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"E-recruitment implementation in the United Nations Agencies"

in the Occupied Palestinian Territories

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يَرْفَعِ اللهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ

أُوتُوا الْعِلْمَ دَرَجَاتٍ

المجادلة (أية ١١)

Dedication

To my Lovely Father Ali Hamarna,
Who spent all his life guiding me,
May Allah bless his soul

To my Lovely Brother Rami Hamarna,
Who encouraged me to continue my academic study
May Allah bless his soul

To my Lovely Mother, Afaf Dawoud who still guiding me, May Allah bless her

To my Lovely Wife & my two daughters Leen & Jude ,May Allah bless them

To my Brother Wael and to all my beloved family

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Abstract

In recent years, the traditional approach to recruitment has been revolutionized by the concept of online recruitment (or E-Recruitment). Due to the diffusion of the Internet in combination with an increasing number of users, the concept of E-Recruitment has gone through a rapid growth. This study explores the implementation of E-recruitment system; the study is applied to the United Nations Agencies working in the occupied Palestinian territories.

The population of the study includes all UN agencies staff working in Human Resources and Administrative departments at different levels that consist of 150 employees, the descriptive method was used to achieve the objectives of the study.

Written questionnaire responses from 94 staff member working in the United Nations Agencies and mainly who are working in the field of recruitment and Human resources.

Research findings show that there is a direct relationship between E-recruitment and the benefits, importance and advantages of using the system for the United Nations Agencies, the Information Technology Center has adequate infrastructure that is capable to run and maintain a proper use of the E-recruitment system in terms of having the needed software, servers and hardware, on the other hand the top managements has a positive impact on supporting the implementation of the E-recruitment system in the United Nations Agencies through allocating the necessary budget to be in line with other international online recruitment systems.

Also the findings show that E-recruitment system used in the United Nations Agencies in the occupied Palestinian territories neither provide the possibility to send online tests nor conducting interviews via video link with the job seekers who are being shortlisted as the first candidates for the vacancies.

The researcher recommended the United Nations agencies need to enhance the E-recruitment system in order to reduce the financial and administrative costs rising from advertising the vacancies in newspaper, magazines and other websites, the number of job seekers who are interested to apply for the vacancies as they can simply access the organizations websites, overview the jobs and apply online for the jobs with only one click. Also E-recruitment systems need to improve the way of monitoring the online recruitment process in terms of shortlisting, trenching, tests , interviews and to have an internal electronic tracking system for the status of job seeker's application at each stage of the recruitment process.

ملخص الدراسة

أصبح النهج التقليدي للتوظيف في السنوات الأخيرة مرتبطاً بمفهوم التوظيف عبر الإنترنت (أو التوظيف الإلكتروني) و ذلك نظراً لانتشار الإنترنت و تزايد عدد المستخدمين له من خلال النمو السريع لمفهوم التوظيف الإلكتروني. هدفت هذه الدراسة للبحث في مدى تطبيق نظام التوظيف الإلكتروني في وكالات هيئة الأمم المتحدة العاملة في الأراضي الفلسطينية المحتلة.

و لقد تكون مجتمع الدراسة من جميع الأفراد العاملين في مجال التوظيف و الموارد البشرية العاملين في وكالات هيئة الأمم المتحدة في الأراضي الفلسطينية المحتلة و البالغ عددهم 150 موظف،تم استخدام المنهج الوصفي التحليلي لإنجاز أهداف الدراسة و لقد تم استرداد 94 استبانة حيث تم استخدام الاستبانة كأداة لجمع البيانات و المكونة من خمسة أجزاء كما و استخدم المقابلة بهدف معرفة طبيعة عمل نظام التوظيف الإلكتروني المعمول به في في وكالات هيئة الأمم المتحدة.

لقد أظهرت نتائج البحث أن هناك علاقة مباشرة بين التوظيف الإلكتروني و أهمية و مزايا استخدام النظام في وكالات هيئة الأمم المتحدة ، بالإضافة لوجود بنية تحتية لدى مركز تكنولوجيا المعلومات لها القدرة على توفير حاجة البرمجيات و الخوادم و الأجهزة المخصصة لإدارة النظام، كما أظهرت النتائج التأثير الإيجابي لدى الإدارة العليا على دعم تنفيذ نظام التوظيف الإلكتروني في وكالات هيئة الأمم المتحدة و ذلك من خلال تخصيص الميزانية اللازمة لتطوير هذا النظام و مواكبته لنظم التوظيف الإلكتروني المستخدمة دولياً في التوظيف الإلكتروني.

