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**INFLUENCE OF HUMAN RESOURCE INFORMATION SYSTEM PRACTICES ON
TALENT ACQUISITION IN COMMERCIAL BANKS IN KENYA**

BY

TABITHA WANGARI KARUGA

090644



**This thesis submitted in partial fulfilment of the requirements for the Degree of
Master of Commerce, Strathmore Business School, Strathmore University**

NOVEMBER 2020

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

Principal researcher

Signed _____

Date _____

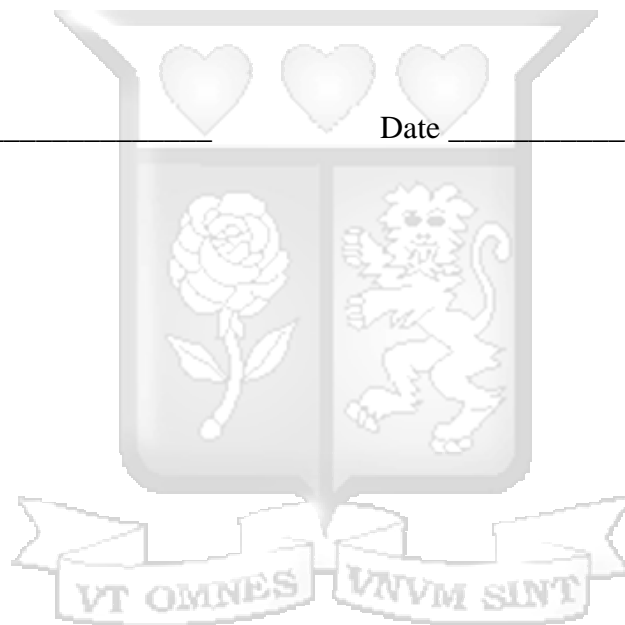
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Dr. Beatrice Dimba



ABSTRACT

With the advent of the 21st century came the ever increasing effect of globalisation and technology. Therefore a tremendous surge in the implementation of new technology, this has led to organizations amplifying the use of information systems in various functions and departments for organizational competitive advantage and success. Even though human resource information system (HRIS) propels this technology rush, little information exists on effect of HRIS practices on talent acquisition in Commercial Banks in Kenya.

To get a clear understanding of the influence of human resource information system practices on talent acquisition, this study assessed the level of the human resource information system practices like electronic recruitment, electronic selection and electronic training and development to determine the underlying assumption of this research study within the 42 Commercial banks in Kenya. Diffusion of innovation theory and human capital theory has been used as the main focus in the theoretical framework.

The main gap within the Commercial banks is the consequence of recruiting individuals with wrong skills as there has been an increase in competition among the banks. The study used a descriptive survey method which employed a quantitative approach. The target population for the study were the human resource managers who are responsible for recruitment and selection within the firm. Questionnaires were used to collect the quantitative data. A total of 210 self-explanatory questionnaires were administered.

Data collected was analysed by use of statistical software for data analysis namely, MS-Excel and Statistical Package and Social Science (SPSS). The findings of the study showed that electronic recruitment, electronic selection, and electronic training and development, were significant in explaining talent acquisition. The findings generated from the study should provide human resource team with an understanding of the relationship between human resource information system practices and talent acquisition in Commercial banks in Kenya and give them insights on which practices they should concentrate on in order to acquire more talent. This study recommends that banks should endeavour to use human resource information system practices in order to attract talent. It can also be a tool for identification of highly potential employees and directing them to areas of their working interest.

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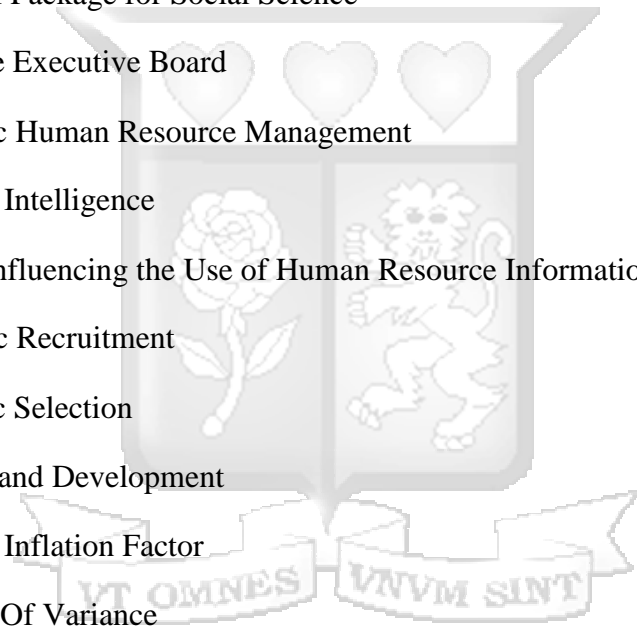
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LIST OF ABBREVIATIONS AND ACRONYMS

HRIS	Human Resource Information System Practices
HR	Human Resource
IT	Information Technology
HRM	Human Resource Management
CBK	Central Bank of Kenya
KRA	Kenya Revenue Authority
SPSS	Statistical Package for Social Science
CEB	Corporate Executive Board
Ehrm	Electronic Human Resource Management
AI	Artificial Intelligence
F	Factors Influencing the Use of Human Resource Information System Practices
ER	Electronic Recruitment
ES	Electronic Selection
TD	Training and Development
VIF	Variance Inflation Factor
ANOVA	Analysis Of Variance



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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Many organizations including, universities, private companies and government organizations have made use of the internet and the World Wide Web (WWW) as the main tool for communicating (Muathe, 2010). Companies are now shifting to the use of electronic business Information and Communication Technology (ICT) systems in conjunction with internal and external communications in the organization so as to improve their effectiveness and efficiency in delivery of service (Muathe, 2010; Maguire & Kooh, 2004). This investment has augmented human resource management hence resulting to the adoption of Information Technology (IT) related systems in an organization.

The method used in conducting business all over the world economy has been revolutionized by technology with the emergence of computerized management information systems in developed nations; firms in the 1980's human resource functions began to deploy human resource information system (HRIS) in their daily work as it was primarily seen as management information system sub-functions within human resource areas that sought to support the planning, administration and decision making initiatives of the human resource management (Ball, 2011).

Jenkins and Lloyd (1995) observed that a major challenge organizations face is developing a culture that enables them cope with the opportunities and challenges encountered thus human resources and information technology are two of elements that majority of firms are adopting as strategic weapons in competition. The three main factors that force firms to adopt human resource technology are operational, relational and transformational (Snell, Stueber and Lepak, 2000). The authors observed that human resource (HR) enables the firm to become more strategic, cost-efficient, flexible and customer-oriented through use of information technology (IT). Also they identify that IT has the potential to increase the productivity, reduce administrative costs, enhance decision making, speed the response times and improve customer service.

Ideally, a Commercial Bank is a financial institution that engages in accepting deposits and issuing loans to the public with the goal of making profit. They basically offer short term loans to businesses and charge higher interest rates on loans offered compared to interest

rates allocated to deposits (Barth, Nolle & Rice, 1997). The Central Bank of Kenya (CBK) regulates the activities of Commercial Banks. There are 41 commercial banks and one mortgage monetary organization in Kenya as at 29th February, 2018. Locals own Twenty-nine of them whereas foreigners own 13 (Githaiga, 2015).

Lawler (2009) stated that most commercial banks have realized the worth of recruiting and retaining competent employees. To survive in the banking environment, banks need to be equipped with talented and competent employees who are efficient and effective in their work as they represent an important part of firms globally that play a crucial role in the global economy. He also stated that the role of Commercial Banks in economic development rests solely on their role as financial intermediaries within a country that act as financial resource mobilization points in the global economy. They help drive the flow of capital investment throughout the marketplace. However due to stiff competition that is currently experienced in the banking environment most commercial banks engage the employees in rigorous activities in recruiting and selecting employees who are skilled and capable in specialized areas.

Talent acquisition refers to the planning, assessing, sourcing and hiring of qualified and talented personnel into specific positions in the company. The process cuts across all employment relationships including full time employees, part-time employees, contract employees, outsourced worker relationships and contingent staff. The process is designed to attract talented workforce for the organization (Bauer, Truxillo, Paronto, Weekley, & Campion, 2004). The acquisition as well as retention of best talent is a source of competitive advantage bearing in mind that finding the right employee is a difficult task (Barclay, 2001). Increased competition in the recruitment market has resulted to commitment of more resources and time to the recruitment exercise talent acquisition is considered as an important strategy within human resources responsible for recruiting qualified personnel under stringent deadlines and resource constraints (Bernardin, 2003).

Talented employees are assets towards realization of organizations goals and targets and therefore organizations need to establish an effective human resource department that recruits, hires, retains and motivates a competent workforce that is efficient and professional to the organization (Coestee, 2004). Therefore, this research aimed at assessing how the HRIS practices put in place within the Kenya Commercial banks influence talent acquisition.

Human Resource Information System (HRIS) is a systematic way of storing data for every individual employee to aid planning, decision making and filing returns to external players.

HRIS can briefly be defined as integrated systems used to collect, store and analyze information regarding the human resources of an organization (Hendrickson, 2003). It considers HRM as a discipline and more specifically, it augments HR activities with information technology. It stores information such as absence reports, employee profiles, salary administration and other reports (Jahan, 2014).

Parry, Tyson, Selbie and Leighton (2007), stated that there is an importance concerning the human resource information system practices adoption and that it differs from one firm to another. Some other organizations use this system practices in reducing cost, bringing about communication while others use the system to re-organize this activities to fasten the increase in the department's strategic decision. Subsequently, this application minimizes the human resource related expense due to enhancement in the HR process which helps to reduce number of employees in the firms and facilitate the monitoring and controlling information. In addition to this, it permits managers to access the relevant information which helps them in analyzing the information, making faster decisions and to communicate with individuals based on their needs (Desouza & Awazu, 2003).

1.1.1 Human Resource Information System Practices

Noe and Gerhard (2007) described this as a system within the computer used in acquiring, storing, manipulating, analysing, retrieving, and dissemination of HR related information. Modern systems have to be of help to the organizations by automation of the human resource planning functions. These systems have become a vital strategic tool as they collect, manage and disseminate information that is used for decision making (Kavangah, 2007).

HRIS provide the human resource management with an opportunity to become more strategically efficient by standardizing most of the firm's human resource processes by improving on the speed and quality of the available information and service improvement for the personnel (Ball, 2011). If the system is designed correctly, it helps in managing employee data in accordance to the management of the organization, hence multinational organizations need to implement a global human resource information system practices (Troshani, Jerram, & Hill, 2011). It is important to note that HRIS has transformed over the past few years since it was first launched in the 1950s at the General Electric, United States of America (USA). It is further believed that future strategic advantage and economic advantage will rest with the firms which can effectively attract, grow, and retain different skilled groups of the best human talent in the work environment.

Electronic recruitment is the usage of internet enabled technology in attracting and selecting best individuals for a live opportunities which prevail in an establishment (Fayyazi & Afshar, 2014) .Electronic recruitment can also be explained in two ways, that is the organization's recruitment website for job advertisements and Job Boards to post jobs advertisements (Fayyazi & Afshar 2014).

Delany and Huselid (1996) defined recruitment as the process of discovering manpower sources in meeting the guidelines of the staffing schedule and employing effectiveness measures to attract the manpower in the required numbers to assist with effective selection of efficient workforce. Therefore, electronic recruitment is a process used in discovering the sources of manpower by use of information technology. The training activity within an organization is based upon and evaluated against the work that individuals currently hold (Learner, 1986) while development is usually viewed as a broad, on-going multi-faceted set of activities within an organization. It enables people to gain knowledge, acquire new skills and carry out tasks better.

Gatewood (2008) defines human resource selection as a process of collection and evaluation of information about a person to offer an opportunity of employment. They also stated that this process is carried out under legal and environment challenges and takes into consideration the firm's future interest and that of an individual. Mathiis and Jackson (2010) argued that the selection process is concerned with identification of qualified individuals to fill these positions.

DeSanctis (1986) notes that the HRIS is structured to augment the planning, decision making and control human resource planning undertakings. Human resource information systems is a set of consistent guidelines and practices designed and implemented in ensuring that an organizations employees contribute to the attainment of the firms goals (Beckers & Bsar, 2002). It is concerned in ensuring that the human resources management is integrated fully, for example (a) with information systems of the firm, (b) the policies that cut across policy areas and across hierarchies, and (c) adjusted, accepted practices used by the managers and their employees as part of their daily work (Schuler, 1992).

The growing importance of the systems is brought about by the identification of the human resource experts that IT and information systems are part of the functions of the human

resource, with the aim of developing and using better human resource management programmes (Shiri, 2012). Drucker, Dyson, Saffo, Handy and Senge (1997) argue that it is the practice of humane management that acts as continuous challenge for the executives in the 21st century but not technology.

