations in Nairobi County.
- ii. To establish the level of employee retention among multinational corporations in Nairobi County.
- iii. To analyze the influence of corporate websites on employee retention in multinational corporations in Nairobi County.
- iv. To analyze the influence of commercial websites on employee retention in multinational corporations in Nairobi County.
- v. To analyze the influence of social network sites on employee retention in multinational corporations in Nairobi County.

1.4 Research Questions

To achieve its objectives, the study was guided by the following questions:

- i. What are the current key E recruitment practices adopted by multinational corporations in Nairobi County?
- ii. What are the levels of employee retention among multinational corporations in Nairobi?
- iii. What is the relationship between corporate websites and employee retention in multinational corporations in Nairobi County?
- iv. What is the relationship between commercial websites and employee retention in multinational corporations in Nairobi County?
- v. What is the relationship between social network sites and employee retention in multinational corporations in Nairobi County?

1.5 Justification of the Study

The study sought to contribute to existing literature on E recruitment practices and employee retention. This was achieved through determining whether the findings from the study confirms or contradicts existing knowledge on the nature of the relationship between E recruitment practices and employee retention. The study also provided direction in areas that would be relevant for future research based on its findings and limitations.

The practical justification would be to human resource practitioners by making them aware of current E recruitment practices and the impact of its implementation to a firm's level of employee retention.

1.6 Scope of the Study

The study focuses on 217 multinational corporations in Nairobi County considering a larger population has their headquarters located in Nairobi. The study has adopted both methods of measuring employee retention.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to explain the theories upon which the study is anchored on and its applicability to the areas upon which the study is focused. It also focuses on previous studies carried out on how E recruitment practices influence employee retention. This chapter is presented as follows: section one covers the theories which the study is anchored on, section two shows the empirical review based on previous studies and how they are aligned to the study objectives while the last section covers the conceptual framework which shows the variables under study and their relationships.

2.2 Theoretical framework

This study is anchored on the resource based view of the firm, the theory of reasoned action and the unified theory of acceptance and use of technology which explain the concepts of employee retention and E recruitment practices.

2.2.1 Resource Based View of the firm

The Resource Based View of the firm explains the attainment of sustainable competitive advantage through firm resources as the primary determinant of performance (Akio, 2005). With regard to literature on E recruitment and post-hire outcomes, this theory is the most cited within the contexts of integration of social media to recruitment, online recruitment within public and private sectors, use of E recruitment as a networked model, the role of E recruitment in the attraction and retention of workforce and the relationship between E recruitment as a strategy and employee retention (Girard & Fallery, 2013; Mwashia, 2013; Allden & Harris, 2013; Malik & Razaullah, 2013; Kihara, 2015; Mbugua, Waiganjo & Njeru, 2015).

The Resource Based View (RBV) of the firm argues that the attainment and retention of sustainable competitive advantage is derived from a firm's resources and capabilities (Penrose, 1959). Even though similarities in human resource practices may cut across various organizations within a particular market, firm-specific resources and needs develop over time, creating uniqueness that may not be easy to imitate.

The theory applied to the study by seeking to extend the resource based view of the firm to E recruitment practices and tries to explore its linkages to employee retention. Through the development of the capabilities of E recruitment, its antecedents and outcomes, the firm can stay ahead of its competitors (Colbert, 2004) hence leading to VRIN - valuable, rare, non imitable and non substitutable, creating internal firm capabilities that are not easy for other firms to imitate (Barney, Wright & Ketchen, 2001). This provides human resource systems with the potential to contribute to competitive advantage that is sustainable through the development of firm specific human resource competencies. It is for this reason that talent, which is a scarce resource, is an element that organizations globally compete for to reflect back on their goals and competitive advantage within the markets they operate in.

This theory is relevant to the study since it demonstrates how a firm derives sustainable competitive advantage through the exploitation of the scarce characteristics of individuals who are talented. As a core function of the firm, human resources provides the necessary intelligent capital for firms to compete within the markets they operate in and gain an advantage over other firms through acquiring and retaining such talent (Wernerfelt, 1984). Firms are able to achieve this by possessing unique resources that may not be replicated, which is the basis of argument for the resource based view of the firm.

2.2.2 Theory of Reasoned Action (TRA)

The theory was developed by Fishbein and Ajzen (1975), using an individual perspective, under social psychology to define the relationship between beliefs, attitudes, norms, intentions and behaviors. Individual behavior is determined by the intention to perform a behavior and is subjective to their attitudes and norms towards that behavior (Korpelainen, 2011). In this case, the subjective norm is in reference to the person's perception that the people important to him or her think that they should or should not perform the behavior in question (Fishbein & Ajzen, 1975).

The application of this theory to this study was under the author's assumption that the individual (human resource manager) intending to perform the behavior (implement the use of E recruitment practices) is subjected to the theory of reasoned action such that influences the choice to adopt the use of E recruitment practices. Multinationals in the country competing within global markets, may choose to implement the use of E recruitment based on the

perception that the potential applicants and other members of the firm (people important to him or her) expect the practice to be adopted by the firm. The decision to implement E recruitment practices is also influenced by the beliefs of the human resource managers, based on the implications it has not only to the candidates but also to the firm.

Scholars in this area of study have used the Diffusion of Innovation Theory (DIT) (Parry & Wilson, 2009; Rao, 2011; Kihara, 2015), which explains the process of adoption of innovation by organizations (Rogers, 1962). However, DIT views firms as potential adopters of technology. Venkatesh, Morris, Davis and Davis (2003) extend the theory of reasoned action by combining it with theories that explain the usage of Information and Communication Technology (ICT) by developing the Unified Theory of Acceptance and Use of Technology (UTAUT).

2.2.3 Unified Theory of Acceptance and Use of Technology (UTAUT)

The unified theory of acceptance and use of technology explains a user's intention to use ICT and the subsequent user behavior. The model was developed through a review of the theory of reasoned action, technology acceptance model, theory of planned behavior, the motivational model, a model combining the technology acceptance model and theory of planned behavior, the model of PC utilization, diffusion of innovation theory and the social cognitive theory (Korpelainen, 2011). Effort expectancy, performance expectancy, facilitating conditions and social influence are the determinants of user acceptance and usage behavior (Venkatesh et al., 2003). The theory provides managers with a tool to assess the possibilities of success following the introduction of technology as well as to understand drivers of acceptance of technology hence design interventions against potential resistance.

The relevance of the theory to the study is through being predictive of the human resource practices after the adoption of technology. Human resources are able to analyze potential benefits and costs that E recruitment practices may accrue to both the recruits and objectives of the human resource department. The UTAUT theory therefore informs this study through defining the reasons behind the adoption and continued use of E recruitment practices, which is to ensure that employees are retained by the firm for as long as their contracts dictate. Additionally, it predicts the potential that the adoption of E recruitment practices could have to the firm. This is through providing human resource managers with the tool to assess the possible success of implementing and continued use of E recruitment practices.

2.3 Empirical Review

With reference to the study objectives, this section reviews existing literature on E recruitment practices, levels of employee retention and the relationship between E recruitment practices and employee retention.

2.3.1 E recruitment practices in multinational corporations

Recruitment in the past has been treated as the least important practice by firms when in actual sense it stands out to be the most important element contributing to firm performance (Avebrook, 2012). As firms that tend to have hierarchal structures, multinationals have a preference for the adoption of E recruitment practices as they allow for formal procedures applied in the recruitment process (Melanthiou, 2015). The high volume of activities performed by multinational corporations, as viewed in a Danish context, is also a factor that forces firms to adopt E recruitment practices as they 'bind' many tasks within the shortest time possible (Holm, 2012). 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, 2010). 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 labor, which however lack skills by international standards (Thite, Budhwar & Wilkinson, 2014). The adoption of E recruitment practices is often favored 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).

2.3.2 Levels of employee retention in multinational corporations

Retention occurs as a result of voluntary practices carried out by an organization (Graham, 2003) to create an environment that would engage their employees on a long-term basis or to the extent to which their contracts state (Chaminade, 2007). Skilled employees have therefore become a major factor that differentiates firms, as their expertise has the potential to provide competitive

advantage within international markets (Samuel & Chipunza, 2009). As a result, organizations find employee turnover as the major challenge within their human resource business units (Mbugua, Waiganjo & Njeru, 2015). Levels of employee retention have been defined using employee turnover or by being conceptualized using self selection, early work adjustment and employee performance as determinants of a firm being able to retain their employees.

Employee turnover has been classified as voluntary or involuntary and under each of these classifications, turnover can be observed to either be functional or dysfunctional (Stovel & Bontis, 2002). Voluntary turnover is when an employee exits the firm under their own terms, commonly caused by job dissatisfaction and old age while involuntary turnover is when an employee is removed from duty by the firm's management through promotions, shift to other department(s) or expulsion from duty by senior management (Samuel & Chipunza, 2009). The most common reasons for the voluntary termination of services by an employee to a firm are dissatisfaction with the current job and old age. Functional turnover involves the exit of non-performers from the firm and the retention of good performers while dysfunctional turnover involves the exit of good performers and the retention of non-performers within the firm. Functional and dysfunctional turnover have the potential to reduce optimal firm performance or degenerate firm productivity and promote growth respectively (Stovel & Bontis, 2002).

Literature on the levels of employee retention within firms have highlighted that the main reasons for employee turnover (Hewitt Associates, 2006; Sherman & Wolfson, 2006): hiring practices, managerial style, lack of recognition, lack of competitive compensation system and toxic workplace environment; in the order in which they have been presented. However, these reasons vary with institutional contexts and with individual employee and potential employee needs.

The other measure of employee retention that has been conceptualized using self selection, early work adjustment and employee performance explains how employee recruitment practices affect post-hire outcomes (Rynes, 1989). (Saks, 1994) suggests that practices used to acquire employees are a differentiating factor to the type of employees that can be retained by a firm. New recruits therefore self-select the extent to which they have a fit with the organization, based on their personal needs and organizational climates. Employee retention with regard to early work adjustment is dependent on the recruitment practices that better prepare employees for

early work experience compared to other practices (Reilly, Brown, Blood & Malatesta, 1981). Employee performance measures the realistic information provided about a job during the recruitment process to actual work efforts by the new recruits. Firms evaluate job performance during a probation period before new recruits are actually absorbed into the firm.

Employee retention generally begins with the ability of a firm to hire the right people and persists with the policies put in place to keep them motivated and devoted to the organization (Mahal, 2012).

2.3.3 Influence of E recruitment practices on employee retention

Organizations which implement more progressive human resource practices as well as workplace environment grounded on employee participation, empowerment and accountability returned better performance and ensured meaningful employees are happy and retained by a firm thus reducing the rate of employee turnover.

Breaugh and Starke (2000) concluded that the source through which employees are obtained are usually closely tied to the type of job opening since persons recruited through certain sources would have more accurate information about the background of the company and job information (Rynes, 1991). Applicants are therefore able to make informed decisions whether to proceed with application for a job. Mbugua, Waiganjo and Njeru (2015) found that the use of strategic employee recruitment influenced employee retention through the use of associations, psychometric tests, website, targeting specific professionals and utilization of technologies. The information that a company presents through their E recruitment platforms communicates the job detail expectations to potential recruits which greatly influences the decision to apply for a job hence the length of stay within that particular job with high chances of employee retention (Trivedi & Muduli, 2015).