إلا أن النتائج أظهرت أيضاً أن نظام التوظيف الإلكتروني المستخدم في وكالات هيئة الأمم المتحدة في الأراضي الفلسطينية المحتلة لا يوفر إمكانية إرسال الإختبارات إلكترونياً من خلال الإنترنت و كذلك عدم إمكانية إجراء المقابلات بشكل إلكتروني مع الباحثين عن العمل و المتقدمين للوظائف.

لقد أوصى الباحث ببعض التوصيات و التي من أهمها أن على وكالات الأمم المتحدة تعزيز نظام التوظيف الإلكتروني بحيث يقلل من المصاريف المالية و الإدارية الناتجة من خلال الإعلان عن الوظائف من خلال الصحف و المجلات بينما يمكن للباحثين عن الوظائف البحث من خلال موقع التوظيف الإلكتروني الخاص بالمنظمة و اختيار الوظيفة الراغبين للتقدم لها بكل بساطة، و أوصى الباحث كذلك بضرورة مراقبة النظام من خلال توفير إمكانية تتبع فرز المتقدمين و عقد الامتحانات و المقابلات في كل مرحلة من مراحل التوظيف .

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LIST OF ABBREVIATIONS

OPT	Occupied Palestinian Territories
HRD	Human Resources Department
HRIS	Human Resources Information System
IT	Information Technology
KSAOs	Knowledge, Skills, Ability and Other Characteristics
ITC	Information Technology Center
UN	United Nations
UN Agencies	United Nations Agencies
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief Works Agency
UNSCO	United Nations Special Coordination Office
UNDP	United Nations Development Program
ILO	International Labour Organization
OCHA	Office for the Coordination of Human Affairs
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNIFEM	United Nations Development Fund for Women
UNSCO	United Nations Special Coordinator for the Middle East
UNOHCHR	United Nations High Commissioner for Human Rights
WHO	World Health Organization
FAO	Food and Agriculture Organization
WFP	World Food Program

CHAPTER 1

GENERAL INTRODUCTION

1.1 Introduction:

The prolific development of Internet use on a global scale is having far reaching effects in many areas of management. The rapid advancement in the technology helps the organizations, institutes and companies to use it for their growth and at the same time it enables the people to access the world in just one click, the use of technology in personnel selection and recruiting is evolving rapidly with the advances of the information technology and the advent of the internet.

The E-recruitment system mainly introduced in the United Nations Agencies in response to a number of many needs. Including reduction of costs, faster and more efficient recruitment, reduction in paper-based administration, increased reach to many job seekers, and efficient management of speculative applications. (Galanki, 2002)

1.2 Research problem:

The E-recruitment system at UN Agencies is worth studying due to the huge number of employees being recruited to implement different programs and projects. for example at UNRWA, the number of recruited staff is around 500-600 staff per year, as an outcome of 20,000 to 25,000 applications forms being processed by the Human Resources Department. , therefore conducting the tests and interviews for this number of staff is very costly, where alternatively using a proper E-recruitment system will minimize the administrative and financial costs.(UNRWA Directive, HRD , 2010)

So the problem of the study is represented in the following question:

Up to What extent do the UN Agencies implement the E-recruitment system?

And from the general problem the study will answer the following sub-questions:

1- What are the benefits & importance of E-recruitment for the UN agencies?
2- What is the advantage of E-recruitment to the applicants?
3- To what extent an adequate infrastructure is available at the Information Technology Center?
4- What is the impact of top management support for E-recruitment?
5- What is the real use of E-recruitment system in the United Nation's Agencies?

1.3 Research Hypothesis:

1- First Hypothesis:

There exists a significant relationship at 0.05 level between the benefits & importance and the reality of the use of E-recruitment agencies in the United Nations agencies.

2- Second Hypothesis:

There exists a significant relationship at 0.05 level between Advantages of E-recruitment to the job seeker and the reality of the use of E-recruitment agencies in the United Nations agencies.

3- Third Hypothesis:

There exists a significant relationship at 0.05 level between Availability of adequate infrastructure at the Centre for Information Technology and the reality of the use of E-recruitment agencies in the United Nations agencies.