Previous studies (Bartai, 2014) reveals that public universities have acquired human resource information management practices for streamlining the HR functions although it does not greatly affect performance of Universities (public) . Many executives and managers within the human resource department are so busy with their daily chores, which are mostly administrative related, that they do not take into consideration important issues. This is a trap that any firm falls into and can be devastating especially to the human resource team who must bear with decades of preconceived notions regarding the ability of the department to contribute to corporate planning. Therefore today with the increasing number of public firms, HR is now taken to be a source of competitive advantage (Kavanagh, 2012). It is important for organizations to have qualified employees who provide them with a competitive advantage. This may now be attained through the introduction and adoption of human resource information systems.

1.1.2 Talent Acquisition

Herman (2005) asserts that strategic identification of talent and acquisition play a role in the overall attainment of value since they have to be aligned with a firms competitive environment positioning and technology if value created through an organization's human capital is to be captured by the organization furthermore with an increase in the number of available jobs , it is a candidate's market and the employers must compete to attract and employ talent needed in order to reach their organizational objectives.

The talent management of any company must be in alignment with business goals and not with software standards of the organization (Allan, 2010). Talent acquisition is the recruitment and retention of skilled employees within an organization consequently; success in acquisition of talent is obtained from a combination of capabilities, enabling technologies and strategies. Most of the leading organizations in terms of performance take on talent acquisition on a daily basis in which identification and cultivation of relationships with top prospects is always a priority.

Srivatava and Bhatnagar (2008) argue that acquisition of talent is most effective when organization identify their needs and cultural fit to attain the best fit model. This is whereby

the human resource team work together to define the ultimate nominee one who is both effective in the job skills and the organizational beliefs.

Human resources have an important part in attainment of organizations efficiency and act (Huselid, 1995). Employee engagement productivity improves with better talent acquisition. Maximization of team retention, engagement and motivation through due carefulness in acquisition of talent is key in the present highly competitive environment. A talent sourcing process that is well executed and defined from beginning to the end produces consistent, compliant results and acts as a modest advantage in the war for talent (Ronn, 2007).

Organizations use different approaches for finding proper talent. Other establishments consider recruitment of talent as one of the absolute important process in talent management and they believe in great input-great outcome (Lewis & Heckman, 2006). While firms accord recruitment of talent as an important standing it is not explained how they look for talent that encounter human resource management needs of their companies.

There are ten metrics that are used to talent acquisition, but this study will focus on four of metrics that will be used to measure talent acquisition. They include, source of application, interview to hire ratio, cost of hire and quality of hires .Source of application is becoming more crucial as recruiters start taking a closer look at their investments. It measures the percentage of the total number of applications broken down by their source that is career site, job board, referrals etc. it mainly focuses on the number of candidates per source, source of new hires, the different sources that produced candidates with the best quality and sources that help with niche positions. The analysis of which sources produce the best outcomes is useful for talent acquisition organizations since they can be able to allocate job board utilize effort/ time more intelligently.

Interview to hire ratio refers to the average number of interviewees needed to fill a vacant position within an organization. Therefore, taking a look at the interview-to-offer ratio will identify the quality of candidates that organizations select while this is the case lower ratios indicate high quality candidates and high ratios indicate low quality candidates.

Cost of hire is the most important talent acquisition metric as knowing how much your organization or a department is spending on hiring new candidates will indicate whether you need to invest into your recruitment strategy as the less the money spent, the better. We will measure cost of hire using the following criteria; advertisements placed through social

websites, advertisements placed through company corporate websites and costs incurred when advertising through job boards while recruiting and selecting a new employee.

Quality of hire entails looking at an individual's performance for a certain period, how long they stay within the organization and whether they perform better than others. Majority of the organizations tend to gauge the process of recruiting which includes time to fill and cost to fill; nevertheless, the quality of new hire is usually ignored (Sullivan & Burnett, 2007). The metrics, cost and time to fill are irrelevant if the individuals selected were not a good fit for the jobs.

From a descriptive perspective, a recent fad is gauging the quality of creative individuals through survey metrics (Corporate Executive Board (CEB), 2013; Sekiguchi, 2004). The quality of hire procedures are weighed through the hiring manager perception studies once the employee is on-boarded. These studies are related to today's inclination of new hires carrying out lower than employees in the past six years (CEB, 2013).

1.1.3 Commercial Banks in Kenya

Commercial banks are regulated and licensed in with the requirements of the Banking Act and protocols and practical guidelines. They are subjected to regulations governing their market conduct to maintain the overall steadiness of the financial system (CBK website) as they are the key players in the banking sector. Therefore, the commercial banks in Kenya are controlled by the Companies Act, Banking Act, the Central Bank of Kenya (CBK) Act and numerous prudential guidelines delivered by the CBK. It is overseen by the Central Bank of Kenya which is responsible for the formulation and implementation of fiscal policy and promotion of the liquidity, solvency and growth operations of the financial system.

Commercial Banks in Kenya have experienced growth in deposits, profitability, assets and adoption of new banking products and services and because of these growths, financial streams and more innovative initiatives resulting to intensify competition in the banking industry (Elias, 2004). Although people are a commercial bank's most vital asset, there exist gaps in the human resource methods that need to be cautiously managed if the banks must remain competitive (Opiyo, 2015).

According to Mishra and Goyal (2006) entrance of foreign banks has transformed the leading position of local banks. Entrance of new foreign banks has also steered to the whole banking sector becoming competitive hence leading to higher turnover rates among the employees

within the domestic banks thus creating demand for new employees. Adoption of Technology is connected with higher business output (Cedarcrestone, 2011).

1.2 Statement of the Problem

The workforces all over the realm have turned out to be large, diverse, educated and more mobile. Individuals with talent would want to work in an organization which has indistinct systems and structures for career enhancement (Mankin, 2009). Due to the huge number of companies within the industry, there is increase in competition which has put the workforce market under pressure as commercial banks demand for more refined employee skills (Manjala, 2014).

There has been limited focus on talent acquisition especially within commercial banks in Kenya as most of the research carried out by other researchers; Kamau's (2014) research was in a library set up with his findings being that management of talent is becoming more difficult in Kenya hence firms are forced to compete for a limited number of highly specialized human resource hence firms engage in talent wars, the other study carried out by Opiyo (2015) findings reveal that HRIS can be a device used for identification of highly prospective employees and directing them to capacities of their interest which will lead to increase in performance.

Ghulam (2015) and Masitsa (2015) studies were carried out within banks in Kenya but their studies were on the effect of human resource information system practices on presentation of the banks. Bartai (2014) study did not reveal any link between human resource information system practices and organizations performance while Allan (2010) states that the talent management within a company must be in alignment with business goals and not with the software standards of the organization.

Other researches have been carried out on human resource information system in the banking and business fields. Muturi (2003), studied the growth of HRIS in the banking business in Kenya; Nyakoe (2007), explored the degree of the use ICT in HRM in large manufacturing corporations in Kenya; Kanini (2008), regarded the implementation of strategic information systems within Commercial banks in Kenya. Chwodhury (2013) studied the impact of HRIS on firm's performance of a study of a number of Bangladeshi banks.

Despite the growing attention around HRIS and its practices, studies remain scarce on the influence of human resource information system practices on talent acquisition. Furthermore

Kenyan financial institutions like many others across the world are being faced with challenges i.e.; decline in the number of new customers, globalization, fraud, changing customer preference, technological advancement such as mobile money transfer, and competition from other financial institutions such as microfinance (Allan, 2006). They pose a major challenge in the human resource processes that includes recruitment of individuals with the wrong skills as it needs to be carefully managed if the banks are to remain competitive.

Heather (2012) says managers in organizations are in the lookout for best talent to meet the growing needs in a thriving economy but the major challenge is to get the talent that suits the organizational requirement that would stay. Therefore, this study explored the influence of human resource information system practices on talent acquisition within the Commercial Banks in Kenya.

1.3 Research Objectives

The general objective was to assess the influence of human resource information system practices on talent acquisition in Commercial Banks in Kenya.

Specific Objectives were to

- i. Identify factors influencing the use of human resource information systems practices on talent acquisition in commercial banks in Kenya.
- ii. Determine the effect of electronic selection practices on talent acquisition in commercial banks in Kenya.
- iii. Establish the effect of electronic recruitment practices on talent acquisition in commercial banks in Kenya.
- iv. Determine the effect of online training and development practices on talent acquisition in commercial banks in Kenya.

1.4 Research Questions

- i. What are the factors influencing the use of human resource information systems practices on talent acquisition in commercial banks in Kenya?
- ii. What are the effects of electronic recruitment practices on talent acquisition in commercial banks in Kenya?
- iii. What are the effects of electronic selection practices on talent acquisition in commercial banks in Kenya?
- iv. What are the effects of online training and development practices on talent acquisition in commercial banks in Kenya?

1.5 Significance of the Study

The research contributes to Commercial Banks and their management by enlightening them on the association between human resource information system and talent acquisition as it relates to the banking industry.

The study assists the human resource management team within the commercial banks during recruitment processes on how to fully utilize the human resource information systems.

Scholars and researchers can also use it for reference as a basis for further studies and gain more understanding on the concerned topic as it should add to the existing number of studies done in the banking sector.

The research will be of value to anyone seeking to have a better understanding of talent management or improvement of employee recruitment.

The public will also be able to profit from this study as they will be able to have a clear understanding of how acquisition of talent takes place in the commercial banks in Kenya.

Once the research is accomplished it will be helpful to human resource managers within the commercial banks to be able to recruit individuals at the exact time, with the exact skills and who are more talented to increase the performance in the banks by having a clear understanding of the human resource information systems within Commercial Banks.

1.6 Scope of Study

This study concentrated on the influence of human resource information system practices on talent acquisition in Commercial Banks in Kenya. Currently there are 42 registered banks in Kenya (Appendix IV) and all the banks have been included in the study. The researcher alleged that this approach would offer enough population for the research and therefore provide dependable outcomes and verdicts. The data collected and analysed was from the headquarters of the 42 Commercial banks which are based in Nairobi. The researcher explored particular aspects of human resource information system practices and how they influence talent acquisition. The study respondents were the middle level managers who were responsible for managing human capital.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section concentrated on studies done by other scholars and it is divided into five sections; theoretical framework, empirical review, talent acquisition, conceptual framework and operationalization of variables.

2.2 Theoretical Framework

Many theories that have been used to discuss human resource information system; these include resource-based view theory, diffusion of innovation and human capital theory. The resource-based view has been criticised in the past as it has no managerial implications (Priem & Butler, 2001). Even though the theory outlines that managers must develop and use strategic resources that are treasured, rare, non-imitable and non-substitutable, it does not explain how the managers can do so to achieve the above (Connor, 2002).

Barney (1991) reveals that the other disadvantage of using resource-based view is that it is used to explain competitive advantage which is not attainable as organizations are in an ever changing dynamic environment where innovation and change is required in order to be ahead. This can be described by the assumption of the notion which states that a sustained competitive gain can be reachable if the resources are meeting the treasured, rare, and non-imitable and substitution way of use. However, in this ever changing environment, the competitive advantage will not lasting. This study was therefore anchored on the diffusion of innovation theory and human capital theory.

2.2.1 Diffusion of Innovation Theory

This is where a concept is adopted and diffuses through a social platform over a period. It is the practice through which innovation is introduced via different networks over a period to a specific social system. The result is that people who are mainly part of the social system adopt and perceive the new concept, product or behaviour (Rogers, 1995). The nature of the set-ups and the characters the introducers play in them control the probability that the innovation will be implemented.

Several studies have been prepared on innovation as majority of the studies focus on organizational and individual level. Over the last two eras researchers have displayed concentration in the field of human resource information systems though they concentrated more on areas such as Martinsons (1994) carried out a study on benchmarking HRIS in

Canada and Hong Kong; Ball (2001) carried out a research on HRIS practices in general; Hussain, Cornelius and Wallace (2007) focused on the usage and impact of human resource information system on human resource management specialists.

Rogers (1995) looks at the practice of this theory where an individual has to pass before adopting or rejecting innovation. Commercial banks in Kenya have adopted the use of HRIS which have been used in the recruitment, selection and training and development of personnel. The diffusion of innovation theory has been used by other researchers to link human resource information systems and organizations performance, but little has been done on talent acquisition as more companies have embraced the use of technology which acts as a competitive advantage.

Use of diffusion of innovation theory Rogers (2003) associated first implementation decision to five specific features: relative advantage, compatibility, complexity, triability and observability. In a different survey, five contextual factors were identified which influence innovation adoption: organizational characteristics, innovation characteristics, task characteristics, environmental characteristics and individual characteristics (Kwon & Zmud, 1987). Based on prior literature and research models of Teo, Lim and Fedric (2007) as well as Troshani, Jerram and Hill (2011) in their study have characterized the factors into three sets: organizational, technological and environmental.