The creation of programs such as entry-level training allows for the retention of graduates as they have the opportunity to experience working with a company, and have their skills developed according to the needs of the firm (Peltokorpi & Froese, 2015). However, these benefits cannot be accrued to local firms who tend to be unwilling to provide such training. Recruitment practices are generally core to the levels of employee retention that will be observed within firms (Kashyap & Rangnekar, 2014). Job analysis, comprising detailed descriptions and specifications of a job vacancy, and the means through which a job vacancy is communicated are the major

determinants of the levels of employee retention a firm will return from the candidates who will be hired (Melanthiou, 2015; Greengard, 2012). Informal job sources are more likely to return lower levels of employee retention as compared to formal job sources since the use of practices such as E recruitment are solely focused on screening individuals within labor markets to provide the best available candidates (Masese & Kinange, 2016).

However, recruitment sources may not necessarily play a significant role on employee retention (Galanaki, 2002). In a study within the tourism industry, the top issues affecting levels of employee retention were; work environments, compensation policies and flexibility of work schedules (Dermody, 2002).

2.3.3.1 Influence of corporate websites on employee retention

Different schools of thought have been found with regard to the use of corporate websites and their relationship to employee retention. Some have demonstrated the existence of a positive relationship and the absence of a relationship. Through a study focused on higher education institutions, the use of e recruitment as a human resource information system contributes to employee retention through profiling personnel by analyzing their strengths and weaknesses (Rawat, 2010). Additionally, Rawat argues that the use of HRIS enables the business unit to strategically plan on human resource activities that maximize employee retention. The use of corporate websites to internally recruit, as studied within the health and beauty industry, not only allows for the retention of employees who are already familiar with a firm's business but also equips employees with the necessary skills to advance to managerial levels (Pollitt, 2007).

Corporate websites are wholly owned by the employer through which, in addition to the existence of other portals as preferred by the organization, there is a career portal that serves as the recruitment source of the firm. The use of corporate websites contributes to organizational branding and provision of vast information to potential recruits since information on the company, its history as well as the products and services offered allows candidates to make informed decisions as to whether it is a company of choice to work in (Lee, 2005). It returns positive hiring outcomes in general (Greengard, 2012), as people tend to apply to firms whose business they are familiar with. However, this source of E recruitment provides more benefits to large organizations who have are either globally established or have a workforce greater than 100 (Parry & Tyson, 2008). Companies that are well known are more likely to use this to their

benefit in contrast with small-sized companies whose operations are not well known or are not yet enjoying economies of scale.

Besides the use of corporate websites having a positive relationship with employee retention, some research has observed the absence of a relationship between the two as E recruitment has been found to be a practice that only provides advantages such as large geographical access of potential employees, time and cost effectiveness, ease of access to candidates with additional skills in computing, ease of use and faster response time to job vacancy postings (Galanaki, 2002; Cappelli, 2001; Dhamija, 2012; Midiwo, Mukulu & Gichuhi, 2015). These scholars viewed the use of E recruitment as to only benefit the company and the candidates during the recruitment process and have no effect on employee retention or other post-hire outcomes.

Through studying E recruitment practices by Danish multinationals, Holm (2012), suggests that the relationship between E recruitment and employee retention, or any other post hire outcome, is primarily determined by the ability of a firm to maintain its career portal on their website through regularly updating new and existing job information, online communication with potential candidates who have applied for jobs and those who are already signed up on their site and adding/ editing features on the career portal to improve user experience.

2.3.3.2 Influence of commercial websites on employee retention

Commercial websites may take form of independent firms or consultants. Depending the nature of a firm, commercial website owners could either; act as a hiring consultant and recruit on behalf of an employer for a fee, post jobs on their website without approval by employers or partake in both the business of recruitment consultants and job boards for any employer (Lee, 2005). Scholarly articles reviewed have revealed the existence of a positive relationship between the use of commercial websites and employee retention.

The use of commercial websites to outsource the human resource recruitment function of a firm allows for the multiple screening of candidates, by both the recruiting firm and the employer. Filtering of candidates via the commercial websites, interviews by the recruiting firm and the employer provides scrutiny of a candidate's skills and competencies hence increasing their match to the employer and their needs hence higher chances of employee retention (Kinder, 2000). High quality employees who are not actively searching for a job but are registered with a

commercial website can also be identified according to their fit to certain jobs with firms which outsource recruitment (Kaur, 2015). The use of commercial websites such as Bayt.com equips recruiters with superior tools to filter through such passive candidates and acquire those that best fit their firm, hence higher chances of being able to retain such employees whose skills match organizational needs (Lee, 2005).

Commercial websites tend to disclose the compensation policies that employers are offering for specific job openings (Masese & Kinange, 2016). Candidates may apply for certain jobs based on the salary being offered, as they may see fit to their job requirements and lifestyle. When such candidates are hired, job satisfaction is achieved with regard to monetary fulfillment hence increase the chances of employee retention, as the employee will not want to lose these benefits (Smith & Rupp, 2004). However, this may accrue to be a disadvantage to an employer as some potential competent candidates may decline applying or accepting an invitation to interview for a specific job should they feel that the proposed remuneration and other job benefits is below their experience, skill and/ or pay expectations (Galanaki, 2002). The impact of disclosing a firm's compensation details should therefore be considered by commercial website owners, based on whether or not the employer wants the details to be presented, with knowledge on the potential implications (Masese & Kinange, 2016). The observations that apply to the disclosure of compensation details are applicable to keywords that have the potential to discriminate age, gender and religion.

A survey undertaken by the International Association of Employment Websites (IAEW) in the year 2014 revealed that the use of commercial websites is the leading practice, at 24%, through which job seekers find work. This has increased the levels through which employers opt to acquire employees through the use of commercial websites, including firms which already have their own career portals on their websites (Zappe, 2015). The use of attributes such as referrals within commercial websites such as Jobvite is what has increased the rate at which both employers and employees prefer the use of commercial websites (Baum & Kabst, 2014) since the use of screening tools combined with a referral presents intelligent capital with the necessary skills required by an employer, hence retention.

2.3.3.3 Influence of social network sites on employee retention

The most recent practice through which E recruitment is carried out is social network sites and the infancy of this practice has resulted in both a positive and negative impact on employee retention (Masese & Kinange, 2016). The main purpose for the adoption of this practice by firms is to attract the younger population who are more dominant and conversant with such channels (Dutta, 2014). Social network sites currently comprise LinkedIn, Twitter, Instagram, FaceBook and mobile phone recruitment through which job posts may be put up as advertisements, social network post or employee referrals. Through the reach of as many individuals as possible, social network sites favor the retention of employees as employers are able to choose from a wide range of skills and competencies from the applications received (Boyd & Ellison, 2008).

The use of social network sites such as LinkedIn allows its users to post their past history relating to their career background. Recruiters who are more engaged on such sites are able to view a record of success among applicants and this reflects on the ability of such recruits to be retained within a firm (Allden & Harris, 2013). Allden and Harris (2010) further observed that the use of sites such as Twitter, FaceBook and LinkedIn allow candidates to view and apply jobs which require skills with which they are most competent while allowing recruiters to approach candidates whose talent are a best fit for their firm. Employers are able to interact with potential candidates and obtain an idea on their job expectations and needs, providing employers with the opportunity to create work environments to suit such needs hence retain their employees (Hunt, 2010). Employee retention is further enhanced by the ability of an employer to run background checks of employees through conducting a search on social networking sites as well as communicating with potential candidates (Aktor, 2011). This conclusion was arrived at through a survey conducted among firms in the 27 European Union member states as well as Switzerland and Norway.

The use of the vast information on social networking sites as part of the screening process has a negative relationship to the levels of employee retention since a large proportion of this information is personal rather than professional (Rogers, 2015). The survey conducted by Walters, involving 280 hiring managers in Asia, Europe, South Africa and America, further revealed that employers should only conduct a social networking site search on a candidate only if they feel that it would be of relevance to their professional qualification. Social network sites

may also provoke behavior that may not reflect the reality of individual behaviors and competencies which in return may affect employee retention as a hiring outcome (Koo, Wati & Jung, 2012). Referring to the labor market as having 'transparency-noise' observed that the use of social networking sites as a recruitment practice has led to the increase of unqualified applications, hence the failure of an employee to fit into a job position and firm (Fondeur, 2006). The nature of social networks as a source of interaction has allowed its users to lack censorship in the content they post on these sites. The use of a social network search on employees and potential candidates could therefore result in the termination of an employment contract or the lack of progression in the recruitment process (Girard, Fallery & Rodhain, 2013).

As demonstrated by a study in Cyprus on the use of social network sites among Cypriot organizations, the specific social media network channel used may either have a positive or negative relationship on the retention of employees (Melanthiou, 2015). This is due to the high volume of applications received and the false façade that many people present on social network sites that may turn out to be irrelevant to the job vacancy.

2.4 Research gap

E recruitment practices and employee retention are multi faceted issues. E recruitment practices take the form of corporate websites, commercial websites or social network sites; which could also be referred to as either Web 1.0 or Web 2.0 tools (Lee, 2005). Researchers agree that firms should adopt E recruitment practices that provide benefits which may have an indirect effect on the levels of employee retention within the firm (Trivedi & Muduli, 2015; Kihara, 2015; Mwashia, 2013; Madia, 2011; Gazzawi & Accoumeah, 2014). On the other hand, there is no agreed method of measurement of employee retention and the relationship between E recruitment practices and employee retention has only been speculated through reviewing elements such as the benefits of E recruitment and its perceived effectiveness (Allden & Harris, 2013).

As a trend that is constantly evolving, E recruitment has had scholars focus on studies mostly in European countries such as Germany, the United Kingdom, France and Scandinavian countries and the United States of America (Galanaki, 2002; Melanthiou, 2015; Slovensky & Ross, 2012; , Gibb & Harcourt, 2013). E recruitment practices have also been found to have a positive,

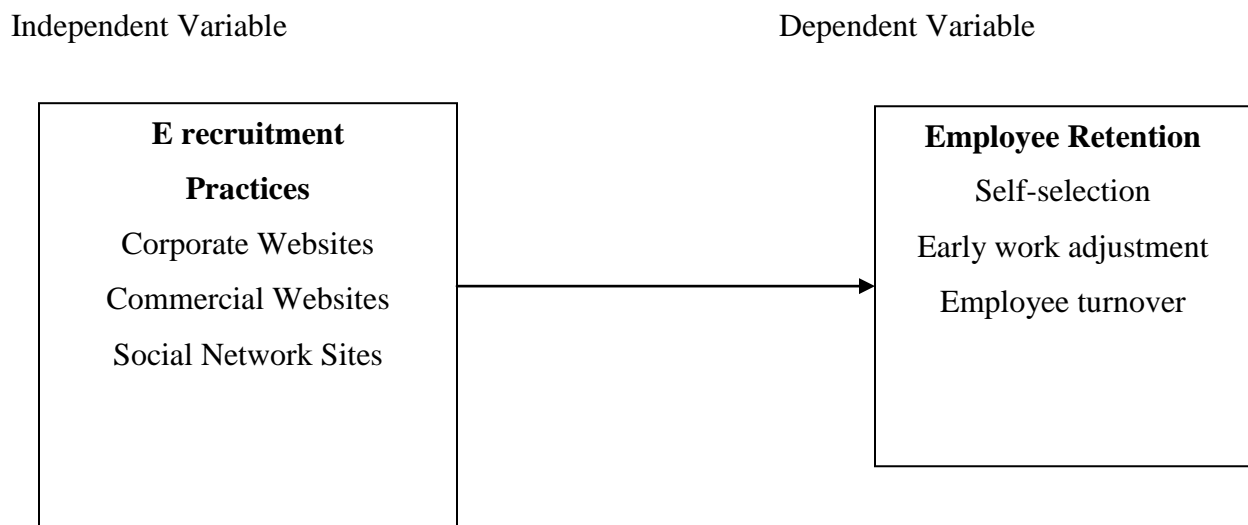
negative or no relationship by only providing advantages which may not have an effect on the levels of employee retention within a firm.