4- Four Hypothesis:

There exists a significant relationship at 0.05 level between impact of top management support and the reality of the use of E-recruitment agencies in the United Nations agencies.

5- Fifth Hypothesis:

There is a significant differences among respondents regarding the implementation of the E-recruitment system due to personal traits (Gender, Age, Marital Status, Qualifications, Experience and using Internet)

From this hypothesis the following sub-hypotheses result:

- The First sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Gender.
- The Second sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Age.
- The Third sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Marital Status.
- The Fourth sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Qualifications.
- The Fifth sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Experience.
- The Sixth sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Using Internet.

1.4 Research Objectives:

The study aims at achieving the following objectives:

1- To identify the benefits & importance of E-recruitment for the organization?
2- To identify the advantages of E-recruitment to the candidates?
3- To investigate the availability of the adequate infrastructure at the Center of Information Technology?
4- To identify the impact of top management support for E-recruitment?
5- To investigate the real use of E-recruitment system in the United Nation's Agencies?
6- To identify the significant differences among respondents regarding E-recruitment implementation due to their personal traits.
7- To suggest some recommendations to improve using of E-recruitment system.

1.5 Research Variables:

The dependent variable is the E-recruitment implementation using online technology.

And the independent variables are the following:

1. The benefits and Importance of E-recruitment for the organization
2. The advantages of E-recruitment to the job seeker
3. The availability of adequate infrastructure at the Information Technology Center
4. The Impact of top management support
5. The real use of E-recruitment in the United Nations Agencies

1.6 Research Importance:

- The increasing concern in Human Resources Management has led to numerous researches in this subject as the area of recruitment and selection is a research area that still needs more exploration.

- The UN agencies need to recruit people to implement its projects and programs in Palestine, therefore they need to recruit many people from time to time specially in Emergency programs, which means to allocate a huge budgets for the recruitment and selection of staff for these programs, using a proper E-recruitment system will minimize the administrative and financial costs for the recruitment process.

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- Also the applicant will be more able to apply to view vacancies, job descriptions, create his own profile, and upload his C.V by one click.
- The researcher expect that the conclusions of the study might help the Human Resources Departments and will be an asset to the UN agencies to adopt new strategies to improve the online recruitment process and to pay more attention to implement proper E-recruitment systems.

1.7 Previous Studies:

Regional Studies:

1-(Salehi, 2009)

"Investigating Websites Success in the Context of E-recruitment"

The study aims to find out the relative importance of website success factors in selecting the the e-recruitment websites by identifying different relative importance of each website and priority of alternative websites across e-recruitment domains in Iran.

The researcher concluded that the major contribution of this study lies in the development of a frame of reference, which incorporates interrelated success factors in Information Technology System model, for the selection of a successful e-recruitment website and furthermore, to use the website in tracking the status for the vacancies applied by applicants, also it shows a very strong correlations between the success of the E-recruitment system and the availability of dependable and solid Information Technology System to operate , maintan and develop the online recruitment system.

Also it provided several theoretical and practical implications from a theoretical perspective, to enhance the ability of storing and updating the resume's data at the convenience of applicants, in addition to that the research model, criteria and their relative impact provide useful information for the decision makers of e-commerce companies to develop the Information System support systems to monitor the current websites and provide strategic suggestions to develop enhanced ones.

International Studies:

2-(Al-Ali, 2009)

"Incorporating User's Trust in Building E-recruitment System"

The study aims to find a practical solution on how to incorporate trust during the design and development process of an e-recruitment system, focusing specifically on the importance of perceived privacy and perceived security to evoke user trust and self-disclosure. The research treats users' trust by understanding the concept of trust, reviewing several related trust models, mechanisms and technologies proposed and recommended by other scholars.

The researcher concluded that of providing a more understandable and meaningful approach to analyse the trust issue that is related to E-Recruitment. The findings in this study have contributed a lot for further phases. The presented proposed model has been used in the study to guide the author in building E-Recruitment systems.

The findings also shows that users will use the system more once they trust such E-recruitment system, this means they have to make sure that their private data, working history will be all controlled by the company E-recruitment system and will not be leak to other third parties, and this only come through emphasizing on the necessity of providing concrete Information technology systems including software, hardware to be equipped to run and maintain the E-recruitment systems, Identified trust indicators for E-Recruitment system, Proposed a conceptual model of trust for E-Recruitment, Designing and developing E-Recruitment system in order to work remotely in a trustful way through the internet.