Much research from a broad variety of sectors has used diffusion of innovation as a framework. This involves the review thousands of studies within several sectors such as political science, technology and communications, history, economics and public health as cited by Dooley (1999) and Stuart (2000). The theory provided concrete monitor for information movements in the United States and other places. The United States Agency for International Development (UNSAID) used this tactic in spreading agricultural inventions in the third world (Anaeto, 2008).

The innovation diffusion theory hypothesizes that Human Resource Information Systems (HRIS) has a positive impact on talent acquisition (Obeidat, 2012). The theory argues that human resource information systems advances individual innovation behaviour of the HR staff by modernizing and developing their talents. According to the diffusion innovation theory, integrating technology into the human resource function offers favourable conditions for individuals to innovate and develop new ideas and subsequently new talent acquisition

(Oldham & DaSilva, 2013). This makes it a relevant theory to be used in this study. This theory has been used by other researchers to link human resource information systems and performance of organizations, but little has been done on talent acquisition as more companies have embraced the use of technology which acts as a competitive advantage.

2.2.2 Human capital theory

It was projected by Schultz (1961) in addition, later on advancement done extensively by Becker (1964). This theory demonstrates the value addition that individuals bring to an organization as it states that people are the main assets within an organization, therefore organizations need to invest more in people as they will generate worthwhile returns. Human capital theory describes that not every employee has the same worth; it depends on their knowledge, skills and assets.

According to Romer (1990) human capital is the amount of overall inventory of personnel that a firm, country or economy has. An economy with a higher number of human capitals experiences a higher rate of development. Thus, human capital theory focuses on the undeviating economic effects of human capital investments (Fitz-enz, 2000).

The theory has appealed much negativism from sociologists of training and education. Marxist renaissance of the 1960s criticized the theory for legitimating bourgeois individualism especially in the United States where the theory emanated and thrived. It was also criticized for blaming people for the failure and shortcomings of the system making pseudo capitalists out of the employees and fudging the actual battle of interest between the two.

Staffing is well-defined as the procedure of attracting, selection and retention of competent persons in order to attain objectives that have been set by organizations (Ployhart, 2006). Alexander (2007) suggest that human resource practices must fit the establishment's stage of expansion which refers to informal, more stretchy styles of human resource management amid start-ups and more official and professionalized structures as the firms developed and increase the sum and diversity of employees. "Best-fit model" suggests that HR approach becomes more operative when it is planned to fit certain serious contingencies in the firm's specific context.

According to Johnson (2001) if individuals are culturally fit to the business they should be hired before someone else does even if the firm does not have a vacant vacancy for them and

therefore organizations need to be able to identify the strategies that will assist them to be able to select the individuals. In this study most, commercial banks have adopted the use of human resource information systems, but the question remains as to how it has impacted on the acquisition of talented individuals since its implementation within the various banks since employees are an asset to the organization. The human capital theory predicts a positive and significant association between human resource information systems and talent acquisition by enhancing the employees' skills in various human resource functionalities such as knowledge management, strategic forecasting, records and compliance dimensions.

2.3 Empirical Review

With reference to the study objectives, this section reviewed existing literature on electronic selection practices, electronic recruitment practices, online training and development, factors resulting to the use of human resource information system practices and talent acquisition.

2.3.1 Factors Leading to the Use of Human Resource Information System Practices and Talent Acquisition

This study mainly concentrated on the exterior factors leading to the use of human resource information system practices to acquire talent. These factors include organization, technology and environmental factors (Troshani, Jerram, & Hill, 2011; Yang, 2007; Oliverira & Martins, 2010). Different Studies have been documented both locally and globally on the subject of factors influencing the adoption of human resource information system practices in organizations.

Masum, Kabir and Chowdury (2017) researched on the determinants that influence the adoption of E-HRM, a case of firms in Bangladesh. A research framework was advanced based on the theoretical underpinning and previous literature so as to explore the association between individual, technological, environmental and organizational determinants and adoption of E-HRM. Stratified sampling was used to select a total of 331 respondents from 46 large scale organizations in Bangladesh. Data collected using structured questionnaires were analysed using factor analysis and descriptive statistics. The findings reveal that top management supports the adoption of E-HRM among firms in Bangladesh.

Mutiku (2019) undertook a study to establish the institutional factors influencing the implementation of human resource information systems in Machakos County Government, Kenya. The survey adopted the descriptive research design where primary data was collected from a sample of 174 employees working for the county government. The results revealed

that the implementation of a human resource information system has a joint relationship with leadership style, staff training, organizational policy and change management. The study recommends that the county government should be ready to implement HRIS and ensure that the environment is welcoming for human resource information systems.

Milgo (2016) explored the perceived factors influencing the implementation of HRIS at the Kenya Revenue authority (KRA). The survey adopted the descriptive research design. The population consist of all KRA employees in Nairobi. The study adopted the stratified sampling technique where data was collected from KRA. From the descriptive statistics results, the respondents cited effective communication, top management support, support of ICT department, training, support of the HR department and user involvement as the factors influencing the implementation of HRIS at KRA.

2.3.2 Electronic Recruitment Practices and Talent Acquisition

The goal of recruitment is providing a pool of skilled persons to fill vacant positions within an organization (DeCenzo & Robbins, 2010). Employee design of the job and analysis lays the basis for employment by detecting the tasks performed by different individuals at work and how they are impacted by the tasks. Through human resource planning, managers are able to forecast the recent and upcoming demand of the workers and the nature of employee issues, including employee retention. These factors are considered during recruitment.

Tyagi (2012) conducted a survey on the use of E-Recruitment for effective talent acquisition: A study of Firms in India. The study sought to identify the E-recruitment approaches being employed in India and the benefits experienced by organizations in using these techniques. The study interview guides, surveys as well as secondary data were available for data collection. From the findings, it was deduced that acquiring best talent involves the planning, sourcing, assessing, hiring and on-boarding of top talent. It was further established that automation of the recruitment processes enables firms to implement the best hiring and recruitment practices and hire the best available talent in the market.

Malik and Mujtaba (2018) investigated the impact of E-Recruitment on the effectiveness of HR Department in Private Sector of Pakistan. The study sought to establish the latest technological advancements with regards to recruitment and how it facilitates modern day HR managers. The study was a causal research where it sought to identify the degree and nature of cause and effect relationships. Data was obtained from HR professionals such as heads of HR and other heads of private firms located in Lahore, Multan, Faisalabad, Islamabad and

Quetta with the aid of questionnaires. Statistical tests such as sample adequacy, descriptive statistics, correlations and regressions were used to produce the study's findings. The findings revealed that E-recruitment has a significant effect on the effectiveness of HR departments in Pakistan.

Galanaki(2002) carried out a study on the difficulties experienced in executing e-recruitment and identified privacy and security issues highlighted by candidates with regards to their personal details given out in the resumes and applications that have been posted via the Internet with fear that this information can be used for unethical purposes, other issues that have been associated with e-recruitment include: poor navigational links within sites, difficulties in posting resumes and applications, problems with network, difficulties in accessing the required information regarding jobs on web-sites for example, description of jobs , level of salary, job location ,traveling requirements and lack of follow-up from organisations on the status of the job (Smith , 2004).

Lengnick-Hall and Lengnick-Hall (2007), attest that human resource information system provides a database which enables firms to provide structural connectivity across all units and activities and enhance the pace of information transactions more particularly in recruitment processes. They observe that in so applying information system in recruitment makes the whole process easy and reducing of recruitment costs.

Averbrook (2012) reveals that recruitment procedure is one of the last day to day activities most firms consider important for integration, but it in reality it is one of the most crucial. As talent becomes harder to trace, recruiters look within their own employees for the next applicant for that job vacancy. Besides, in the context of higher education institutions (Rawat, 2010) informs that the effectiveness and efficiency and the quality of electronic-recruitment will enable universities to profile their staff, highlighting their strengths and weaknesses, to be able to identify what they have. They will be able to structure effective recruitment, training and development .Therefore then attracting the right people who will be in the right place at the right time.

2.3.3 Electronic Selection and Talent Acquisition

Effective system of selection centred on the current and need-based assessments is important as it affects needed selection; yet considerable materials are required to guarantee the value of these selection tests (Pfeffer, 1995). The main issue in employee selection has been with the method of identifying relative qualities that are essential of prevailing and potential applicants

that will enable an appropriate fit to occur between the person and the job. The recruitment process should therefore be able to attract qualified applicants as well as provide enough material for unqualified persons to self-select themselves out.

Ruel, Johnson and Lukaazewski, (2020) explored the benefits of eHRM and artificial AI for Talent Acquisition in the Hospitality industry in the US. They sought to explore how hospitality and tourism firms can adopt e-HRM to recruit qualified employees, increase employee retention rates and reduce the time required to replace employees. The study reviewed the existing studies on eHRM and AI in the context of employee recruitment and the findings were that eHRM and AI have the potential to transform how the hospitality industry recruit and select the employees leading to better organizational outcomes.

Paramita (2020) conducted a study on Digitization in Talent Acquisition: A Case Study of AI in Recruitment. The purpose of the study was to understand the orientation of the firm towards its approach in performing recruitment practices. The analysis and discussion is articulated through the phenomenon of AI in recruiting with interplay of different views especially from human resources and operation management. The study adopted an inductive qualitative case study where HR professionals were engaged through an interview guide. The results of the study revealed that digitizing the selection process results to hiring of competent employees who create competitive to the organization through redefining customer orientation, operations and through collaboration.

The success of identifying the right talent as per Muchinsky (2000) depends on the selection practices that a firm adopts. Selection practices not informed by merit and have poor reliability as well as validity and are a liability to a firm and can lead to exposure of the company to discrimination claims. He concludes by stating that poor selection decisions can result in increase in recruitment costs, costs of training and orientation, lost opportunity, burnout, reduced profit, and loss of competitive advantage, impaired reputation. This implies that banks must always use a selection criterion that yields reliable and valid information, which can then be used as a guideline in the selection of the right talent.

The use of human resource information system practices has been the recent trend within different organizations and therefore the study addressed this issue of how the practices have been used by banks to identify the relative qualities of applicants required of the existing and potential applicants within the commercial banks.

2.3 Training and Development and Talent Acquisition

Several worlds' most succeeding firms are mindful that the provisions they make for training and development actions lie at the heart of their capacity in attracting and retaining talented employees within their establishment (Bernsen, Segers & Tillema, 2009). Cost reduction for online training consists of different groups of expenditures such as; direct costs of travel and indirect opportunity costs while in absent, production of training materials and the maintenance costs for course refreshers and content updates.

Online training is associated with various benefits which include the ability to help employees learn faster and, in some cases, better, deliver learning free of the limitations of time and space and tracking and evaluating the effectiveness of training more effectively (Ensher, Nielson & Grant-Vallone, 2002). It is thus imperative that employers avail opportunities for their team members to learn (Arlond, 2005). Since proactive development programs will not only improve the team's capabilities, but it will also motivate staff (Kyndt, Dochy, Michielsen & Moeyaert, 2009).

Bafaneli and Satibi (2015) delved into the impact of training on talent acquisition; A case of Riley's Hotel. Data was collected using questionnaires. The findings revealed that Riley's Hotel largely implemented training and the most employees had embraced the method. The study alluded that majority of the employees training makes them effective at work and familiarize individuals with organizational culture; however information should be availed to any individual starting a new role to prepare them for changing duties.

According to Lerman study (2014) on effect of training on talent acquisition in telecommunication industry in England, the study shows and provides an overview of strategies various firms adopts in ensuring that succession of requisite knowledge and skills. Their findings imply that the net costs of employing apprentices shrink with time and for most organizations, turn into net Profits either already or in the course of apprenticeship or shortly after its end. These results highlight the fact that the relationship between training and talent acquisition depends on the stage of the on the job training, and any potential predictors.

Generally HRIS is configured to evaluation of programs, policies or practices, for instance evaluation of the effectiveness of a training platform. The training and development sub system of HRIS includes data on an employee's competencies and skills, training courses attended, costs of courses, development activities and career development in terms of which positions might be most appropriate for an employee based on skills and competencies.

Human resource information systems must be judged on whether they enhance the organizations competitive advantage by adding real value, bring about measurable economic value for instance shortened training circle time, not merely on its perceived value like training builds skills (Huselid, Becker and Beatty, 2008).

2.4 Talent Acquisition

Talent has become the differentiating key factor for human capital management and a source of competitive advantage within organizations (Bhatnagar, 2004). It is only a well-defined talent management and resourcing process that will yield constant, submissive results and will act as competitive benefit in the war for talent within the organizations (Ronn, 2007).

In his study, Philips (2008), the use of e-recruiting and web functionalities had become collaborative approach in talent acquisition and management. Online experience of web browser access, social networking through use of social media platforms, and interactive interfaces are now a common place with candidates. Internet users of today are old and young, male and female, skilled and the unskilled. Social networking is the utilization of an online platform which people use to build social networks or social relationships with other people who share similar personal or career interests, activities, backgrounds or real-life connections (Mazman & Usluel, 2010).