This study therefore aimed to determine how the use of corporate websites, commercial websites and social network sites affects employee retention in multinational corporations in Nairobi County. It examined the main practices used by multinationals and their effects of employee retention from the perspective of the human resource managers.

2.5 Conceptual framework

The conceptual framework explains that E recruitment, the independent variable, has been measured using three constructs: corporate websites, commercial websites and social network sites while employee retention, the dependent variable, was measured using three constructs; self-selection, early work adjustment and employee turnover.

Figure 2.1 Conceptual framework



Source: Author (2017)

2.6 Operationalization of study

This section explains how the researcher measured E recruitment practices and employee retention.

E recruitment practices

E recruitment practices were measured using the Likert scale. The scale allowed key respondents to indicate the extent to which corporate websites, commercial websites and social network sites described their firm with the statements as per the questionnaire.

Employee retention

Employee retention was conceptualized using self selection, early work adjustment and employee turnover. These were measured on Likert scale which had statements that respondents were required to indicate the extent to which employee retention described their firm.

Table 2.1 below summarizes the operationalization of the variables for the study.

Table 2.1 Operationalization of the study

Variable	Constructs	Operation Definition	Measurement Indicator	Source
Independent Variable (E recruitment)	1. Corporate Websites	Process of setting up a career portal on company website to improve the applicant knowledge on the firm and promote an attractive image	Five point likert scale 1-Strongly disagree 2-Disagree 3-Somewhat agree 4-Agree 5-Strongly agree	(Maurer & Liu, 2007)
	2. Commercial websites	Process of outsourcing E recruitment with/without prior knowledge or assignment	Five point likert scale 1-Strongly disagree 2-Disagree 3-Somewhat agree 4-Agree 5-Strongly agree	(Girard & Fallery, 2009)

	3.Social network sites	Practice that involves use of online platform for social purposes that offer interaction	Five point likert scale 1-Strongly disagree 2-Disagree 3-Somewhat agree 4-Agree 5-Strongly agree	(Broughton, Foley, Ledermaier & Cox, 2013)
Dependent variable (employee retention)	1. Self selection	Process of matching individual needs and organizational climates	Five point likert scale 1-Strongly disagree 2-Disagree 3-Somewhat agree 4-Agree 5-Strongly agree	(Rynes, 1989)
	2. Early work adjustment	The matching of early job experiences to pre-hire expectations	Five point likert scale 1-Strongly disagree 2-Disagree 3-Somewhat agree 4-Agree 5-Strongly agree	(Saks, 1994)
	3. Employee turnover	Measure of the levels at which employees exit a firm voluntarily or involuntarily	Five point likert scale 1-Strongly disagree 2-Disagree 3-Somewhat agree 4-Agree 5-Strongly agree	(Stovel & Bontis, 2002; Sherman & Wolfson, 2006)

Source: Author (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methodologies that were used in the procedures for conducting the research, data collection and the techniques that were adopted for data presentation and analysis. The chapter is divided into six parts: research philosophy, research design, population and sampling, data collection, data analysis, research quality and ethical considerations that were applied to the study.

3.2 Research philosophy

The philosophical framework that underpinned the study was the positivism/ scientific approach. Levin (1988) argues that through positivism, reality can be observed and described objectively, since it is stable, without interfering with the subject of study.

From a methodological standpoint, reality can be manipulated using a single independent variable (Myers, 1997) whereby E recruitment will be observed in order to identify regularities and relationships with employee retention. The positivism approach allows for the use of quantifiable measures of the variables under study (Olrlikowski & Baroudi, 1991) in order to test the theories adopted. This was achieved through the use of scientific methods and statistical analysis, which comprise descriptive analysis, correlation analysis and multiple regression analysis. This is described later in the chapter to allow for the findings to be generalized with the purpose of increasing chances of drawing highly predictive inferences (Mack, 2010) regarding the relationship between E recruitment and employee retention. However, Mack (2010) further critiques the positivism approach based on the fact that reality comprises very many variables to the extent that it is impossible to deduct an absolute truth. Additionally, Alavi and Carlson (1992) found that all empirical studies whose methodology involved undertaking surveys, an approach which was adopted for this study, as at that time conformed to the positivism approach.

3.3 Research design

The study adopted a cross sectional survey approach. This approach allowed for the observation of representative characteristics on the adoption of E recruitment practices among multinational

corporations in Kenya and their influence on employee retention. The use of a representative sample of the population allowed for the generalization of findings across similar firms.

Quantitative methods of analysis, which included spearman correlation and multiple regressions, was applied to the data collected in order to observe the relationship between E recruitment practices and employee retention in multinational corporations in Nairobi County. Previous studies focusing on E recruitment have applied a similar research design (Galanaki, 2002; Marr, 2007; Mwashu, 2013; Malik & Razaullah, 2013; Baum & Kabst, 2014; Kihara, 2015). Data on E recruitment practices and employee retention was collected over a period of two months and measured.

3.4 Population and sampling

The population comprised all 250 multinational corporations in Nairobi County, who are listed in the Kenya Investment Authority (KenInvest) directory, 2016. The rest of the multinationals are located in other major towns of Nakuru, Thika, Kisumu, Mombasa and Eldoret. The selection of multinationals in Nairobi County was due to the reason that most of them are located in Nairobi County (KenInvest, 2016) in addition to their proximity to the central business district.

3.4.1 Sampling frame

The sampling frame comprised all 250 multinational corporations located in Kenya according to the Kenyan Economic Survey, 2015 (KNBS, 2015). Firms whose offices were not in Nairobi were eliminated, leaving 217 multinationals. Using the web links provided by the Kenya National Investment Agency, all firms that did not have an online presence that showed the use of E recruitment practices were also eliminated, leaving 152 multinationals to sample from. Due to the absence of an existing frame, the sampling frame that was applied was the industry in which these firms operate. These industries include: agricultural, automobile and accessories, banking, commercial and services, construction and allied, energy and petroleum, financial services, insurance, manufacturing and allied, real estate as well as telecommunications and technology.

The sample design applied was probability sampling in order to provide each element of the population with an equal chance to be selected. Since the population was heterogeneous, stratified sampling was applied whereby elements of the population were divided into strata

according to the industry of operation. Each stratum proved to be more homogenous in comparison to the total population, thus higher chances of providing more accurate information.

In order to determine the sample size for the study, Slovin's (1960) formula was applied as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n was the sample size

N was the population size

1 was a constant value

e was the margin of error = 0.05 (this was set at an acceptable confidence level of 95%)

$$n = \frac{N}{1 + Ne^2} = \frac{152}{1 + (152 \times 0.05^2)} = 110.1449 \cong 110$$

To achieve the desired sample of 110 firms, the researcher selected all the multinational corporations in the agricultural (6), automobiles and accessories (16), banking (7), construction and allied (9), energy and petroleum (10), financial services (8), insurance (4), real estate (1) and telecommunications and technology industries (9) since they had the least numbers represented. Targeting 20 firms from each industry remaining (commercial and services and manufacturing and allied), each of the remaining firms were assigned a number and 20 of them were drawn using Microsoft Excel random numbers from each of the two industries.

The drawn sample of 110 multinationals was therefore used to represent the population in the study.

3.5 Data collection

Primary data was collected through the use of semi-structured questionnaires which were administered by the researcher. Thirty nine percent of the questionnaires were administered, in-person, to the respondents accompanied by an introductory letter (see appendix I and II) informing the respondents on who the researcher is and the purpose of the study. The remaining 61% of the questionnaires were administered through the use of an online survey whose link was sent via e-mail to respondents who had a preference for the online survey over the physical copy. The questionnaire was administered to all 110 human resource managers, who were accessed

through the main company contacts, under the assumption that they were in charge of the recruitment practices adopted by the company.

The questionnaire was designed in line with the research objectives: the first section contained questions about the firm profile, the second section included questions about E recruitment practices and the third section had questions regarding employee retention. The close ended questions on the questionnaire had a limitation on its responses which were assessed through the use of a five-point likert scale that described the extent to which the statements described the firms under study. Respondents were allowed a maximum of four days to fill out the questionnaires, after which the researcher collected in-person and followed up via email for those who were responding using the designed online survey. Data collection took two and a half months from February to April 2017.

3.6 Data analysis

The key individuals who informed the study were the human resource managers of multinational corporations in Nairobi County under the assumption that they were responsible for the recruitment practices adopted by their firms. Out of the 110 selected, 81 responded, giving a response rate of 73.6%. The figure was considered to be adequate to proceed with analysis.

Data collected was sorted according to the categories presented in the questionnaire. The completed questionnaires were edited to check for completeness and consistency. Using the Statistical Package for Social Sciences (SPSS) software, raw data obtained from the questionnaires was then checked for completeness and errors through identifying unusual, problematic and extreme values. The edited data was then coded using SPSS where descriptive analysis, correlation and multiple regression analysis were carried out. Since employee retention has two methods of measurement, the study applied the self selection, early work adjustment and employee turnover levels approach.

Objective one and two were analyzed using descriptive statistics. Descriptive analysis was done to establish the profile of the firm which include; the duration of operation in Kenya, whether the subsidiary is the regional headquarters of the enterprise, the product/ services offered, number of branches in the country and the number of employees within the firm. Descriptive analysis was

also used to determine overall mean scores and standard deviations of the E recruitment practices and employee retention variables.

Objectives three, four and five were measured on two levels. They were first measured using correlation analysis then further measured using regression analysis. Correlation analysis was done to establish the strength of the relationship between the E recruitment practices and employee retention variables, denoted by (r_s), whereby R represented values between +1.0 and -1.0. The closer a value was to 0.00; the weaker the relationship between the variables and the closer the value was to +1 or -1, then the stronger the relationship between the variables. Employee turnover was also measured using correlation analysis to determine the strength of the relationship it had with E recruitment practices.

Multiple regression analysis was done on the independent and dependent variables to establish the relationship between E recruitment practices and employee retention.

The regression models that were adopted are as below:

Self selection	$Y_1 = \beta + \beta\text{CorW} + \beta\text{ComW} + \beta\text{SnS} + \epsilon_i$
Early work adjustment	$Y_2 = \beta + \beta\text{CorW} + \beta\text{ComW} + \beta\text{SnS} + \epsilon_i$
Overall employee retention	$Y_j = \beta + \beta\text{CorW} + \beta\text{ComW} + \beta\text{SnS} + \epsilon_i$

Where:

Dependent variables (Y_1 – self selection, Y_2 – early work adjustment and Y_j – overall employee retention) were tested individually as per the above equations

B – This is the value of Y when E recruitment practices are equal to zero, also known as the Y-intercept.