Madeline (2013) felt that talent acquisition has evolved from a tactical, back-office process to a strategic endeavour that directly impacts organizational growth. Organizations must rethink of their current strategies and technology options to align with corporate objective if they are struggling to identify and attract talent. Bhatnagar and Srivastava (2008) document that in-order to encounter the weights for talent with a precise timeline; firms are embracing innovative recruitment approached to identify the accurate skills set and capabilities.

War for talent is the competition among organizations in attracting and retaining talented employees while the best refers to the selection of the most talented individuals from the rest of the candidates applying for specific jobs within the organization (McKinsey & Company, 1998). Building on talent communities will lead to an increase in the number of active and performing individuals who are usually hireable, retainable and promotable (Bugg, 2015). Kamau (2014) argues that managing talent is becoming difficult in Kenya hence making companies compete for a small pool of highly specialised personnel; hence firms engage in talent war. Another research (Masitsa, 2015) reveals that recruitment and selection in banks is

done less often and the application of the right practices in the recruitment and selection process enhances organization performance.

2.5 Research Gap

Ball (2011) in his study on the use of Human Resource Information Systems established that the usefulness of HRIS in attaining organizational efficiency has a positive effect on the impact on Human resource functions. The study focused on the impact of HRIS on HR performance thus presenting a conceptual gap. The current study will analyze the effect of HRIS on talent acquisition. Similarly, Wachira (2010) while analyzing the reasons for adoption of HRIS established that 79% of thirty three firms acknowledged cost savings as the key driving force. Further, Cheruto (2005) established that a good e-recruiting model in a HRIS lowers hiring costs by 90% and reduces the hiring time by two-thirds. The studies focused on only one aspect of talent acquisition, which presents a conceptual gap. The current study will analyze the effect of HRIS on four aspects of talent acquisition which included; source of application, interview to hire ratio, cost of hire, and quality of hire. On the other hand, Lengnick-Hall and Moritz, (2003) found that training had a solid positive correlation with the organization's financial performance. The study focused on the impact of HRIS on HR performance thus presenting a conceptual gap. The current study will analyze the effect of HRIS on talent acquisition.

Despite the fact that Commercial Banks in Kenya have embraced the practice of HRIS to computerize their human resource functions from the manual system, loopholes exist on accuracy and timely data availed by the human resource department. The bank has therefore been confronted with hurdles such as lack of informed reward system, a flawed bio-data system, which influence the decisions made by the human resource team (Ambira & Kemoni, 2011). With the continuing development of knowledge, economy and use of information technology in the banking sector, the subject of HRIS in commercial banks has not been studied exhaustively (Cheruto, 2005). This gap is what the study intends to fill by carrying out a research within the Commercial banks in Kenya context with an aim of identifying the relationship between human resource information system practices and talent acquisition.

2.6 Conceptual framework

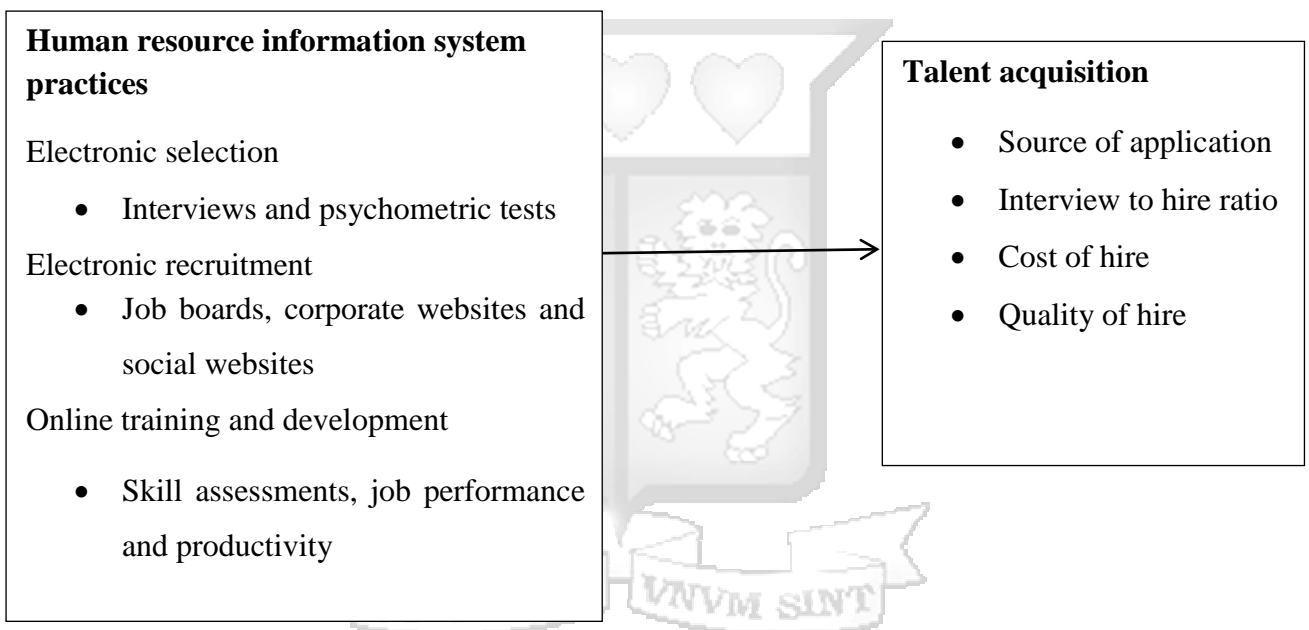
A conceptual framework is a theoretical structure of norms, ideologies, and procedures that embraces together the ideas comprising a broad concept (Zikmund, 2003).

The conceptual framework for this study was based on the influence of human resource information system practices on talent acquisition in commercial banks in Kenya as shown in figure 2.1. The dependent variable in this study was talent acquisition while the independent variables were practices of the human resource information system. In this study, independent variables include electronic selection practices, electronic recruitment practices and training and development practices.

Figure 2.1: Conceptual Framework

Independent variables

Dependent variable



Source: Author (2019)

The innovation diffusion theory hypothesizes that Human Resource Information Systems (HRIS) has a positive impact on talent acquisition (Obeidat, 2012). Thus, all the HRIS practises that include electronic recruitment, electronic selection, and online training and development are hypothesized to have a positive impact on talent acquisition. The theory argues that human resource information systems advances individual innovation behaviour of the HR staff by modernizing and developing their talents. According to the diffusion innovation theory, integrating technology into the human resource function offers favourable conditions for individuals to innovate and develop new ideas and subsequently new talent acquisition (Oldham & DaSilva, 2013).

The human capital theory predicts a positive and significant association between human resource information systems and talent acquisition by enhancing the employees' skills in various human resource functionalities such as knowledge management, strategic forecasting, records and compliance dimensions. Thus, all the HRIS practises that include electronic recruitment, electronic selection, and online training and development are hypothesized to have positive and significant associations with talent acquisition.

Automation of the recruitment processes enables firms to implement the best hiring and recruitment practices thus attracting the best talent in the market (Tyagi, 2012). Additionally, electronic human resource management (eHRM) and artificial intelligence (AI) have the potential to transform the selection and recruitment practices in the hospitality and tourism industry leading to better organizational outcomes (Ruel, Johnson & Lukaazewski, 2020).

2.7 Operationalization of variables

This section explained how the researcher measured factors leading to use of human resource information system practices and talent acquisition.

Table 2.1: Operationalization of variables

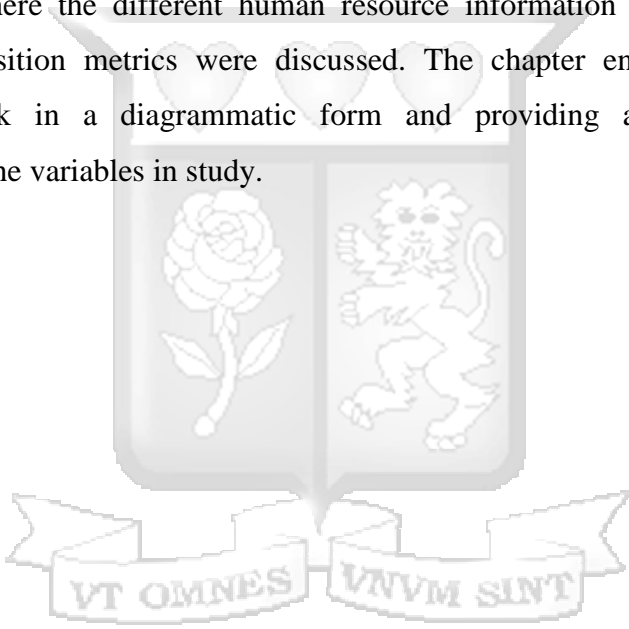
Variable	Constructs	Measurement indicator	Source
Independent variable (Human resource information system practices)	Electronic recruitment <ul style="list-style-type: none"> • Job boards • corporate websites • social websites 	Five-point Likert scale 1-Strongly Disagree 2-disagree 3-somewhat agree 4-agree 5-strongly agree	Galanaki (2002)
	Electronic selection <ul style="list-style-type: none"> • Interviews • Psychometric tests 	Five-point Likert scale 1-Strongly Disagree 2-disagree 3-somewhat agree 4-agree 5-strongly agree	Muchinsky (2000)

	<p>Training and Development</p> <ul style="list-style-type: none"> • Skill assessments, • job performance • Productivity 	<p>Five-point Likert scale</p> <p>1-Strongly Disagree 2-disagree 3-somewhat agree 4-agree 5-strongly agree</p>	<p>Bernsen, Segers, &Tillema, (2009)</p>
	<p>Factors leading to use of human resource information system practices</p> <ul style="list-style-type: none"> • Technological factors • Organizational factors • Environmental factors 	<p>Five-point Likert scale</p> <p>1-Strongly Disagree 2-disagree 3-somewhat agree 4-agree 5-strongly agree</p>	<p>Parry, Tyson, Selbie & Leighton (2007)</p>
Dependent variable (Talent acquisition)	1.Source of application	<p>Five-point Likert scale</p> <p>1-Strongly Disagree 2-disagree 3-somewhat agree 4-agree 5-strongly agree</p>	<p>A. Deshpande (2018)</p>
	2.Interview to hire ratio	<p>Five-point Likert scale</p> <p>1-Strongly Disagree 2-disagree 3-somewhat agree 4-agree 5-strongly agree</p>	<p>R.W.Kihara (2015)</p>
	3.Cost of hire	<p>Five-point Likert scale</p> <p>1-Strongly Disagree 2-disagree 3-somewhat agree 4-agree 5-strongly agree</p>	<p>R.W.Kihara (2015)</p>

	4.Quality of hire	Five-point Likert scale 1-Strongly Disagree 2-disagree 3-somewhat agree 4-agree 5-strongly agree	Sekiguchi, (2004)
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2.8 Chapter Summary

This study began by discussing three relevant theories for this study. Diffusion of innovation theory and human capital theory were discussed to explain the deployment of human resource information system practices and the attainment of talent acquisition. The chapter included an empirical analysis where the different human resource information system practices and different talent acquisition metrics were discussed. The chapter ended by presenting a conceptual framework in a diagrammatic form and providing a discussion on the operationalization of the variables in study.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the various research methodologies that were used in answering the research questions stated in the previous chapter. It presented the research design applied, the data collection tools that were utilised and the analysis method applied. The first section of this chapter highlighted the design strategy that the study adopted followed by the study population as well as means of collecting data and methodologies of data analysis were explained towards the end of the chapter.

3.2 Research Design

A descriptive research approach was used in the study as it is an approach that is appropriate for in-depth gathering of both qualitative and quantitative data on the influence of human resource information system practices on organization on talent acquisition in commercial banks in Kenya (Mugenda & Mugenda, 1999). The major importance of a descriptive study is to ascertain the frequency of occurrence or the degree to which the variables are associated.

Quantitative method of analysis, which included spearman correlation and multiple regressions, were applied to the data collected in order to observe the association between human resource information system practices and talent acquisition in Commercial banks in Kenya.

3.3 Population and sampling

The population of the study was conducted within the 42 Commercial Banks in Kenya (Appendix 1) within their headquarters in Nairobi. The HR are the officials of the bank who carry out talent management activities and initiatives and are therefore found to be better placed to address the questions. A census of these firms was conducted since the population was not large.

The respondents were the human research team who were responsible in employment of employees within the Commercial banks. The study targeted to receive 210 filled questionnaires from the respondents; this means that 6 questionnaires were issued to each bank.

3.4 Data Collection method

Primary data was collected within a period of one month. The respondents were the Human Resource department. All the questionnaires were administered in-person, to the respondents accompanied by an introductory letter (see appendix I and II) introducing the researcher and the objective of the study. The questionnaire was administered to all the human resource managers, under the assumption that they were in charge of recruitment and selection practices within the company.

The questionnaire was designed in line with the objectives of the study: the first section contained questions about the firm profile and respondent opinions, the second section included questions about human resource information system practices and the third section had questions regarding talent acquisition. 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 five days to fill out the questionnaire, after which the researcher collected in-person.

3.5 Data Analysis

Bernard (2006) defines data analysis as the search for patterns and ideas in the data that help explain why those patterns exist. As opposed to the quantitative data analysis, qualitative data analysis is a craft (Daft, 1983) since it is not governed by codified rules. Lack of rules for qualitative analysis means that this technique is very open for interpretation and “not a precise science but rather an interpretive act” (Saldaña, 2012).

Data collected were organized based on the categories presented in the questionnaire. The completed questionnaires were edited to check for completeness and consistency. Using the SPSS software, the raw data was assessed for completeness and errors by identifying unusual and extreme values. The edited data was then coded using the SPSS where descriptive analysis, correlation and multiple regression analysis were performed.

3.5.1 Correlation analysis.

Correlation analysis measures two or more aspects to regulate or ascertain the degree to which the values for the variables are associated (Higgins, 2005). Correlation measures the strength and association of linear relationship between two factors with the R ranging from -0.1 to +0.1 (Skeran & Roger, 2009). The study employed ordinal scale of measurement, thus Spearman's correlation denoted by (r_s) was used to analyse the strength and direction of the

relationship between human resource information system practices and talent acquisition. Spearman correlation is often used to evaluate relationships involving ordinal variables while the Pearson correlation examines the linear relationship between two continuous variables (Hauke & Kossowski, 2011).

Daniulaityte (2016) conducted a study focusing on the capabilities of ICT tools used by virtual teams and seeks to find out what, if any, correlation between the ICT tools capabilities and challenges that virtual teams face exist. The data analysis is conducted using Spearman's Rho correlation. The findings show that the correlation between ICT tools usage and the challenges that virtual teams face are not statistically significant to establish a link between virtual team challenges and ICT tools usage. Haşiloğlu and Kunduracı (2018) conducted a study aiming to examine the degree to which scores received by fourth graders in Turkey on the environmental attitudes scale is reflected in their environmental awareness to identify the correlation between attitudes and behaviours. Spearman's Correlation analysis was used for data analysis. The relationship between students' scores on the attitude scale and their scores for environmental awareness, assigned on the basis of the observations made, was found weak, as indicated by the correlation between the two (Spearman's rho (r)=0,075).

3.5.2 Multiple Regression analysis

This is one of the most extensively used statistical procedures for both scholarly and applied marketing study. It is that permits one to examine how various independent variables are associated with a dependent variable (Higgins, 2005).

The association between human resource information system practices, independent variable and talent acquisition, dependent variable was established using multiple regression analysis which is the mathematical formula applied to the independent variables to best predict the dependent variable one is trying to model the notion (Higgins, 2005).

A mathematical equation was developed from the regression results where the dependent variable is always 'Y' and the independent or explanatory variable is always 'X' (Sekaran & Bougie, 2010). The regression model adopted is as below.

Source of application $\hat{Y}_1 = \beta_{10} + \beta_{11}F_i + \beta_{12}ER_i + \beta_{13}ES_i + \beta_{14}TD_i + \epsilon_i$

Interview to hire ratio $\hat{Y}_2 = \beta_{20} + \beta_{21}F_i + \beta_{22}ER_i + \beta_{23}ES_i + \beta_{24}TD_i + \epsilon_i$

Cost of hire $\hat{Y}_3 = \beta_{30} + \beta_{31}F_i + \beta_{32}ER_i + \beta_{33}ES_i + \beta_{34}TD_i + \epsilon_i$

Quality of hire $\hat{Y}_{4i} = \beta_{40} + \beta_{41}F_i + \beta_{42}ER_i + \beta_{43}ES_i + \beta_{44}TD_i + \epsilon_i$

Talent acquisition $\hat{Y}_{ji} = \beta_{i0} + \beta_{i1}F_i + \beta_{i2}ER_i + \beta_{i3}ES_i + \beta_{i4}TD_i + \epsilon_i$

Where:

\hat{Y} - Dependent variables (\hat{Y}_{1i} - source of application, \hat{Y}_{2i} -interview to hire ratio, \hat{Y}_{3i} -cost of hire, \hat{Y}_{4i} -quality of hire and \hat{Y}_{ji} -talent acquisition) this will be tested individually in the above equations.

B_{ji} - The value of \hat{Y} when human resource information system practices is equal to zero. This is also referred to as the “Y Intercept”.

F_i , ER_i , ES_i and TD_i – This are Human resource information system practices initials: factors that lead to use of human resource information system practices (F), Electronic Recruitment (ER), Electronic Selection (ES) and Training and Development (TD).

β_{10} , β_{20} , β_{30} and β_{40} - the coefficients values of **F_i , ER_i , ES_i and TD_i** for which one was trying to predict value of \hat{Y} .

ϵ_i - Error term

Subscripts-the double subscript for a coefficient (**B_{ji}**): the first subscript (j) identifies the dependent variable (1=source of application, 2= interview to hire ratios, 3=cost of hire, 4= quality of hire), the second subscript for the independent variables (0=intercept or constant, 1= F, 2=ER, 3=ES and 4=TD). The subscript (i) attached to all variables including error-variable is for case units under study.

3.6 Testing the Model

The following tests were performed and explained; correlation coefficient and coefficient of determination. Multi-collinearity among the independent variables was tested using the variance inflation factor. These are explained below.

Correlation coefficient (R)

This is a statistical tool used to measure the power and course of the linear relationship, or correlation between two features (Saunders, Lewis & Thornhill, 2009). Correlation coefficient will be used to help us know if the relationship exists, if it is a positive or negative one or if it's a strong or weak relationship (Higgins, 2005). The closer the correlation

coefficient value is to 0.00, the weaker the relationship and the less able one is likely to tell precisely what happened to one variable based on understanding of the other variable. The closer a correlation coefficient approaches plus or minus 1.00 the stronger the relationship is and the more accurate one can predict what happened to one variable based on the knowledge of the other variable (Saunders, Lewis & Thornhill, 2009).

Coefficient of determination (R²)

Once the multiple regression output is assessed, we will be able to check how good the models are by examining the coefficient of determination which is denoted by (R²). R² always lies between 0 and 1 and is the square of correlation coefficient (R). The closer R² is to 1, the better the model and its prediction. R² informs us how much disparity in one variable is directly linked to variation in the other variable (Higgins, 2005).

Multi-collinearity

This was tested using variance inflation factor (VIF) which quantifies how much variance is inflated. Variance of the estimated coefficients is inflated when multi-collinearity exists (Cater & Lee, 2001). A VIF of 5 or 10 and above indicates a multi-collinearity problem (Cater & Lee, 2001). A tolerance value closer to 1 means that there is little multi-collinearity (Wooldridge, 2013), whereas a value close to 0 suggest that multi-collinearity may be a threat.

Multi-collinearity is a problem which arises when two or more predictor (independent) variables in a multiple regression were highly correlated (Gujarati, 2003). Multi-collinearity problem was checked using the tolerance values and variance inflation.

Table 3.1 Multi-collinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Electronic recruitment	0.754	1.327
Electronic Selection	0.425	2.353
Training and development	0.45	2.223
Human resource information system practices	0.884	1.131

Source: Author (2019)

The findings in Table 3.1 show the VIFs for the models under the study. The independent variables range between 1.131 and 2.353. According to the findings, the tolerance values

ranged between 0.425 and 0.884. Therefore, both the VIFs and tolerance values showed that multi-collinearity was not a serious problem when interpreting the findings.

3.7 Pilot Study

A pilot study test was conducted for a period of two weeks to pre-test the data collection instrument in order to eliminate the ambiguity and improve on the relevance of the study objectives (De Vaus, 2014). A total of 7 banks were selected based on the list in Appendix IV. This included selection of the top 7 banks as they appear in the list this led to a total of 36 respondents.

The purpose of the pilot study was to improve the questionnaire and determine the relevance to ensure that respondents to be targeted in the main research study had no problems in answering the questions. Opinion was sought from the respondents to comment on the representativeness and fitness of the questionnaire as well as make further suggestions on the corrections to be made. The pilot test helped in improving the content reliability and validity for the data collected. Questionnaires were hand delivered to the respondents' work place. This was to ensure objective response and reduce non-response rate. Data obtained from the pilot study was not included in the final data analysis.

3.8 Research Quality

It is measured by two components; validity and reliability of the findings and of the tools used. Reliability and validity are critical attributes of effective research. Validity refers to the degree to which questions in an instrument correctly measure the variables there in (Yin, 1994). While reliability refers to the degree to which asset of variables are consistent with what they are intended to measure (Then, 1996).

A Reliability test was confirmed on the four aspects of human resource information system practices using the Cronbach's Alpha test. This is performed to ascertain whether they are significant in explaining human resource information system practices. Sekaran (2003) stated that the internal consistency and reliability of a data collection instrument is higher as the Cronbach's alpha tends towards 1. Table 3.2 below shows that all the four variables met Cronbach's Alpha threshold and could reliably be used to predict the dependent variable (talent acquisition). Electronic selection had a Cronbach's Alpha value of (α) 0.7618, electronic selection (α) =0.7525, online training and development (α) = 0.7052 and factors that lead to the use of human resource information system practices (α) = 0.7179. . These

values slightly exceed the value recommended by Nunnally (1978) of above 0.6. Therefore the items measuring human resource information system practices were found reliable.

Table 3.2: Cronbach’s Alpha test

Section of the questionnaire	Number of items	Cronbach’s Alpha based on standardized items
Section B:B1 Electronic Recruitment	9	.7618
B2 Electronic Selection	8	.7525
B3 Training and Development	8	.7052
B4 Factors leading to use of human resource information system practices	3	.7179

Source: Author (2019).

Validity indicates the degree to which an instrument measures what it is supposed to measure. Content validity, a subset of validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. Its determination is primarily judgmental and intuitive (Kothari, 2008).

3.9 Ethical consideration

The research design was reviewed to ensure quality and integrity were met. Consent was sought from all the participants involved by fully informing on the purpose of the study and what the participation entail. The respondents were also given the assurance that the information provided will be treated with utmost confidentiality. The study was also conducted in a way that ensured voluntary participation and no biasness.

3.10 Chapter Summary

This chapter focused on explaining the research methodology adopted in carrying out the research. The target population were 36 Commercial Banks in Kenya. The respondents were the human resource team of these banks. Once data was collected, it was coded then entered into MS-Excel spread sheet. Then, the complete data was keyed into the SPSS software for meaningful analysis where descriptive, and multiple regression analysis and correlation analysis were carried out

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter outlines a discussion of findings of analysis of data and report of the results from the current study. The instrument used for primary data collection was a semi-structured questionnaire which was administered to the 42 commercial Banks in Kenya.

4.2 Response rate

The key informants in this research were the human resource managers of Commercial Banks in Kenya. The personnel were selected because they were responsible for recruitment, selection and training and development of employees. Kothari (2004) postulates that a response rate of between 40%-50% was considered appropriate and reasonable for questionnaires issued while Babbie (2013) argued that the response rate of 50% was reasonable to carry out analysis and publish the findings. Therefore according to the results shown in the table below, 90% of the questionnaires were returned hence it was reasonable to analyze the findings.

Table 4.1: Response rate

Response	Frequency	Percentage
Duly filled and returned	189	90
Not returned	21	10
Total	210	100

Source: Author (2019)

4.3 Firm profile

The firm was the unit of analysis. The study used age of respondents in the firm, number of employees, existence of the organization. In table 4.2 below, the respondents who were in large numbers 51.3% were men, 51.3%, were of the ages between 40-44 years with the least, 1.6% being 60 years and above, 48.1% have worked in the organization for more than 5 to 9 years, 53.4% of the respondents stated that their organization had more than 401 employees and 49.7% responded that their organization has been in existence for 31-40 years.

Table 4.2: Firm profile (gender, Age, Longevity in the organization, number of employees, organization existence)

Characteristics	Options	Frequency	Percentage
Gender	Male	97	51.30%
	Female	92	48.70%
	Total	189	100%
Age	40-44	97	51.30%
	45-49	89	47.10%
	60 years and above	3	1.60%
	Total	189	100%
Longevity in the organization	Less than 1 yr.	7	3.70%
	1-5 yrs.	30	15.90%
	5-9 yrs.	91	32.30%
	10 years and above	61	32.30%
	Total	189	100%
No of employees	1-100	9	4.80%
	101-200	11	5.80%
	201-300	24	12.70%
	301-400	44	23.30%
	401 and above	101	53.40%
	Total	189	100%
Organization existence	0-10 yrs	5	2.60%
	11-20 yrs	33	17.50%
	21-30 yrs	57	30.20%
	31-40 yrs	94	49.70%
	Total	189	100%

Source: Author (2019)

In table 4.3 below, 100% of the respondents were familiar with the term talent acquisition, 58.7% were familiar with the term human resource information system practices and 51.9% of the respondents said that their organization has used human resource information system for more than 10 years.