CorW, **ComW** and **SnS** – E recruitment practices initials: Corporate websites (CorW), Commercial websites (ComW) and Social network sites (SnS).

ϵ_i – Error term.

The output of the multiple regression was observed to determine which variable had the best fit, through the coefficient of determination (R^2), where the closer R^2 was to 1; the better the model was for predictive purposes on the relationship between E recruitment and employee retention.

3.7 Research Quality

Research quality was measured using the techniques of reliability and validity. Reliability was measured at a threshold of 0.7 and above (Nunnally, 1978) to determine whether gathered data can be used to generalize findings on the nature of the relationship between E recruitment practices and employee retention.

Reliability was measured using the Cronbach's Alpha test on the three components of E recruitment practices for internal consistency. The reliability test performed on the three components of E recruitment practices met the criterion for the test hence reliable in explaining employee retention as the dependent variable. Corporate websites had a Chronbach's alpha value of $(\alpha) = 0.870$, commercial websites $(\alpha) = 0.806$ and social network sites $(\alpha) = 0.737$. The three variables had an overall Chronbach's alpha value of $(\alpha) = 0.788$. These values slightly exceeded the recommended threshold of 0.7, making the items measuring E recruitment practices reliable. The variables measuring employee retention had a Chronbach's alpha value of $(\alpha) = 0.820$.

Content validity was achieved through a thorough review of literature (Bollen, 1989) and consulting experts within the field of human resource practices and research on the validity of the research instrument.

3.8 Ethical consideration

Participants were assured of confidentiality in the information that they provided and they were informed of the purposes for which the study was intended using the letter of introduction (Appendix I). The process through which the study was undertaken ensured that participants provided information voluntarily without being coerced. The ethical consideration for the study was achieved through seeking verbal consent from the respondents. Additionally, the letter introducing the purpose through which the study was being undertaken allowed for the freedom of consent by the respondents.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents and reports the results of the analysis from the study. In order to determine the response rate, preliminary analysis was carried out then descriptive, correlation and multiple regression analysis were performed on the questionnaire items to determine the relationship between E recruitment practices and employee retention.

4.2 Firm Profile

The firm was the unit of analysis for the study. In order to assess the characteristics of the firm, the study used the duration of operation in the country, regional headquarters, number of branches, products/ services offered, number of product lines and current number of employees. In Table 4.1 below, majority of the firms, 72.8% had Kenya as their regional headquarters. South Africa had 21.2%, 2% in Nigeria and a further 4% whose regional headquarters were not been specified. Most of the firms therefore had a preference for Kenya to set up their regional office.

Table 4.1: Firm Profile I (Duration of operation, headquarters and number of branches)

Characteristics	Options	Frequency	Percentage	
Duration of operation in Kenya	0 – 5 years	13	16%	
	6 – 10 years	11	14%	
	11 – 15 years	17	21%	
	Above 15 years	40	49%	
Firm’s regional headquarters	Kenya	59	73%	
	Other	South Africa	17	21%
		Nigeria	2	2%
		No headquarters	3	4%
Number of branches in Kenya	Between 0 – 5	56	69%	
	Between 6 – 10	8	10%	
	Between 11 – 15	6	7%	
	Above 15	11	14%	

Source: Author (2017)

In Table 4.2 below, 44.4% of the firms as the majority had approximately 51 – 100 employees. 32% had approximately 11 – 50 employees, 18% more than 100 employees while 5% had 0 – 10 employees. These results show that most of the multinationals are medium – sized hence are growing as they expand their scope of operations within the country.

Table 4.2 Firm Profile II (product offering, number of product lines, employees)

Characteristics	Options	Frequency	Percentage
Product offering	Agricultural	5	6%
	Automobile	11	14%
	Insurance	2	3%
	Banking/ Financial	8	10%
	Energy/ Petroleum	6	7%
	Real Estate	1	1%
	Consumer goods	6	7%
	Commercial services	14	17%
	Telecommunication	6	7%
	Healthcare	5	6%
	Education	2	3%
	Manufacturing	4	5%
	Electronics	3	4%
	Construction	4	5%
Hospitality	4	5%	
Product lines	Between 0 – 5	56	69%
	Between 6 – 10	14	17%
	Between 11 – 15	4	5%
	Above 15	7	9%
Employees	Between 0 – 10	4	5%
	Between 11 – 50	26	32%
	Between 51 – 100	36	44%
	Above 100	15	19%

Source: Author (2017)

4.3 E recruitment practices adopted by multinational corporations in Nairobi County

The E recruitment practices that are prevalent within labor markets can be generally classified as corporate websites, commercial websites and social network sites. This resulted in the first objective of the current study which was to find the E recruitment practices that were relevant to multinational corporations within the Kenyan context. A set of 19 statements covering the different aspects of E recruitment practices were presented to the study's respondents, to which they indicated the level to which they represented their firm on a five-point likert scale whereby: 1 was Strongly disagree, 2 was Disagree, 3 was Somewhat agree, 4 was Agree and 5 was Strongly agree.

Descriptive analysis was performed on the responses received; their mean scores and standard deviations were calculated as well as the overall mean scores to indicate the respondents' levels of agreement with the statements regarding E recruitment practices within their firms.

4.3.1 Corporate websites

The respondents were asked to rank the degree to which the following statements regarding corporate websites described their firms. In Table 4.3 below, the highest mean score was 4.23, and its standard deviation 1.052, suggesting that the profile of the firm was the most relevant in describing corporate websites. The lowest mean score was 2.15 and its standard deviation was 1.108 suggesting that this was an area of corporate websites that could be improved on. While the overall mean score was 3.02 and its standard deviation 1.466, showing that respondents on average agreed on the statements describing their firm's corporate websites.

Table 4.3 Corporate websites

Corporate websites													
Statements		Frequency and percentages										Mean	SD
		1		2		3		4		5			
		F	%	F	%	F	%	F	%	F	%		
1	Firm profile and history promote our brand	2	3	7	9	4	5	25	31	43	53	4.23	1.052
2	Firm product information promote our brand	3	4	8	10	3	4	30	37	37	46	4.11	1.107
3	Firm mission and vision promote our brand	7	9	32	40	7	9	18	22	17	21	3.07	1.349
4	We have our recruitment portal	15	19	25	31	3	4	16	20	22	27	3.06	1.536
5	Managers are involved in final candidate screening	13	16	26	32	6	7	26	32	10	12	2.93	1.34
6	Our recruitment portal has aptitude tests	23	28	29	36	5	6	16	20	8	10	2.47	1.352
7	Our recruitment portal has personality tests	23	28	39	48	7	9	7	9	5	6	2.16	1.123
8	Our recruitment portal shows candidate progress	21	26	44	54	5	6	5	6	6	7	2.15	1.108
Overall score											3.02	1.466	

Source: Author (2017)

4.3.2 Commercial websites

The respondents were asked to rank the degree to which the following statements regarding commercial websites described their firms. In Table 4.4 below, the highest mean score was 3.67 and its standard deviation was 1.323 suggesting that respondents were well aware that vacancy information could often be found on commercial websites with or without their consent.

The lowest mean score was 2.14 and its standard deviation 1.069, suggesting that even if firms outsourced their recruitment function, commercial websites did not pay attention to ensuring that they are legitimate employers. The overall mean score was 2.72 and its standard deviation 1.441 showing that respondents on average moderately agreed with the statements describing commercial websites in relation to their firm.

Table 4.4 Commercial websites

Commercial websites													
Statements		Frequency and percentages										Mean	SD
		1		2		3		4		5			
		F	%	F	%	F	%	F	%	F	%		
1	Our job vacancies can be found on other sites	4	5	18	22	10	12	18	22	31	38	3.67	1.323
2	We select candidates from commercial sites	19	24	16	20	4	5	24	30	18	22	3.07	1.531
3	We short list candidates from commercial sites	26	32	20	25	4	5	26	32	5	6	2.56	1.387
4	We outsource recruitment from commercial sites	31	38	16	20	8	10	16	20	10	12	2.48	1.476
5	The site we outsource to have screen candidates	24	30	27	33	9	11	18	22	3	4	2.37	1.229
6	Commercial sites screen the firm for legitimacy	24	30	37	46	7	9	11	14	2	3	2.14	1.069
Overall score												2.72	1.441

Source: Author (2017)

4.3.3 Social network sites

The respondents were asked to select all the social network sites which were adopted by their firm. In Table 4.5 as follows, the frequencies and the percentages of their responses are recorded. Majority of the firms adopted FaceBook as a social network site, at 30%. The other most preferred social network sites were Twitter at 26% and LinkedIn at 17%. Most firms had adopted both FaceBook and Twitter while the least adopted was WhatsApp at 0.44%.

Table 4.5 Social network sites adopted

Options	Frequency	Percentage
Twitter	67	26%
FaceBook	59	30%
Blog	38	17%
LinkedIn	23	10%
Instagram	19	8.3%
Google Plus	6	3%
YouTube	3	1.3%
Flickr	2	0.88%
Pinterest	2	0.88%
Tumblr	1	0.44%
WhatsApp	1	0.44%

Source: Author (2017)

The respondents were asked to rank the degree to which the following statements regarding social network sites described their firms. In Table 4.6 as follows, the highest mean score was 3.43 and its standard deviation was 1.150 suggesting that majority of the firms posted job vacancy information on their social media sites. The lowest mean score was 2.09 and its standard deviation 0.809 suggesting that the firm's under study did not view the social media content of their candidates as relevant to analyze their fit to the firm's culture. The overall mean score of 2.63 and its standard deviation 1.154, showed that respondents on average moderately agreed with the statements describing their firm's social network sites.

Table 4.6 Social network sites

Social network sites													
Statements		Frequency and percentages										Mean	SD
		1		2		3		4		5			
		F	%	F	%	F	%	F	%	F	%		
1	We post jobs on our social network sites	6	7	14	17	11	14	39	48	11	14	3.43	1.150
2	We interact with candidates via social sites	10	12	18	22	15	19	32	40	6	7	3.07	1.191
3	We analyze candidate social media content	13	16	37	46	21	26	9	11	1	1	2.36	.926
4	We approach followers whose profile fit the firm	18	22	40	49	12	14	9	11	2	3	2.22	1.000
5	We screen candidate content to view fit to our culture	16	20	48	59	12	14	4	5	1	1	2.09	.809
Overall score											2.63	1.154	

Source: Author (2017)

When ranking the E recruitment practices based on the overall mean score for each E recruitment practice, corporate websites had the highest overall mean of 3.02, followed by commercial websites with an overall mean of 2.72 and lastly social media sites with an overall mean of 2.63. Based on the results presented, the use of corporate websites as a recruitment practice was the most relevant to multinational corporations while social networking sites were the least relevant. This implies that human resource managers are more interested in using corporate websites as a recruitment practice than they were in commercial websites and social media sites.

4.4 Levels of employee retention among multinational corporations in Nairobi County

Levels of employee retention are measured either through the variables of self selection, early work adjustment and employee performance or through levels of employee turnover. The study applied both measures but was majorly guided by the use of self selection, early work adjustment and employee turnover. A set of 10 statements covering the different aspects of employee retention were presented to the study's respondents whereby: 1 was Strongly disagree, 2 was Disagree, 3 was Somewhat agree, 4 was Agree and 5 was Strongly agree.

Descriptive analysis was performed on the responses received; their mean scores and standard deviations were calculated as well as the overall mean scores to indicate the respondents' levels of agreement with the statements regarding employee retention within their firms.

4.4.1 Self selection

The respondents were asked to rank the degree to which the following statements regarding self selection described their firms. In Table 4.7 as follows, the highest mean score was 4.14 and its standard deviation was 0.848, suggesting that firm's consistently nurtured the skills of their new recruits. The lowest mean score was 2.42 and its standard deviation 1.150, suggesting that respondents did not view that measuring skills with tasks as relevant to self selection. The overall mean score was 3.20 and its standard deviation 1.077, which showed that respondents on average agreed with the statements describing self selection in their firm.

Table 4.7 Self selection

Self selection													
Statements		Frequency and percentages										Mean	SD
		1		2		3		4		5			
		F	%	F	%	F	%	F	%	F	%		
1	We continuously nurture skills and competencies	0	0	2	3	18	22	28	35	33	40	4.14	.848
2	We consider individual needs in job assignment	5	6	29	36	12	15	17	21	18	22	3.17	1.302
3	Individual personalities match firm culture	1	1	14	17	31	38	30	37	5	6	3.30	.872
5	We collect feedback on matching tasks to needs	8	10	28	35	14	17	22	27	9	11	2.95	1.213
4	We measure success of matching skills with tasks	19	24	30	37	14	17	15	19	3	4	2.42	1.150
Overall score											3.20	1.077	

Source: Author (2017)

4.4.2 Early work adjustment

The respondents were asked to rank the degree to which the following statements regarding early work adjustment described their firms. In Table 4.8 as follows, the highest mean score was 4.21 and its standard deviation was 0.817, suggesting that new recruits fulfilling a firm's adjustment expectations was important in determining their retention in the firm's under study. The lowest mean score was 2.05 and its standard deviation 0.947, suggesting that most of the firms did not have a mechanism to determine whether their new recruits had problems adjusting to the firm. The overall mean score was 3.40 and its standard deviation 1.013, showing that the respondents on average agreed with the statements on early work adjustment to describing their firm.

Table 4.8 Early work adjustment

Early work adjustment													
Statements		Frequency and percentages										Mean	SD
		1		2		3		4		5			
		F	%	F	%	F	%	F	%	F	%		
1	We only retain recruits who fulfill adjustment expectations	2	3	1	1	5	6	43	53	30	37	4.21	.817
2	New recruits must satisfy performance expectations	2	3	6	7	13	16	41	51	19	24	3.85	.950
3	New recruits demonstrate commitment to work objectives	0	0	0	0	32	40	46	57	3	4	3.64	.555
4	We only retain recruits who satisfy job expectations	5	6	12	15	18	22	25	31	21	26	3.56	1.204
5	Our new recruits undergo induction	12	15	16	20	11	14	24	30	18	22	3.25	1.392
6	We collect feedback from recruits on adjustment	3	4	38	47	5	6	25	31	10	12	3.01	1.199
7	New recruits always satisfy job expectations	3	4	27	33	24	30	23	28	4	5	2.98	.987
8	We assign mentors to new recruits	8	9	25	30	17	21	24	30	7	9	2.96	1.167
9	We have a mechanism that detects problems in work adjustment	24	30	38	47	11	14	7	9	1	1	2.05	.947
Overall score											3.40	1.013	

Source: Author (2017)

4.4.3 Employee turnover

Respondents were asked a range of questions that provided multiple choices regarding the levels of employee turnover within their firms. Table 4.9 as follows presents the frequency and percentage of their responses.

Table 4.9 (a) and Table 4.9 (b) show that majority of the firms under study had a constant number of employees between the years 2015 – 2016 and any form of employee turnover was attributed to internal work reassignment.

Table 4.9 (a) Employee turnover

Statement	Options	Frequency	Percentage (%)
Approximate number of employees at the beginning of 2015	Between 0 – 10	7	8.6
	Between 11 – 50	18	22.2
	Between 51 – 100	41	50.6
	Above 100	15	18.5
Approximate number of employees at the end of 2016	Between 0 – 10	5	6.2
	Between 11 – 50	24	29.6
	Between 51 – 100	34	42.0
	Above 100	18	22.2

Source: Author (2017)

Table 4.9 (b) Employee turnover

Statement	Options	Frequency	Percentage
Increase or decrease in number of employees	Increased	8	9.9
	Decreased	9	11.1
	Constant	64	79.0
Most common form of employee turnover	Voluntary	30	37
	Involuntary	24	29.6
	Internal work reassignment	27	33.3

Source: Author (2017)

Concluding from the results on employee retention, it is visible that it is a multifaceted variable with inconsistencies on a specific measure. According to the descriptive analysis, the levels of employee retention were highest when measured with employee performance (Mean = 3.73, SD = 0.939) and the lowest when it was measured using employee turnover (Mean = 1.965, SD = 0.801). The implications drawn are that human resource managers are keen on retaining their new recruits based on self selection which relates to their adoption to the work environment.

4.5 Influence of E recruitment practices on employee retention

This research is aimed at carrying out an investigation on the influence of E recruitment practices (independent variable) on employee retention (dependent variable).

This objective was achieved through carrying out correlation analysis followed by multiple regression analysis on the data obtained on the variables.

4.5.1 Spearman's rho correlation analysis

Correlation analysis was done between employee retention and the three variables measuring E recruitment practices to measure the strength of relation between the two variables using Spearman's rank order correlation (r_s).

The relation between two variables in Table 4.10 below has been shown using the asterisk sign (*). Spearman's correlation coefficient (r_s): 0.00 to 0.1 is very weak, 0.20 to 0.39 is weak, 0.4 to 0.59 is moderate, 0.6 to 0.79 is strong and 0.8 to 1.0 is very strong.

The results from the table show that the Spearman correlation coefficient for self selection and corporate websites was $r_s = 0.428$, p -value = 0.03 which showed a moderate, positive relationship ($p < 0.01$ for one-tailed test) and early work adjustment with corporate websites was, $r_s = 0.321$, p -value = 0.00 ($p < 0.01$ for one-tailed test) which showed a weak, positive relationship. Early work adjustment and commercial websites was $r_s = -0.225$, p -value = 0.413 ($p < 0.05$ for two-tailed test) which showed a weak, negative relationship. Self selection and social network sites was $r_s = 0.413$, p -value = 0.04 ($p < 0.05$ for two-tailed test) which showed a moderate, positive relationship. There was no correlation between employee turnover and any of the E recruitment practices.

Table 4.10 Correlation analysis results

Spearman's rho correlation							
		Self selection	Early work adjustment	Employee turnover	Corporate websites	Commercial websites	Social network sites
Self selection	Correlation coefficient	1	.727**	.110	.428**	-.157	.413**
	Sig. (2-tailed)	.	.000	.327	.003	.162	.004
	N	81		81	81	81	81
Early work adjustment	Correlation coefficient	.727**	1	.091	.321**	-.225*	.136*
	Sig. (2-tailed)			.	.000	.075	.032
	N	81	81	81	81	81	81
Employee turnover	Correlation coefficient	.110	.091	1	.145	-.031	.136
	Sig. (2-tailed)	.327	.417	.	.197	.786	.432
	N	81	81	81	81	81	81
Corporate websites	Correlation coefficient	.428**	.321**	.145	1	-.418**	.199
	Sig. (2-tailed)	.003	.003	.197	.	.000	.075
	N	81	81	81	81	81	81
Commercial websites	Correlation coefficient	-.157	-.225*	-.031	-.418**	1	.032
	Sig. (2-tailed)	.162	.043	.786	.000	.	.775
	N	81	81	81	81	81	81
Social network sites	Correlation coefficient	.413**	.136	.088	.199	.032	1
	Sig. (2-tailed)	.004	.225	.432	.075	.775	.
	N	81	81	81	81	81	81
** Correlation is significant at the 0.01 level (2-tailed)							
* Correlation is significant at the 0.05 level (2-tailed)							

Source: Author (2017)

4.5.2 Regression analysis

Multiple regressions were carried out to further analyze the relationship between E recruitment practices and each of the employee retention variables individually. This was done to test the significance of the models in explaining the relationship between variables as follows:

4.5.2.1 Influence of E recruitment practices on self selection

Regression analysis was carried out to determine the significance of the relationship between E recruitment practices and self selection. Self selection was the dependent variable in this regression and corporate websites, commercial websites and social network sites were the independent variables.

Table 4.11 E recruitment practices and self selection regression results

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.418 ^a	.175	.142	.769		
a. Predictors: (Constant), Social network sites, Commercial websites, Corporate websites						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.633	3	3.211	5.427	.002 ^a
	Residual	45.565	77	.592		
	Total	55.198	80			
a. Predictors: (Constant), Social network sites, Commercial websites, Corporate websites						
b. Dependent Variable: Self selection						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.837	.543		3.381	.001
	Corporate websites	.228	.107	.249	2.128	.037
	Commercial websites	-.053	.100	-.061	-.530	.598
	Social network sites	.308	.124	.266	2.493	.015
a. Dependent Variable: Self selection						

Source: Author (2017)

From Table 4.11 above, the Beta values (B) were the coefficients for the regression model:

$$Y_{ii} = 1.837 + 0.228CorW_i + -.053ComW_i + 0.308SnS_i$$

Where:

The constant value for self selection was 1.837, when all E recruitment practice values equal zero.

The coefficient for corporate websites was 0.228. For every unit increase in the use of corporate websites, we expect an approximate 22.8% increase in the level of employee retention, holding other variables constant.

The coefficient for commercial websites was -0.053. For every unit increase in the use of commercial websites, we expect an approximate 5.3% decrease in the level of employee retention, holding other variables constant.

The coefficient for social network sites was 0.308. For every unit increase in the use of social network sites, we expect an approximate 30.8% increase in the level of employee retention, holding other variables constant.

The beta coefficients for corporate websites and social network sites show that they had a positive relationship with employee retention while the beta coefficient for commercial websites show a negative relationship with employee retention.

The model summary of Table 4.11 shows that the R^2 was 0.175 indicating that the three independent variables selected for the study only explained 17.5% of self selection as an indicator for employee retention.

The ANOVA explains the significance of the model being fit for the analysis. Through observing the computed p-value, this demonstrated whether any of the independent variables explain the dependent variable. In this case, the p-value is 0.002 ($p < 0.05$). This indicates that there are independent variables in the model explaining self selection hence the model is statistically significant. The null hypothesis was therefore rejected, since it assumes that the model has no explanatory power.

The coefficients from the model indicate that corporate websites and social network sites were significant in explaining self selection since their p-values were greater than 0.05 whereby: corporate websites ($p = 0.037$), commercial websites ($p = 0.598$) and social network sites ($p = 0.015$).

4.5.2.2 Influence of E recruitment practices on early work adjustment

Early work adjustment was the dependent variable in this regression and corporate websites, commercial websites and social network sites were the independent variables.