Table 4.3: Respondents opinion on practices used

Characteristics	Options	Frequency	Percentage
Talent acquisition	Yes	189	100%
	No	0	0
	Total	189	100%
Human resource Information System practices	Yes	111	58.7%
	No	78	41.3%
	Total	189	100%
Use of human resource Information System practices	Less than 1 year	6	3.2%
	1-5 years	24	12.7%
	6-10 years	61	32.3%
	More than 10 years	98	51.9%
	Total	189	100%

Source: Author (2019)

4.4 Mean Score rankings

A set of 32 statements embodying the different components of human resource information system practices were presented to the respondents and they were asked to express their extent of agreement with these items on a five point Likert where 1 was strongly disagree, 2 Disagree, 3 moderately Agree, 4 Agree and 5 strongly Agree.

They were asked to state their level of agreement on the thirty two statements assessing the relevant human resource information system practices used by Commercial banks in Kenya. First, performance of descriptive analysis was carried out on the responses where the mean scores and standard deviation were computed and the overall mean values were used as indicators of their agreement level with the statements as shown in the below table 4.4.

Table 4.4: Mean score rankings

Descriptive Statistics					
Variables	N	Minimum	Maximum	Mean	Std. Deviation
Electronic recruitment	189	2.78	4.67	3.7766	0.52027
Electronic Selection	189	2.63	4.63	3.5668	0.59286
Training and development	189	3.38	4.75	4.0284	0.42578
Factors leading to the use of human resource information system practices	189	3.67	5.00	4.2222	0.49704
Source of application	189	1.00	5.00	3.2698	1.06279
Interview to hire ratio	189	2.33	4.00	3.3333	0.43352
Quality of hire	189	1.00	5.00	3.2451	1.07430
Cost of hire	189	2.67	4.00	3.1640	0.43978

Source: Author (2019)

The highest mean score of the variables of human resource information system practices was 4.02, training and development and the lowest 3.5, electronic selection. Based on the results, training and development was the most relevant human resource information system practice in measuring talent acquisition in Commercial banks in Kenya while electronic selection was the least. This implies that talent acquisition within the Commercial Banks is significant during the training and development process.

4.5 Test for Autocorrelation

Durbin Watson is a test used to identify for first order serial correlation in the errors of a time series regression model under the classical linear model assumptions (Wooldridge, 2013).

For all the models used in the study, the Durbin Watson statistics results were more close to 2, implying that autocorrelation did not pose a major problem. Therefore autocorrelation was not a major problem.

Table 4.5: Durbin Watson-Model Summary

Model	Durbin-Watson
Model 1	2.834
Model 2	2.816
Model 3	2.448
Model 4	2.034

Source: Author (2019)

4.6 Influence of human resource information system practices on talent acquisition

This research aims at determining the influence of human resource information system practices (independent variables) on talent acquisition (dependent variables). This was attained by using Spearman's correlation analysis and multiple regression analysis.

4.6.1 Spearman's rho correlation analysis

Spearman rank order correlation (r_s) was used. Correlation analysis between talent acquisition and the four variables measuring human resource information system practices was done to ascertain the strength of relation between the two variables. The results were as shown in table 4.6.

Based on the results on table 4.6, the spearman correlation coefficient for quality of hire and electronic selection was 0.635 and the p-value =.000 which showed a strong positive monotonic relationship ($p < 0.01$ for a two tailed test). There was no correlation between talent acquisition metrics and human resource information system practices variables. Therefore conduction of regression analysis took place to ascertain the human resource information system practices on talent acquisition.

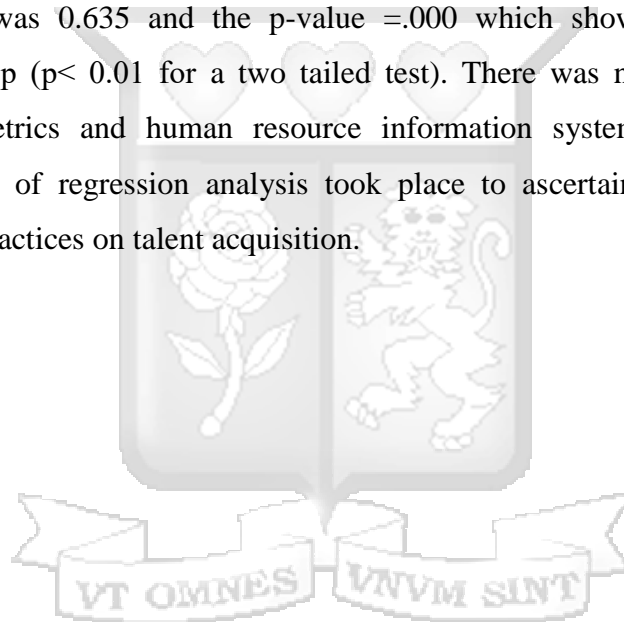


Table 4.6: Spearman's rho Correlation Table

Spearman's rho Correlation									
Variables		ER	ES	TD	F	Source of application	Interview to hire ratio	Quality of hire	Cost of hire
ER	R	1	.464**	.400**	.337**	.340**	-.284**	-0.015	.327**
	P value		0	0	0	0	0	0.84	0
ES	R	.464**	1	.783**	.385**	.571**	.229**	.635**	-.248**
	P Value	0		0	0	0	0.002	0	0.001
TD	R	.400**	.783**	1	.370**	.244**	.216**	.287**	-0.004
	P value	0	0		0	0.001	0.003	0	0.959
F	R	.337**	.385**	.370**	1	.218**	-.229**	.155*	0.059
	P value	0	0	0		0.003	0.002	0.033	0.421
Source of application	R	.340**	.571**	.244**	.218**	1	.245**	.490**	-0.138
	P value	0	0	0.001	0.003		0.001	0	0.058
Interview to hire ratio	R	-.284**	.229**	.216**	-.229**	.245**	1	.189**	-.304**
	P value	0	0.002	0.003	0.002	0.001		0.009	0
Quality of hire	R	-0.015	.635**	.287**	.155*	.490**	.189**	1	-.263**
	P value	0.84	0	0	0.033	0	0.009		0
Cost of hire	R	.327**	-.248**	-0.004	0.059	-0.138	-.304**	-.263**	1
	P value	0	0.001	0.959	0.421	0.058	0	0	
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

Source: Author 2019

4.6.2 Regression analysis

Multiple regressions were done to further explain the association between human resource information system practices and each of the four variables of talent acquisition individually. Four multiple regressions were done on the SPSS software and results were as follows:

4.6.2.1 Influence of human resource information system practices on source of application

In this regression analysis source of application was the dependent variable and human resource information system practices were independent variables. From the findings in table 4.7, the Beta (B) produced the regression model which was:

$$\hat{Y}_{1i} = 3.5880 - 0.310F_i - 0.396E_{Ri} + 1.852E_{Si} - 0.023T_{Di}$$

Where:

3.588= constant value of source of application when all human resource information system practices are equal to zero.

-0.310 = Coefficient of factors leading to the use of human resource information system practices. For every unit increase in factors leading to the use of human resource information system practices, we expect approximately 0.310 point decrease in source of application score, holding other variables constant.

-0.396 = Coefficient of electronic recruitment. For every unit increase in electronic selection, we expect approximately 0.396 point decrease in source of application score, holding other variables constant.

1.852 =Coefficient of electronic selection. For every unit increase in electronic selection, we expect approximately 1.852 point increase in source of application score, holding other variables constant.

-0.023 = Coefficient of training and development. For every unit increase in training and development, we expect approximately 0.023 point decrease in source of application, holding other variables constant.

i = Error-variable for case units under study.

The Beta coefficient of the human resource information system practices explained above had a positive relationship with source of application, except for factors that led to use of human

resource information system practices, electronic recruitment and online training and development.

Table 4.7 below shows the results. The first section of the table which is the model summary indicates the R values which explain how the entire model describes the data. In this study, the model explained 70.9% of data analysed. R^2 explains the degree to which the variation of talent acquisition attributed to the independent variables. In this study, 50.3% of the variability in source of application was outlined by the independent HRIS namely factors leading to human resource information system practices, electronic recruitment, electronic selection and training and development. The R squared can sometimes be overestimated so that the adjusted R squared corrects the values. Therefore in our case, the adjusted R square was 49.3%. This means that approximately, 49.3% of the total changes of talent acquisition was explained by independent variables.

The ANOVA table portrays statistics about the overall significance of the whole model being fit. The significance value also referred to as the p-value enables us to identify whether the independent variables can reliably be used to predict the dependent variables; in this case the p value is 0.00 which is less than 0.05. This indicates that there are independent variables associating with the source of application and thus the model was statistically significant.

In the last part we were able to take note of the significant independent variables in explaining source of application by observing the p-values. For variables to be significant in any model its p-value should be less than 0.05. In this case all the variables were less than 0.05: electronic recruitment (0.001), electronic selection (0.000), training and development (0.000) and factors that led to human resource information system practices (0.010) which mean they were positively significant.

Table 4.7: Human resource information system practices and Source of application regression results

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.709 ^a	0.503	0.493	0.75711		
Predictors: (Constant), human resource information system practices, Electronic recruitment, Training and Development and Electronic Selection.						
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	106.878	4	26.720	46.614	.000 ^b
	Residual	105.471	184	0.573		
	Total	212.349	188			
Dependent Variable: SOURCE OF APPLICATION						
Predictors: (Constant), human resource information system practices, Electronic recruitment, Training and development, Electronic Selection						
Coefficients						
Model		Unstandardized Coefficients			t	Significance
		B	Std. Error			
1	(Constant)	3.588	0.662	5.421	0.000	
	Electronic recruitment	-0.396	0.122	-3.236	0.001	
	Electronic Selection	1.852	0.143	12.964	0.000	
	Training and development	-1.023	0.193	-5.293	0.000	
	Factors leading to the use of human resource information system practices	-0.310	0.118	-2.620		
Dependent Variable: SOURCE OF APPLICATION						

Source: Author (2019)

Therefore the final overall regression analysis was as shown below:

$$\hat{Y}_i = 3.5880 - 0.310F_i - 0.396ER_i + 1.852ES_i - 1.023TD_i$$

4.6.2.2 Influence of human resource information system practices on interview to hire ratio

$$\hat{Y}_{2i} = 4.831 - 0.396F_i - 0.529ER_i + 0.408ES_i + 0.178TD_i$$

Where:

4.831 = Constant value of interview to hire ratio when all human resource information system practices values are equal to zero.

-0.396 = Coefficient of factors leading to the use of human resource information system practices. For every unit increase in factors leading to the use of human resource information system practices, we expect approximately 0.396 point decrease in interview to hire ratio score, holding other variables constant.

-0.529 = Coefficient of electronic recruitment. For every unit increase in electronic recruitment, we expect approximately 0.529 point decrease in interview to hire ratio score, holding all other variables constant.

0.408 = Coefficient of electronic selection. For every unit increase in electronic selection, we expect approximately 0.408 point increase in interview to hire ratio score, holding all other variables constant.

0.178 = Coefficient of training and development. For every unit increase in training and development, we expect approximately 0.178 point increase in interview to hire ratio score, holding all other variables constant.

i = Error-variable for case units under study.

The Beta coefficient of the human resource information system practices explained above had a positive relationship with interview to hire ratio, except for factors that led to use of human resource information system practices and electronic recruitment.

Table 4.8: Human resource information system practices and Interview to hire ratio regression results

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.753 ^a	0.567	0.558	0.28835		
Predictors: (Constant), human resource information system practices, Electronic recruitment, Training and Development and Electronic selection						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.034	4	5.009	60.238	.000 ^b
	Residual	15.299	184	0.083		
	Total	35.333	188			
Dependent Variable: INTERVIEW TO HIRE RATIO Predictors: (Constant), human resource information system practices, Electronic recruitment, Training and development, Electronic Selection						
Coefficients ^a						
Model		Unstandardized Coefficients		T	Sig.	
		B	Standard Error			
1	(Constant)	4.831	0.252	19.161	0	
	Electronic recruitment	-0.529	0.047	-11.355	0	
	Electronic Selection	0.408	0.054	7.491	0	
	Training and development	0.178	0.074	2.412	0.017	
	human resource information system practices	-0.396	0.045	-8.791	0	
Dependent Variable: INTERVIEW TO HIRE RATIO						

Source: Author (2019)

Table 4.8 shows the results of the study analysis. In the model summary; R^2 was 56.7% showing that only 56.7% of the variability in interview to hire ratio was outlined by the independent variables. The adjusted R square value was 55.8%. Therefore 55.8% of the total

variability of interview to hire ratio was explained by the independent variables, human resource information system practices.