Table 4.12 E recruitment practices and early work adjustment regression

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.348 ^a	.121	.087	.727		
a. Predictors: (Constant), Social network sites, Commercial websites, Corporate websites						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.601	3	1.867	3.530	.019 ^a
	Residual	40.728	77	.529		
	Total	46.329	80			
a. Predictors: (Constant), Social network sites, Commercial websites, Corporate websites						
b. Dependent Variable: Early work adjustment						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.470	.514		4.809	.000
	Corporate websites	.211	.101	.252	2.085	.040
	Commercial websites	-.097	.094	-.122	-1.032	.305
	Social network sites	.096	.117	.090	.817	.416
a. Dependent Variable: Early work adjustment						

Source: Author (2017)

From Table 4.12 above, the Beta values (B) were the coefficients for the regression model:

$$Y_{2i} = 2.470 + 0.211CorW_i + -.097ComW_i + 0.096SnS_i$$

Where:

The constant value of early work adjustment was 2.470 when all E recruitment practice values equal zero.

The coefficient for corporate websites was 0.211. For every unit increase in the use of corporate websites, we expect an approximate 21.1% increase in the level of employee retention, holding other variables constant.

The coefficient for commercial websites was -0.097. For every unit increase in the use of commercial websites, we expect an approximate 9.7% decrease in the level of employee retention, holding other variables constant.

The coefficient for social network sites was 0.096. For every unit increase in the use of social network sites, we expect an approximate 9.6% increase in the level of employee retention, holding other variables constant.

The beta coefficient for corporate websites and social network sites show that they had a positive relationship with employee retention while the beta coefficient for commercial websites show a negative relationship with employee retention.

The model summary of Table 4.12 shows that the R^2 was 0.121 indicating that the three independent variables only explained 12.1% of early work adjustment as an indicator for employee retention, as represented by the R^2 .

The ANOVA explains the significance of the model being fit for the analysis. Through observing the computed p-value, this demonstrated whether any of the independent variables explain the dependent variable. In this case, the p-value is 0.019 ($p < 0.05$). This demonstrates that there exists independent variables in the model explaining early work adjustment hence the model is statistically significant. The null hypothesis was therefore rejected, since it assumes that the model has no explanatory power.

The coefficients for the model indicate that corporate websites were significant in explaining early work adjustment since its p-value was greater than 0.05 whereby: corporate websites ($p = 0.040$), commercial websites ($p = 0.305$) and social network sites ($p = 0.416$).

4.5.2.3 Overall regression model

A regression analysis combining all the dependent and independent variables was done in order to determine the overall relationship between E recruitment practices and employee retention.

Table 4.13 (a) Overall regression model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432 ^a	.187	.155	.518
a. Predictors: (Constant), Social network sites, Commercial websites, Corporate websites				

Source: Author (2017)

From Table 4.13 (a) above, the R^2 value was 0.187 indicating that E recruitment practices only explained 18.7% of employee retention.

Table 4.13 (b) Analysis of Variance (ANOVA)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.738	3	1.579	5.889	.001 ^a
	Residual	20.652	77	.268		
	Total	25.390	80			

a. Predictors: (Constant), Social network sites, Commercial websites, Corporate websites
b. Dependent Variable: Employee retention

Source: Author (2017)

With a p-value of 0.001, Table 4.13 (b) shows that the overall regression model was significant in explaining the relationship between the E recruitment practices and employee retention.

Table 4.13 (c) Coefficients summary

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.457	.366		6.718	.000
	Corporate websites	.207	.072	.334	2.873	.005
	Commercial websites	-.038	.067	-.065	-.567	.572
	Social network sites	.137	.083	.173	1.640	.015

a. Dependent Variable: Employee retention

Source: Author (2017)

Using the Beta coefficients (B) from Table 4.13 (c) above, the overall regression equation generated was:

$$Y_{ji} = 2.457 + 0.207\text{CorW} + -.038\text{ComW} + 0.137 \text{SnS}$$

Where:

The constant value of employee retention was 2.457 when all E recruitment practice values equal zero.

The coefficient for corporate websites was 0.207. For every unit increase in the use of corporate websites, we expect an approximate 20.7% increase in the level of employee retention, holding other variables constant.

The coefficient for commercial websites was -0.038. For every unit increase in the use of commercial websites, we expect an approximate 3.8% decrease in the level of employee retention, holding other variables constant.

The coefficient for social network sites was 0.137. For every unit increase in the use of social network sites, we expect an approximate 13.7% increase in the level of employee retention, holding other variables constant.

The beta coefficient for corporate websites and social network sites show that it had a positive relationship with employee retention while the beta coefficients for commercial websites show a negative relationship with employee retention.

Table 4.14 below provides a summary of both significant and insignificant E recruitment practices in explaining employee retention.

Table 4.14 Results summary

Model	E recruitment practices		
	CorW	ComW	SnS
Self selection	Significant	Not significant	Significant
Early work adjustment	Significant	Not significant	Not significant
Overall employee retention	Significant	Not significant	Significant

Source: Author (2017)

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussions of the findings for the study, conclusions drawn from it, recommendations and areas that can be considered for future research. The study's general objective was to analyze the relationship between E recruitment practices and employee retention through three specific objectives: to identify E recruitment practices adopted by multinational corporations, to determine the level of employee retention among multinational corporations and to analyze the influence of E recruitment practices on employee retention in multinational corporations.

5.2 Discussions of the findings

This section focuses on discussing the findings of the study in line with its objectives.

5.2.1 E recruitment practices adopted by multinational corporations

Descriptive analysis showed that corporate websites had the highest overall mean score of 3.02; hence the most adopted E recruitment practice, followed by commercial websites 2.72 then social network sites 2.62. This showed that the human resource function of multinational corporations had a higher preference for corporate websites for the purpose of recruitment as compared to the use of commercial websites and social network sites. The extent to which the statements described corporate websites suggested that firm profile, history and product information were relevant to corporate websites as a source of attraction for job-seekers. However, the results showed that there was room for improvement on corporate websites that had career portals with regard to the ability of candidates to view the progress of their application as well as the provision of aptitude tests and personality tests for applicants. Results obtained on the use of social media sites suggested that the ability of firms to post job vacancies on their social media sites and to interact with potential applicants was what made these sites relevant.

These findings confirm existing literature on corporate websites where Holm (2012) primarily argues that the basis for any firm to be able to retain its employees is through the possession of a career portal on its company website.

The recommendation to maintain high levels of employee retention was therefore to regularly update job information as well as features and tools that ease use of the portal and increase the level of scrutiny on the quality of candidates to be considered for the job. This study further confirms that the presence of firm history, profile and product offering are vital components for corporate websites to explain employee retention. Greengard (2012) additionally concluded that the use of corporate websites is a preferred channel for job search as candidates tend to seek jobs in firms whose business they are familiar with.

5.2.2 Level of employee retention among multinational corporations

The level of employee retention in this study was measured using the variables: self selection, early work adjustment and employee retention.

Descriptive analysis was used by computing mean scores and standard deviations to determine the level of employee retention among multinational corporations. Self selection had the highest mean score of 3.73, followed by 3.20 then early work adjustment 3.10 and lastly employee turnover 1.965. These results showed that the human resource function was more interested in using self selection as an indicator to retain their employees as compared to early work adjustment and employee turnover. This is because human resource managers are more interested in the employees that they are able to keep and work optimally rather than those who are no longer working for the firm. Results obtained from descriptive analysis on employee turnover also showed that majority of the firms under study were able to maintain a constant number of employees which may be owed to the most common form of turnover which was internal work reassignment.

The use of self selection, early work adjustment and employee performance have been previously found to be effective in measuring employee retention since they are specifically focused on returning positive post-hire outcomes (Rynes, 1989; Saks, 1994; Mahal, 2012). The use of turnover has however been found to be both effective and lacking in effectiveness in explaining levels of employee retention (Stovel & Bontis, 2002). This is because based on the type of turnover, it may have the potential to reduce firm performance or promote growth. The resource based theory of the firm also argues that the level of performance of a firm is influenced by the uniqueness of its resources, which in this case is retaining talented human capital (Penrose, 1959).

The variations observed can therefore be explained based on the different measures for employee retention and the uniqueness of a firm's human resource base.

5.2.3 Influence of corporate websites on employee retention

Descriptive analysis showed that corporate websites was the most relevant E recruitment practice and including firm information was its most relevant feature. However, majority of firms under study with corporate websites did not allow candidates to view the progress of their applications. Multiple regressions were done to assess the relationship between corporate websites and employee retention. Corporate websites were significant in explaining self selection and early work adjustment.

Research has shown that there corporate websites could either have a positive relationship (Rawat, 2010; Greengard, 2012; Peltokorpi et al., 2015) or no relationship with employee retention (Dhamija, 2012; Midiwo et al., 2015). The results of this study confirm existing literature that argues for a positive relationship between the two variables.

We can therefore conclude that corporate websites are the key E recruitment practices adopted and the success of its use lies on the firm's ability to provide information about their history, vision and mission and product offering. This finding further confirms the importance of a firm's reputation and core values in the attraction of talent. Since corporate websites were significant in explaining self selection and early work adjustment, their use should be reinforced by developing employee skills.

5.2.4 Influence of commercial websites on employee retention

Descriptive analysis indicated that commercial websites were also relevant to multinational corporations. However, multiple regression analysis showed that they were not significant in explaining the levels of employee retention in any case.

The results obtained from this study contradict literature that this E recruitment practice is significant in explaining the level of employee retention (Kaur, 2015; Baum et al., 2015). Literature suggests that features such as disclosure on compensation and other benefits play a role in creating a positive relationship between commercial websites and employee retention (Masese & Kinange, 2016).

In conclusion, commercial websites are not relevant in explaining employee retention since results indicate that firm's are mostly just aware that information on their job vacancies can be found on commercial websites. This however does not guarantee that they outsource their recruitment function to commercial websites.

5.2.5 Influence of social network sites on employee retention

Social network sites were found to be the least relevant to multinational corporations but were however significant in explaining self selection as a measure of employee retention as shown from the multiple regression analysis.

The results obtained from this study confirm with literature that social network sites have a positive relationship with employee retention (Allden & Harris 2013; Dutta, 2014). They therefore contradict literature which argues on the existence of a negative relationship between the two variables (Girard et al., 2013; Koo et al., 2012).

The study therefore concludes that social network sites should be complimented with further training in order to develop skills of new recruits since they were only relevant to self selection. The use of social network sites to communicate with potential candidates regarding job vacancies has been considered to be relevant to attracting large pools of labor, which contributes to employee retention by allowing employers to select talent relevant to their firm.

5.3 Conclusions

The study concludes that the E recruitment practice most relevant to multinational corporations is corporate websites. Human resource managers can improve on the quality of the career portal on their websites through continuously updating company information, enabling candidates to follow the progress of their applications and including aptitude and personality tests for purposes of screening the quality of job applicants.

The levels of employee retention were best explained by self selection upon absorption into the firm. Firms that continuously nurture the skills of new recruits and considering individual job needs during assignment have higher chances of their employees demonstrating high performance, hence their chances of being retained. Multinationals are also seen to have the ability to maintain constant numbers of employees which was attributed to internal work reassignment.

The relationship between E recruitment practices and level of employee retention was measured using Spearman's correlation analysis and multiple regression analysis. The results showed that corporate websites were significant in explaining self selection and early work adjustment while social network sites were significant in explaining self selection. Commercial websites were not significant in any case. E recruitment practices have previously been found to be both significant and insignificant in explaining employee retention. Variations were as a result of the studies being subjected to different moderating variables as well as geographical differences, uniqueness of a firm's resources and the fact that employee retention can also be explained by other factors.

5.4 Recommendations

The following are the recommendations made from the findings of the study:

The human resource function of firms should continue to embrace the use of E recruitment practices. They should specifically focus on further developing corporate websites and social network sites. Corporate websites should include firm information and background and allow candidates to view the progress of their applications. Emphasis on the use of social network sites lies on its use to communicate with candidate to ensure that they are informed of necessary job information.

Firms should also focus on implementing activities that improve skills of newly recruited candidates and consider individual needs when assigning tasks. This is because it is in line with self selection, which was viewed to be the most relevant in explaining employee retention. Rotation programs that allow new recruits to work within all departments of the firm would also play a major part in improving individual skills while making both the recruits and the employer aware of individual job needs.

In order to ensure that employees are retained by the firm, human resource managers could consider promoting their existing employees through work re-assignment that increases their level of responsibility at the firm. This recommendation is drawn from low levels of employee turnover within the firm being owed to internal work reassignment.

5.5 Limitations of the study

This study was not without limitations. First, the sampling frame was only limited to the data obtained from the KenInvest directory yet there are a large number of multinationals, some of

which are macro-companies which may not have been listed within the directory. The data for the study was also collected from a single respondent under the assumption that they were in charge of the human resource practices adopted by their firms, which may have created room for bias. The study also focuses on one County, Nairobi.

The study applied subjective measures of employee retention by asking the respondents to estimate their levels of employee turnover. It may have been difficult to provide the objective level as most firms are more concerned with employees who are retained and how to retain them rather than those who have already terminated their employment contracts.

5.6 Suggestions for future research

The findings obtained from the study provide direction for future research.

The study only focused on the influence of E recruitment practices on employee retention in multinational corporations. Future research could extend this to other business sectors.

The study did not control factors that could influence the relationship between E recruitment practices and employee retention. Studies could focus on moderating this relationship under other factors.

Future research could also look into comparing the impact that conventional recruitment practices have on employee retention versus the impact that contemporary trends such as E recruitment practices has. Alternative methodologies may also be applied to determine whether similar results will be yielded in analyzing this relationship.

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APPENDIX I: LETTER OF INTRODUCTION



2nd May, 2017

TO WHOM IT MAY CONCERN

Tsuma Polsa - 065426

Ms Tsuma Polsa is a postgraduate student in our Master of Commerce (MCom) programme. In partial fulfilment of the MCom degree, students are required to carry out a research project and write a thesis on a contemporary subject within their field of specialisation. Among other activities, the project involves data collection and analysis.

Polsa is requesting to gather information to be used in her research. The information she will obtain from your organization will be used for this academic purpose only and will be kept confidential. The results of the survey will be in summary form and will not disclose any individual, company name or company information in any way.

The research study is entitled **"Influence of E recruitment practices on employee retention in Multinational Corporations in Nairobi County"**

We hope that your organization can assist by providing information to the above named student.

Yours faithfully,



Josphat Manani
MCOM Coordinator
School of Management and Commerce
Email: jmanani@strathmore.edu

APPENDIX II: QUESTIONNAIRE

Instruction

Kindly complete the questionnaire using the instruments provided in each segment by filling out or ticking (✓) where appropriate.

Name of Corporation:.....

SECTION A: COMPANY PROFILE

1. How long has the company been operating in Kenya?

0 – 5 years []

6 – 10 years []

11 – 15 years []

Above 15 years []

2. Is the Kenyan subsidiary the regional headquarters for the company?

Yes []

No []

If No, what country hosts your regional headquarters?

3. How many branches do you have in Kenya?

Between 0 – 5 []

Between 6 – 10 []

Between 10 – 15 []

Above 15 []

4. What product(s) does the firm offer?

Agricultural []

Automobile []

Insurance []

Banking []

Investment []

Real estate []

Consumer goods []

Commercial and Services []

Telecommunication []

Any other (please specify)

5. How many product lines do you carry?

Between 0 – 5 []

Between 6 – 10 []

Between 11 – 15 []

Above 15 []

6. Approximately how many employees does the company have?

Between 0 – 10 []

Between 11 – 49 []

Between 50 – 99 []

Above 100 []

SECTION B: E RECRUITMENT PRACTICES

7. The following are some of the E recruitment practices in existence. Please indicate the extent to which they describe your organization on a scale of 1 – 5 where:

(1 is Strongly Disagree; 2 is Disagree; 3 is Somewhat Agree; 4 is Agree and 5 is Strongly Agree)

STATEMENT		SCALE					
		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	
		1	2	3	4	5	
1	Corporate Websites	1. The organization has a company website that has company information and history, which promotes its brand					
		2. The organization has a company website that has information on product/service offering which promotes its brand					
		3. The organization has a company website that has company mission and vision which promotes its brand					
		4. The organization’s company website has a recruitment portal that provides candidates with relevant job information					

			Strongly disagree	Disagree	Somewhat agree	agree	Strongly agree
			1	2	3	4	5
		5. The organization's recruitment portal comprise psychometric which every candidate has to take and pass before being selected					
		6. The organization's recruitment portal comprise personality tests which every candidate has to take and pass before being selected					
		7. Candidates can view updates on the progress of their applications through their accounts on the recruitment portal					
		8. Managers are involved in the final online reviewing and screening of qualified candidates before interviews are held.					
		9. Any other (please specify)					
2	Commercial Websites	1. The organization is aware that our job vacancy information could be found on other websites without our consent					
		2. The organization outsources the recruitment function to online recruitment agencies					
		3. Commercial website owners conduct screening tests on the organization undergoes to ensure employer legitimacy					
		4. The online recruitment agency possesses screening tools that filter candidates before they are sent to the organization for job assignment					
		5. The organization is involved in the short listing of candidates obtained through commercial websites before job assignment					
		6. The organization is involved in the final recruitment of candidates obtained through commercial websites before job assignment					
		7. Any other (please specify)					
3	Social network sites	1. The organization frequently posts job vacancies on our social media site(s)					
		2. The organization often interacts with job applicants via our social media site(s) on any queries regarding job information					
		3. The organization analyzes social media content of candidates who send in applications through social media to accept applications sent in response to a social media post					

			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree
			1	2	3	4	5
		4. The organization goes through applicant social media content to view if their personalities fit organizational culture					
		5. The organization approaches its followers for job opportunities based on those whose profile demonstrate competencies or skills required by the company					
		6. Any other (please specify)					

9. Please tick (✓) **all** that is applicable with regard to social network sites.

Which social media site(s) does the company have?

LinkedIn []

FaceBook []

Twitter []

Instagram []

Blog []

Any other (please specify)

SECTION C: EMPLOYEE RETENTION

10. The following statements describe levels of employee retention. Please indicate the extent to which they describe your organization on a scale of 1 – 5 where:

(1 is Strongly Disagree; 2 is Disagree; 3 is Somewhat Agree; 4 is Agree and 5 is Strongly Agree)

STATEMENT			SCALE				
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5			
1	Self Selection	1. The organization considers individual needs when assigning job roles					

			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree
			1	2	3	4	5
		2. The organization continuously nurtures individual competencies and skills on to work tasks					
		3. The organization has a mechanism that evaluates the success of matching skills to job roles based on effectiveness of completed tasks					
		4. The organization reaches out to new recruits for feedback on matching of jobs to individual needs					
		5. Any other (please specify)					
2	Early work adjustment	1. The organization requires our new recruits to undertake induction					
		2. The organization has a mechanism that detects whether new recruits are having a difficult time adjusting at work					
		3. The organization assigns mentors to new employees to assist in the adjustment process					
		4. The organization reaches out to new recruits for feedback on their adjustment progress					
		5. New recruits always satisfy the organization's work adjustment expectations					
		6. The organization retains new recruits who satisfy the organization's job expectations					
		7. The organization's new recruits demonstrate commitment towards work objectives					
		8. New recruits must satisfy the organization's pre-hire expectations regarding performance					
		9. The organization only retains new recruits who satisfy the organization's performance expectations at the end of the probation period					
		10. Any other (please specify)					

Employee Turnover

Please tick (✓) or fill where appropriate

11. Approximately how many employees did you have at the beginning of 2015?

Between 0 – 10 []

Between 11 – 50 []

Between 51 – 100 []

Above 100 []

12. Approximately how many employees did you have at the end of 2016?

Between 0 – 10 []

Between 11 – 50 []

Between 51 – 100 []

Above 100 []

13. What is the most common form of employee turnover in your firm?

Voluntary []

Involuntary []

Internal work reassignment []

Thank you for your time and cooperation

APPENDIX III: LIST OF MULTINATIONALS IN NAIROBI COUNTY

	Company	Industry	Home Country	Kenyan Head Office
1	Bayer East Africa Ltd	Agricultural	Germany	www.bayer.com
2	Amiran Kenya Limited	Agricultural	United Kingdom	www.amirankenya.com Email: gesimba@amirankenya.com
3	Ceva Animal Health Eastern Africa Ltd	Agricultural	Sweden	www.ceva-africa.com
4	Seminis Vegetable Seeds (SVS) Holland	Agricultural	Netherlands	Tel: 020 -825160/2/4 Email: seminisea@seminis.com www.seminis.co.ke
5	Syngenta East Africa	Agricultural	Switzerland	www.syngenta.co.ke
6	Vitacress Kenya Ltd.	Agricultural	United Kingdom	Tel: 0208560902
7	Ashok Leyland East Africa	Automobile and Accessories	India	Tel: +254 20 21 00 777 www.leyland.co.ke
8	Auto Sueco EA Ltd. (Volvo)	Automobile and Accessories	Sweden	Tel: 0727534593 Email: info@autosueco.co.ke www.nors.com
9	General Motors	Automobile and Accessories	United States of America	Mobile: 0733639326 Email: info.kenya@gm.com www.gm.com/
10	Hyundai Corporation	Automobile and Accessories	Korea	Tel: +254202249464
11	Mantrac Group	Automobile and Accessories	Egypt	Tel: +254204995300 www.mantrackenya.com
12	Mitsubishi Corporation	Automobile and Accessories	Japan	Tel: +254-20-5140100
13	Nissan (KVA)	Automobile and Accessories	Japan	Email: info@nissankenya.com www.nissankenya.com
14	Pirelli Tyre	Automobile and Accessories	Italy	Mobile: 0735 253411 E-mail: info@auxpke.com www.auto-xpress.co.ke
15	Tata Motors	Automobile and Accessories	India	Tel: 0752 944662 www.tatamotors.com
16	Toyota Kenya	Automobile and Accessories	Japan	Tel: 020 6967000 Email: enquiries@toyotakenya.com www.toyotakenya.com
17	Treadsetters Tyres	Automobile and Accessories	United Kingdom	Tel: +254 020 2311668/9 www.treadsetters.co.ke