In the analysis of variance (ANOVA), the p-value was 0.000($p < 0.05$) therefore explaining that the overall regression model was significant.

In the last section of the table, the p-values were as follows; electronic recruitment (0.000), electronic selection (0.000), training and development (0.017) and factors that led to human resource information system practices (0.000). All the independent variables were less than 0.05 hence there was significance in explaining interview to hire ratio.

Therefore the final overall regression analysis was as shown below:

$$\hat{Y}_{2i} = 4.831 - 0.396F_i - 0.529ER_i + 0.408ES_i + 0.178TD_i$$

4.6.2.3 Influence of human resource information system practices on quality of hire

$$\hat{Y}_{4i} = 3.568 - 0.254F_i - 0.884ER_i + 1.687S_i - 0.478TD_i$$

3.568 = Constant value of quality of hire when all human resource information system practices values are equal to zero.

-0.254 = Coefficient of factors leading to the use of human resource information system practices. For every unit increase in factors leading to the use of human resource information system practices, we expect approximately 0.254 point decrease in quality of hire score, holding other variables constant.

-0.884 = Coefficient of electronic recruitment. For every unit increase in electronic recruitment, we expect approximately 0.884 point decrease in quality of hire ratio score, holding all other variables constant.

1.687 = Coefficient of electronic selection. For every unit increase in electronic selection, we expect approximately 1.687 point increase in quality of hire ratio score, holding all other variables constant.

-0.478 = Coefficient of training and development. For every unit increase in training and development, we expect approximately 0.478 point decrease in quality of hire ratio score, holding all other variables constant.

i = Error-variable for case units under study.

The Beta coefficient of the human resource information system practices explained above had a positive relationship with quality of hire ratio, except for factors that led to use of human resource information system practices, electronic recruitment and training and development.

Table 4.9 shows the analysis reports. In the model summary; R^2 was 49.5% showing that only 49.5% of the variability in quality of hire was outlined by the independent variables. The adjusted R square was 48.4%. Therefore 48.4% of the total variability of quality of hire was explained by the independent variables, human resource information system practices.

In the analysis of variance (ANOVA); the p-value was 0.000($p < 0.05$) therefore explaining that the overall regression model was significant.

In the last section of the table, the p-values were as follows; electronic recruitment (0.000), electronic selection (0.000), training and development (0.016) and factors that led to human resource information system practices (0.036). All the independent variables were less than 0.05 hence there was significance in explaining quality of hire.

Therefore the final overall regression analysis was as shown below:

$$\hat{Y}_i = 3.568 - 0.254F_i - 0.884E_i + 1.687S_i - 0.478TD_i$$

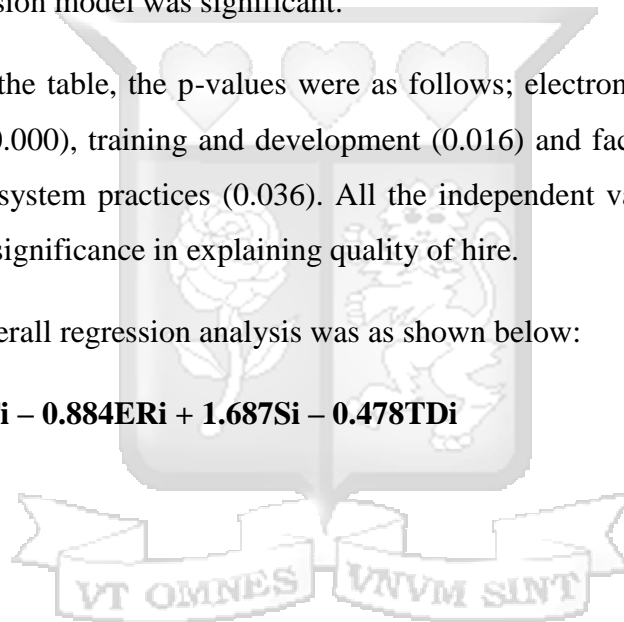


Table 4.9: Human resource information system practices and Quality of hire regression results

Model Summary						
Model	R	R Square	Adjusted R Square	Std Error of the estimate		
1	.704 ^a	0.495	0.484	0.77141		
Predictors: (Constant), human resource information system practices, Electronic recruitment, Training and development, Electronic Selection						
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	107.48	4	26.87	45.154	.000 ^b
	Residual	109.494	184	0.595		
	Total	216.975	188			
Dependent Variable: QUALITY OF HIRE Predictors: (Constant), human resource information system practices, Electronic recruitment, Training and development, Electronic Selection						
Coefficients						
Model		Unstandardized Coefficients		T	Significance	
		B	Standard Error			
1	(Constant)	3.568	0.674	5.29	0	
	Electronic recruitment	-0.884	0.125	-7.097	0	
	Electronic Selection	1.687	0.146	11.587	0	
	Training and development factors leading to the use of human resource information system practices	-0.478	0.197	-2.428	0.016	
		-0.254	0.12	-2.112	0.036	
Dependent Variable: QUALITY OF HIRE						

Source: Author (2019)

4.6.2.4 Influence of human resource information system practices on cost of hire

$$\hat{Y}_i = 1.619 + 0.164 F_i + 0.418 E_{Ri} - 0.458 E_{Si} + 0.255 T_{Di}$$

Where:

1.619 = Constant value of cost of hire when all human resource information system practices values are equal to zero.

0.164 = Coefficient of factors leading to the use of human resource information system practices. For every unit increase in factors leading to the use of human resource information system practices, we expect approximately 0.164 point increase in cost of hire score, holding other variables constant.

0.418 = Coefficient of electronic recruitment. For every unit increase in electronic recruitment, we expect approximately 0.418 point decrease in cost of hire score, holding all other variables constant.

-0.458 = Coefficient of electronic selection. For every unit increase in electronic selection, we expect approximately 0.458 point decrease in cost of hire score, holding all other variables constant.

0.255 = Coefficient of training and development. For every unit increase in training and development, we expect approximately 0.255 point increase in cost of hire score, holding all other variables constant.

i = Error-variable for case units under study.

The Beta coefficient of the human resource information system practices explained above had a positive relationship with cost of hire, except for electronic selection.

Table 4.10 shows the analysis results. The model summary; R^2 was 30.2% showing that only 30.2% of the variability in cost of hire was explained by the independent variables. Adjusted R square value was 28.7%. Therefore 28.7% of the variability of cost of hire was OUTLINED by the independent variables, human resource information system practices.

Table 4.10: Human resource information system practices and Cost of hire regression results

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.550 ^a	0.302	0.287	0.37135		
Predictors: (Constant), human resource information system practices, Electronic recruitment, Training and development, Electronic Selection Training and development and Electronic selection.						
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.986	4	2.747	19.917	.000 ^b
	Residual	25.374	184	0.138		
	Total	36.36	188			
Dependent Variable: COST OF HIRE Predictors: (Constant), human resource information system practices, Electronic recruitment, Training and development, Electronic Selection						
Coefficients						
Model		Unstandardized Coefficients		T	Significance	
		B	Standard Error			
1	(Constant)	1.619	0.325	4.987	0	
	Electronic recruitment	0.418	0.06	6.968	0	
	Electronic Selection	-0.458	0.07	-6.536	0	
	Training and development	0.225	0.095	2.371	0.019	
	Factors leading to the use of human resource information system practices	0.164	0.058	2.838	0.005	
Dependent Variable: COST OF HIRE						

Source: Author (2019)

In the second section of the table 4.10, the analysis of variance (ANOVA), the p-value was 0.000($p < 0.05$) therefore explaining that the overall regression model was significant.

In the last section of the table, the p-values were as follows; electronic recruitment (0.000), electronic selection (0.000), training and development (0.019) and factors that led to human

resource information system practices (0.005). All the independent variables were less than 0.05 hence there was significance in explaining quality of hire.

Therefore the final overall regression analysis was as shown below:

$$\hat{Y}_{3i} = 1.619 + 0.164 F_i + 0.418ER_i - 0.458ES_i + 0.255TD_i$$

Table 4.11 below shows a summary of the significant human resource information system practices in explaining the four dependent variables namely source of application, interview to hire ratio, quality of hire and cost of hire.

Table 4.11: Summary of results

Model	Human resource information system practices			
	Electronic selection	Electronic recruitment	Training and development	Factors leading to human resource information system practices
Source of application	Significant	Significant	Significant	Significant
Interview to hire ratio	Significant	Significant	Significant	Significant
Quality of hire	Significant	Significant	Significant	Significant
Cost of hire	Significant	Significant	Significant	Significant

Source: Author (2019)

4.7 Conclusion

This chapter shows how data was analyzed to meet the research objectives. The first objective was to establish factors leading to the influence of human resource information system practices on talent acquisition. The models means and standard deviation was calculated and the results showed a mean of 4.22 indicating that it had a major impact on talent acquisition. The second objective was to determine the effect of electronic selection practices on talent acquisition in Commercial Banks in Kenya. Results indicated that electronic selection practices was significant in explaining talent acquisition.

The third objective was to establish the effect of electronic recruitment practice on talent acquisition in Commercial banks in Kenya and the result showed that this variable was significant in explain talent acquisition. The last objective was to evaluate the effects of online training and development practices on talent acquisition in Commercial Banks in Kenya and this had a positive influence on talent acquisition.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents summary of the study's findings and conclusions drawn therein. It is later on followed by recommendations and areas for future research. The overall goal of the study was to analyze the relationship between human resource information system practices and talent acquisition. The findings summaries are presented per the objectives stated in the first chapter. Finally this chapter presents the limitations encountered, contribution to knowledge and possible further areas of research based on the analyzed data similar to the objectives of the study.

5.2 Discussion of the findings

This section highlights the common findings derived from the study according to the literature review.

5.2.1 Factors influencing the use of human resource information system practices on talent acquisition

This study finding indicated that electronic recruitment was significant in explaining talent acquisition. Jenkins and Lloyd (1995) observed that the major challenges that firms face include the development of a management style and culture which enables them cope with the challenges and opportunities they encounter therefore the two elements that most firms are learning to use as strategic weapons to compete are human resource and information technology. The main forces that drive organizations to adopt human resource technology are operational, relational and transformational (Snell, Stueber & Lepak, 2000). The authors noted that human resource can meet the challenge of continuously becoming more flexible strategic, cost efficient and customer oriented by incorporating information technology (IT). They also stated that IT has the capability in increasing productivity, speeding response times, reducing administrative costs, enhancing customer service and improving decision making.

5.2.2 Effect of electronic recruitment on talent acquisition

This study finding indicated that electronic recruitment was significant in explaining talent acquisition. This finding was consistent with the below findings. E-recruitment is a current revolution being utilized across the globe for seeking jobs and hiring (Sharma, 2010). The embracing of for talent acquisition and open door talent management is the acknowledgment that businesses cannot grow without the ideal talent (Sahay, 2014). Heightened

competitiveness in the market for recruitment for talent has made firms to allocate more and resources on advancing their recruitment strategy (Tyagi, 2012).

Nurturing of the right talent attracts more hence enabling establishments to leverage on internal capabilities to secure digital leaders (Chambers, Handfield & Michaels, 2007). Employers therefore do not want employees but rather timely and correct mix of talent who can deliver services and products to customers on time either in the short run or in the long run (Sahay, 2014). Modern e-recruitment systems provide the right system for applicants and recruiters to meet (Holm, 2012).

5.2.3 Effect of electronic selection practices on talent acquisition

This study finding indicated that electronic selection was significant in explaining talent acquisition. This finding was consistent with the below findings. Talent which is better is worth fighting for (Chambers et al., 2007). Attracting good talent for a company through internet based solutions facilitates timely hiring (Tyagi, 2012).

The continuous adoption of the right talent attracts more, enabling firms to build on the initial foundation to secure stable and informed leaders (Chambers et al., 2007). Ideally, employees do not just want employees but those with the correct mix of talent who can discharge services to customers both efficiently and effectively in the long run (Sahay, 2014). Modern e-selection provides the right system for both individuals and recruiters to achieve goals. Most of the studies carried out by other researchers in regards to electronic selection have a positive relationship.

5.2.4 Effect of training and development practices on talent acquisition

This study finding indicated that electronic recruitment was significant in explaining talent acquisition. This finding was consistent with the below findings. Delivery of training that involves people inspires change and encourages improvement as key. Supporting the employees in identification of their professional development choices and goals is the purpose of training employees. This therefore contributes radically to retention management which in the long run enhances organization performance.

Most organizations are still evaluating the training programs by use of reaction criteria and very few measures the impact of training on results (Kraiger, 2003). If the training is relevant, it should instil knowledge and skills based on an individual and the needs of a firm organizational and effectively designed and delivered (Salas, Bowers & Rhodenizer, 1999).