18	Scania (Kenya Grange)	Automobile and Accessories	Sweden	Tel: 254722203813/254719722642 www.scania.com/ke
19	Daewoo Corporation	Automobiles and Accessories	Korea	Tel: 254-20-316109 www.daewoo.com
20	Foton Motors	Automobiles and Accessories	China	Tel: 0739 342 777/888www.fotonea.co.ke
21	Citi Bank Limited	Banking	United States of America	Tel: +254-202754000 Email: kenya.citisservice@citi.com www.citigroup.com
22	Fidelity Bank	Banking	United States of America	Mobile:+254 722 372 531 Email: service@fidelitybank.co.ke www.fidelitybank.co.ke
23	Stanbic Bank Kenya Ltd.	Banking	South Africa	Tel: 0203268888 www.stanbicbank.co.ke
24	Bank of Baroda	Banking	India	Tel: 2248402 /2249260 Email: kenya@bankofbaroda.com www.bankofbaroda.com/kenya
25	Barclays Bank of Kenya Limited	Banking	United Kingdom	Tel: +254 (20) 3900000/ +254 (722)130120/ +254 (732) 130120 www.barclays.co.ke
26	Fairview Hotel	Commercial and Services	United Kingdom	Tel: +27115572600 Email: info@clhg.com www.fairviewkenya.com
27	Steers	Commercial and Services	South Africa	Tel: +254 708 (STEERS) 783377
28	Ulf Ashchan Safaris	Commercial and Services	Sweden	Tel: +254 20 247684
29	Innscor International	Commercial Services	Zimbabwe	Mobile: 0720-993000 Tel: 020-2363835/40/41 www.innscorkenya.co.ke
30	British Broadcasting Corporation	Commercial and services	United Kingdom	Tel: +254202227470
31	CEVA Logistics/ TNT Logistics	Commercial and services	Netherlands	www.cevalogistics.com
32	China Central Television	Commercial and Services	China	Phone: +254-719059119 cctv.cntv.cn/lm/cctvafrica/
33	China Overseas Engineering Corp.	Commercial and services	China	Tel: 0203882289
34	China Radio International	Commercial and services	China	Mobile: +254-722888104
35	CMA CGM Kenya Ltd	Commercial and services	France	Mobile: +254 709 952 000 Email: nbi.genmbox@cma-cgm.com www.cma-cgm.com

36	DHL	Commercial and Services	Germany	www.dhl.co.ke
37	FedEx	Commercial and Services	United States of America	Tel: +254203907000 www.fedex.com/ke
38	Kuehne + Nagel	Commercial and services	Germany	Tel: +254 20 6600000
39	Maersk Kenya Ltd.	Commercial and Services	Denmark	Tel: +254 709928000 www.maerskline.com
40	McCann-Erickson (Kenya) Ltd.	Commercial and services	United States of America	Email: info@wpp-scangroup.com www.mccannkenya.com
41	Mitsui and Co. Ltd.	Commercial and services	Japan	Tel: +254-(0)20-239-3613 www.mitsui.com
42	Overseas Courier Company	Commercial and Services	Japan	Mobile: 0721 511 693 Email: nairobi@overseascourier.co.ke www.overseascourier.co.ke
43	Rentokill Ltd	Commercial and Services	United Kingdom	www.rentokil.co.ke
44	Schenker Ltd	Commercial and Services	Germany	Tel: +254 20 6827 240/1/ +254 20 204 759
45	Swissport Kenya Airside Ltd	Commercial and Services	Switzerland	Phone: +254-20822319 Mobile: 254-20822740
46	Vvestergaard Frandsen	Commercial and services	Switzerland	Tel: +254 20 4444758/9 www.vestergaard.com/kenya
47	Achelisk Group	Construction and Allied	Germany	Mobile: +254 720 521635 Email: ak1@acheliskkenya.co.ke w58ww.acheliskkenya.co.ke
48	BASF Kenya	Construction and Allied	Germany	Tel: 25604 20 4443 454 www.basf.com
49	China national Aero	Construction and Allied	China	Tel: Mobile:62 0733-573431 E-mail: zhaoqiang@aviceng.com www.catic-eng.com/
50	Kajima Corporation	Construction and Allied	Japan	Tel: 254-2-725023/ www.kajima.co.jp
51	Skanska	Construction and Allied	Sweden	Email: skanskakenya@form-net.com www.group.skanska.com
52	China Jiangsu International Economic Technical	Construction and Allied	China	Mobile: +254-722275088
53	Holman Brothers EA	Construction and Allied	United Kingdom	Mobile: 0722515385 Email: info@holman.co.ke www.holman.co.ke

54	Dow Chemicals	Construction and Allied/ Agricultural	China	Tel. +254 20 421 3000 www.dow.com/en-us/
55	Baker Hughes	Energy and Petroleum	United States of America	www.bakerhughes.com
56	General Electric	Energy and Petroleum	United States of America	Mobile: 0719093044 www.ge.com/africa
57	Tullow Oil	Energy and Petroleum	United Kingdom	Tel: +254 (0) 20 428 6000 Email: infokenya@tulloil.com www.tulloil.com
58	Zakhem International Construction Limited	Energy and Petroleum	Lebanon	Tel: +254-20-2229982/3 Email: zakhem@africaonline.co.ke www.zakhem.co.uk
59	Oilibya	Energy and Petroleum	Libya	Mobile: +254 719 020000 www.oilibya.co.ke
60	Solar World EA	Energy and petroleum	Germany	Mobile: 0722-798000 Email: info@solarworld.co.ke www.solarworld.co.ke
61	Total Kenya Ltd.	Energy and Petroleum	France	Phone: +254-20-289 7333 Email: customerservice@total.co.ke www.total.co.ke/
62	Vivo Energy	Energy and Petroleum	United Kingdom	www.vivoenergy.com
63	Nippon Koei Ltd.	Energy and Petroleum/ Agricultural	Japan	Tel: +254-20-2724343/4 www.n-koei.co.jp
64	Swedfund International AB	Financial services	Sweden	Tel: +254 20 258 50 42
65	Ernst and Young	Financial services	United Kingdom	Tel: +254 20 2715300 www.ey.com/ke/en/home
66	KPMG	Financial services	Netherlands	Tel: +254 20 280 6000 home.kpmg.com
67	MasterCard	Financial services	United States of America	Tel: +254 204440822
68	Price waterhouse Coopers	Financial services	United Kingdom	www.pwc.com/ke
69	Standard Chartered Bank Kenya	Banking	United Kingdom	Tel: +254 20 329 3900 www.sc.com/ke
70	Visa Inc.	Financial services	USA	africainfo@visa.com www.visa.co.ke
71	Aon Minet Insurance Brokers Limited	Insurance	United Kingdom	(254) 020 497 4000/5000 www.aon.com/kenya

72	Old Mutual Group	Insurance	United Kingdom	Mobile: +254 711 010 800 www.oldmutual.co.ke
73	Kenindia Assurance Company Ltd.	Insurance	India	Tel: +254 (020) 3316099 Email: kenindia@kenindia.com www.kenindia.com
74	Aon Minet Insurance Brokers Limited	Insurance	United Kingdom	(254) 020 497 4000/5000 www.aon.com/kenya
75	British American Tobacco	Manufacturing and Allied	United Kingdom	Mobile: +254 (0) 711 062 000 Email: victoria_kaigai@bat.com
76	Cadila Pharmaceuticals Ltd.	Manufacturing and Allied	India	www.cadilapharma.com
77	GlaxoSmithkline (Kenya) Limited	Manufacturing and Allied	United Kingdom	Tel: +254 20 6933200www.gsk.com
78	Otis Elevators	Manufacturing and Allied	United States of America	Tel: Loy 254-20-552772/552790
79	Reckitt Benckiser EA	Manufacturing and allied	United Kingdom	Mobile: (+254) 722204145 Tel: 204299100
80	Atlas Copco Eastern Africa Ltd.	Manufacturing and Allied	Sweden	Tel: 0721265778/ 0733333201 www.atlascopco.com
81	Avery Kenya Limited	Manufacturing and Allied	United Kingdom	Cell: +254 (0) 724 259 815 avery@averyafrica.com www.aealimited.com/kenya
82	Bata Shoe Company (K) Ltd.	Manufacturing and Allied	Switzerland	www.batakenya.com/
83	Beiersdorf East Africa	Manufacturing and Allied	Germany	Tel: +254 730186000 Email: francis.ifulani@beiersdorf.com www.nivea.co.ke
84	Berger Paints	Manufacturing and Allied	United Kingdom	Mobile: +254 709 887000 Email: info@crownpaints.co.ke www.crownpaints.co.ke
85	Beta Healthcare	Manufacturing and Allied	United Kingdom	Mobile: +254 724 257 072/073 www.betacare.co.ke
86	Chloride Exide-Emmerson, US	Manufacturing and Allied	United States of America	Mobile: +254 719 080000 Email: customerservice@chloridexide.com www.chloridexide.com
87	Coca Cola	Manufacturing and Allied	United States of America	www.coca-cola.co.ke
88	Colgate Palmolive (EA) Ltd.	Manufacturing and Allied	United States of America	Mobile: +254721534044
89	Heidelberg East Africa	Manufacturing and Allied	Germany	Mobile: 0722 201367 Email: management@ke.heidelberg.com

90	Hwan Sung Industries (Kenya)	Manufacturing and Allied	Korea	www.hwansungbiz.com
91	L.G. Harris and Co EA Nairobi	Manufacturing and Allied	United Kingdom	Tel: +254208560954/8 Email: info@harrisea.net
92	Sandvik (Kenya)	Manufacturing and Allied	Sweden	www.home.sandvik/en
93	SKF (Kenya) Ltd.	Manufacturing and Allied	Sweden	Tel: 020-554651 Email: info@skfkenya.com
94	SC Johnson and Son	Manufacturing and Allied	United States of America	www.scjohnspm.com/en
95	Sumimoto Corporation	Manufacturing and Allied	Japan	Tel: 254-20-4447110, 4447111 http://www.sumitomocorp.co.jp
96	Technogym	Manufacturing and Allied	Italy	Mobile: +254 724 253 598 Tel: +254 20 444 1347/ 2692 www.ultraeq.com
97	Tetra Pak Ltd.	Manufacturing and Allied	Sweden	www.tetrapak.com
98	Unilab Kenya	Manufacturing and Allied	Phillipines	Tel: 020-652264 Email: mail@unilabkenya.com
99	Unilever Kenya Limited	Manufacturing and Allied	United Kingdom	www.unilever-ewa.com
100	Ryden International	Real estate	United Kingdom	Mobile: 0724 257029 Email: info@ryden.co.ke
101	Afsat Communications	Telecommunication and Technology	United Kingdom	www.iwayafrica.com
102	Cisco Systems	Telecommunications and Technology	United States of America	Tel: +254 20 276 4023 www.cisco.com/web/ea
103	Eltek	Telecommunications and Technology	Norway	Tel: +254203673434 www.eltek.com
104	Ericsson Kenya Ltd.	Telecommunications and Technology	Sweden	www.ericsson.com/ke
105	Google	Telecommunications and Technology	United States of America	Tel: +254 20 360 1000
106	IBM	Telecommunications and Technology	United States of America	Tel: +254 20 283 4000 www.ibm.com/ke-en/
107	Huawei	Telecommunications and Technology	China	Phone: 254202730168 Tel: +254202730168 www.huawei.com/ke
108	Qualcomm	Telecommunications and Technology	United States of America	www.qualcomm.com
109	Sage group	Telecommunications and Technology	United Kingdom	Tel: +254 20 403 6000 www.sage.com/africa
110	ABB Asea Brown Boveri Ltd.	Construction and Allied	Switzerland	Phone: + 254 20 357 9817/8 www.abb.com

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