When the training does result in improvements in existing knowledge and the attainment of relevant skills, employee job performance should improve, provided that the skills learned in training transfer to the job (Baldwin & Ford, 1988; Salas, Bowers & Rhodenizer., 1999).

5.3 Conclusion

In this section, deductions are made based on the objectives of this research.

The first objective of this research was to identify factors influencing the use of human resource information system practices on talent acquisition. The study established that the main factors that influenced the use of human resource information system practices were organizational factors and technological factors. The factors had the highest mean score of 4.22 which shows a positive relationship or influence on talent acquisition.

The second objective of this research was to determine the effect of human resource information system practices on talent acquisition in commercial banks in Kenya. The study established that E-recruitment had a positive and significant relationship to talent acquisition. Many recruiting software packages offer a variety of these services that can be customized to meet the organization's specific needs. Ease of access to information- It is faster, much quicker and easy to obtain and retrieve information from electronic records. Use friendly-this positive response means that automation of the human resource functions provides for user friendly interface. The majority of the employees are now able to interact with the HRIS system and this enables them to perform their e-tasks effectively to acquire talent.

The third objective of the research was to establish the effect of electronic selection on talent acquisition in Commercial Banks in Kenya. It had a positive and significant relationship to talent acquisition. This implies that online selection avails a variety of tools including interviews and psychometric tests to screen candidates in order to allow selection of qualified candidates who match an organization's culture and value with less human interaction.

The fourth objective was to determine the effect of online training and development practices on talent acquisition in Commercial banks in Kenya. It was also found to be positive and significantly related to talent acquisition. Delivery of training that involves people inspires them to embrace change and encourage them on improvement. Support of employees in identification of their career development options and goals is the purpose of training employees and therefore it contributes radically to talent acquisition.

Based on the above, the research revealed that human resource information system practices have a positive influence on talent acquisition within commercial banks in Kenya. The most significant variable which showed positive results was electronic selection and training and development with electronic recruitment being the least significant of the four variables.

5.4 Recommendations

The recommendations of this research have been drawn and aligned to the preceding conclusions discussed in section 5.3 of this thesis. It was clearly evident from the study findings that e-recruitment, e-selection and training and development influence talent acquisition. In regards to the above conclusions, the following suggestions are recommended.

This study recommends that banks should endeavour to use human resource information system practices in order to attract talent. It can be a tool for identification of highly potential employees and directing them to areas of their working interest. Online recruiting covers a wider or more targeted audience than other methods do.

The human resource department should endeavour to embrace the use of E recruitment and selection practices as there is a need for Commercial Banks to continue investing towards improvement of human resource information system practices with a view to recruit and select individuals who are talented within their organization. Electronic training and development equips the employees with knowledge and skills to effectively and efficiently carry out the tasks

5.5 Limitations of the study

This research was not without limitations. The respondents were reluctant in sharing information with the fear that the information they give might be used against them or portray a bad picture about the bank.

The study used subjective measures of talent acquisition by asking respondents to rate the performance of their firms based on the questionnaire.

5.6 Suggestions for future research

The study only focused on the influence of human resource information system practices on talent acquisition in commercial banks in Kenya. There is need to carry out the same research in other areas of the economy in order to check whether the results will be the same. Such maybe in areas such as service allied sectors.

This study has important implications academically for further researches aimed at understanding the human resource information systems practices and its influence in other Commercial banks in developing countries. It is, therefore, recommended that further study should apply diverse models of measurement other than the models used in this study.



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APPENDIX I: LETTER OF INTRODUCTION



8 February, 2019

TO WHOM IT MAY CONCERN

Academic Reference for Karuga Tabitha Wangari Student No. 090644

Ms Karuga Tabitha Wangari 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.

Tabitha 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 human resource information system practices on talent acquisition in commercial banks in Kenya."**

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

Yours faithfully,

Quindos Karanja
Strathmore University Business School
Email: qkaranja@strathmore.edu

APPENDIX II: NACOSTI RESEARCH PERMIT

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 201439	Date of Issue: 11/November/2020
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. TABITHA WANGARI KARUGA of Strathmore University, has been licensed to conduct research in Nairobi on the topic: INFLUENCE OF HUMAN RESOURCE INFORMATION SYSTEM PRACTICES ON TALENT ACQUISITION IN COMMERCIAL BANKS IN KENYA for the period ending: 11/November/2021.</p>	
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APPENDIX III: QUESTIONNAIRE

Instructions

Kindly complete the following questionnaire using the instruments provided for each set of questions. Please tick appropriately or write your answers in the spaces provided.

Confidentiality

All information given shall be treated with strict confidence. No reference will be made to any individual(s) or organization in the report of the study.

SECTION A

1. Name of the organization _____

2. Position held _____

3. Gender

a) Female

b) Male

c) Others

4. Age

a) 25-29

b) 30-34

c) 35-39

d) 40-44

e) 45-49

f) 50-54

g) 55-60

h) 60 years and above

5. How long have you worked in the organization

a) Less than 1 yr ()

b) 1-5 yrs ()

c) 5-9 yrs ()

d) 10 years and above ()

6. Number of employees in the organization

- a) 1-100 ()
- b) 101-200 ()
- c) 201-300 ()
- d) 301-400 ()
- e) 401 and above ()

7. For how long has the organization been in existence?

- a) 0-10 years ()
- b) 11-20 years ()
- c) 21-30 years ()
- d) 31-40 years ()
- e) 41 years and above

8. Do you understand the term talent acquisition?

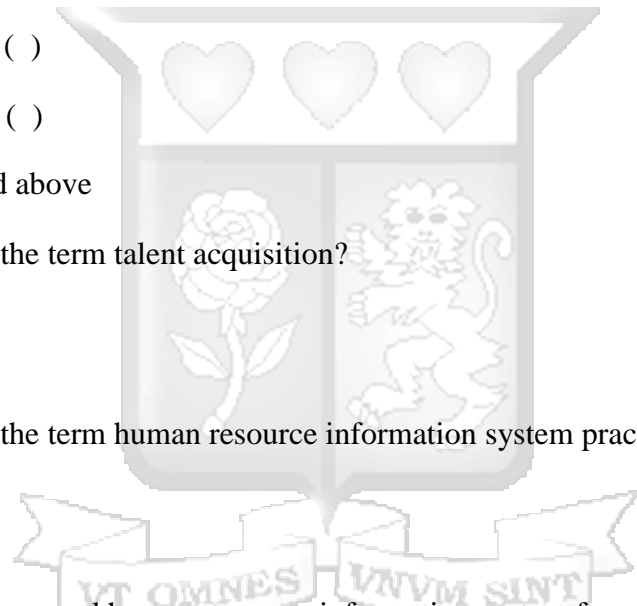
- a) Yes
- b) No

9. Do you understand the term human resource information system practices?

- a) Yes
- b) No

10. Our organization has used human resource information system for

- a) Less than 1 year ()
- b) 1-5 years ()
- c) 6-10 years ()
- d) More than 10 years ()



SECTION B: HUMAN RESOURCE INFORMATION SYSTEM PRACTICES

Please indicate the extent to which you disagree or agree with the following statements about human resource information system practices by ticking in the appropriate space.

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

STATEMENT		SCALE					
		1	2	3	4	5	6
Electronic recruitment	1. We analyse each job position and its job title in an organization						
	2. We maintain relationship with individuals who register in a talent warehouse						
	3. Creation of ideal job description and specification is done						
	4. We post job adverts in our company website						
	5. Jobs are posted in other external websites e.g. job boards						
	6. Our organization uses social network to apply for jobs						
	7. We receive a lot of applications through job boards						
	8. We receive a lot of applications through corporate websites						
	9. We receive a lot of applications through social websites						
	10. Recruitment practice follows an already created internal talent pool						

Electronic Selection	1. Managers at all levels are involved in the selection process						
	2. Our organization has a selection process that attracts unique talent						
	3. Our organization has the right people with the right skills at the right time.						
	4. Our organization develops innovative selection strategies to recruit experienced personnel						
	5. Applicants are informed online of the decision regarding their applications and interviews						
	6. The online software in use is able sort out applications as they are received according to the advertisement						
	7. Only talented people are shortlisted and interviewed for vacant positions						
	8. Our organization has online selection practices that attracts the best talent						
	9. Online selection gives the best channel to attract talented applicants						

Training and development	1. The recruited talented people are inducted in their job and join a pool of top talent in your organization.						
	2. Minimal training is done as individuals recruited have the right skills.						
	3. Our organization develops innovative training strategies to find who to retain.						
	4. Online training and development allows individuals acquire new knowledge, new skills and perform tasks better.						
	5. There are formal training programs to teach new employees the skills they need to perform their jobs.						
	6. The bank has a training budget every year.						
	7. Training and development affects performance of the bank.						
	8. Training and development affect productivity of the bank.						
	9. Training needs are identified through a formal performance appraisal.						

Factors influencing the use of human resource information system practices	1. Organizational factors led to the use of human resource information system practices.						
	2. Our competitors use corporate websites for recruitment, selection and training and development.						
	3. Environmental factors led to the use of human resource information system practices.						
	4. Technological factors led to the use of human resource information system practices.						

SECTION C: TALENT ACQUISITION

The following statements are related to talent acquisition. Please indicate the extent to which you agree or disagree with the following statements by ticking in the appropriate space.

(Where 1 is Strongly Disagree: 2 is Disagree: 3 is somewhat Agree: 4 is Agree and 5 is Strongly Agree)

SOURCE OF APPLICATION		SCALE					
		1	2	3	4	5	6
1	Most of the job application is done through job boards.						
2	Majority of job application is done through corporate websites.						
3.	Most of job application is done through social websites.						
4.	Job seekers submit their applications by dropping hard copies at our offices.						

Please indicate the extent to which you disagree or agree with the following statements about talent acquisition by ticking in the appropriate space.

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

INTERVIEW TO HIRE RATIO		SCALE					
		1	2	3	4	5	6
1	It takes more than a month for job seekers to be absorbed into the company.						
2	A lot of time is taken during the first stages of interviewing candidates.						
3.	A lot of time is taken during the process of on boarding the right people with the right skills to the bank.						
4.	Were inquiries responded to in a timely manner.						

Please indicate the extent to which you disagree or agree with the following statements about talent acquisition by ticking in the appropriate space.

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

QUALITY OF HIRE		SCALE					
		1	2	3	4	5	6
1	Quality of candidate is determined through their level of education.						
2	Candidates quality is determined from performance of online interview questions.						
3	Candidate's performance is determined from performance of online psychometric tests.						
4.	Candidate's quality is determined from skills they show after on-boarding.						

Please indicate the extent to which you disagree or agree with the following statements about talent acquisition by ticking in the appropriate space.

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

COST OF HIRE		SCALE					
		1	2	3	4	5	6
1	The company incurs higher costs when advertising through social websites.						
2	The company incurs more cost when advertising through job boards.						
3	The company incurs more when advertising through their corporate websites.						
4	The company incurs a lot of cost from the process of advertising vacant positions to on-boarding new employees						

APPENDIX IV: LIST OF COMMERCIAL BANKS IN KENYA REGISTERED BY

CBK AS AT 31ST DECEMBER 2018

1. First Community Bank Limited
2. Bank Of Africa Kenya Ltd
3. Giro Commercial Bank Ltd
4. Bank Of Baroda(K)
5. Guardian Bank Ltd
6. Bank Of India
7. Gulf African Bank Ltd
8. Barclays Bank Of Kenya Ltd
9. Habib Bank A .G Zurich
10. CFC Stanbic Bank Ltd
11. Habib Bank Ltd
12. Charterhouse Bank Ltd
13. Chase Bank(K) Ltd
14. I & M Bank
15. Citibank N .A Kenya
16. Jamii Bora Bank Limited
17. Commercial Bank Of Africa Ltd
18. Kenya Commercial Bank
19. Consolidated Bank Of Kenya Ltd
20. K-Rep Bank
21. Co-Operative Bank Of Kenya
22. Middle East Bank(K)Ltd
23. Credit Bank Ltd
24. National Bank Of Kenya Ltd
25. Development Bank Of Kenya Ltd
26. NIC Bank Ltd
27. Diamond Trust Bank Kenya Ltd
28. Oriental Commercial Bank
29. Dubai Bank Kenya Ltd
30. Paramount Universal Bank Ltd
31. Ecobank Kenya Ltd



32. Prime Bank Ltd
33. Equatorial Commercial Bank Ltd
34. Standard Chartered Bank Kenya Ltd
35. Equity Bank Ltd
36. Trans-National Bank Ltd
37. Family Bank Limited
38. UBA Kenya Bank Ltd
39. Fidelity Commercial Bank
40. Victoria Commercial Bank
41. Fina Bank
42. African Banking Corporation