3- (Al Jedaya, 2008)

"The level of use of the tools of ICT and its impact on organizational perforemance in Jordanian industrial companies"

The study explored the use of information communication technology tools in Jordanian industrial companies and analysed the relationship between these tools and organizational performance.

The study found a positive correlation between the level of use of tools information communication technology, and the overall performance of the work and the level of Internet

use and teamwork.

The study recommended the following:

1 - Activating the use of information technology tools among organizational units because of its impact on the ease and speed up the performance of operations.

2 -optimize utilization of the internet to deal with suppliers and customers as one of the most important strategic resources, low costs as a major source of competitive advantage.

3 – Enhance the harmonization between the possessions of advanced computer devices and take advantage of the capabilities and potential of these devices to exploit its maximum capacity in business performance to achieve the primary goal of owning an investment of resources and is not equipped with luxurious furniture.

4- (Ruel & others, 2007)

"The Contribution of e-HRM to HRM Effectiveness: Results from a Quantitative Study in Dutch Ministry"

This study aims to measure the contribution of the management of e-HRM in the efficient management of human resources, through a quantitative study conducted at the Interior Ministry of Netherlands.

The study concluded that the actual application of the Department of Human Resources e-HRM is linked to the efficient management of human resources.

The researcher found that the quality of applications of electronic human resources in terms of content is the most important explanatory factor in the efficiency of technology and human resources strategy.

The study recommended further research on the quantitative measurement of the efficiency of human resources management, and to provide more variables of the model reached by the researcher

5- (Olivas-Lujan & others, 2007)

"E-HRM in Mexico: Adapting Innovations for Global Competitiveness"

This study conducted in Mexico, it aims to explore the role of electronic human resources management to achieve a global competitive advantage for Mexican companies within the industrial services sector.

The study concluded that these companies have global competitive advantage through the application of the electronic recruitment and selection.

The study added that the most important reasons to achieve that competitive advantage is to integrate the concept of local information technology with the adoption of human resources management strategies electronically.

Also the dynamic labor policies in Mexico helped to implement the electronic human resources management strategies, due to the adopted open-door policy, which encouraged many international companies, especially the American and Canadian to open branches in Mexico, thereby forcing the owners companies to shift to the electronic Human Resources systems as a global competitive advantage.

The study recommended further studies on the impact of local and cultural factors in the adoption of electronic human resources management and to conduct studies that measure the performance of electronic human resources management in the Mexico and other countries.

6- (Parry & others, 2007)

"HR and Technology: Impact and Advantages"

This study was carried out under the supervision of the legal status of users and development in the UK (CIPD), as one of several studies and reports on the subject on online human resources management e-HRM.

The study aimed to focus on the impact of technology on human resources functions, personnel management, and analysed (10) case studies for various organizations in industry and services sector.

The study concluded the following:

1 - the use of technology in human resources has a clear impact on the efficiency of implementation and human resources management functions.

2 - The transition process to electronic human resources management need a change in the

skills required of human resources staff and a change in management and managers.

3 - The vital use of information technology to take advantage of the functions of human resources management commensurate with the requirements of various organizations focused on the recruitment of staff, or on the incentive and performance systems.

The study recommended the following:

1 - the application of the use of technology in human resources should be a major focus of the organization to the technology of a great impact on the efficiency of human resources processes and speed.

2 - the importance of developing information systems human resources .

3 - The importance of staff participation in the development of serious systems and trained to use the new systems, to be aware to accept and use it later.

7-(Furtmuller, 2007)

"Sustainable e-Recruiting Portals: How to Motivate Applicants to Stay Connected throughout their Careers?"

The study explore how to motivate applicants to keep their profiles up-to-date and stay connected with one specific recruiting portal throughout their careers, since most e-recruiting portals suffer from out-dated applicant profiles and receive litter user return as soon as applicants have found a new job.

The researcher concluded that the users' perspective indicates that it is not enough to develop niche portals for specific applicants.

The findings of the research was that applicants are more likely to re-use e-recruiting services (and keep their applicant profiles up-to-date) if the services transform into highly participative career communities organized around niches of users sharing a similar social identity, common interests and pre-existing offline ties. Engineers are eager to combine and transform their offline interactions with fellow engineers with online interactions in niche-based career communities. Thus, the users of online recruitment system should be more motivated in case of having a solid system that allow him to search for vacancies, upload personal profile, overview job descriptions and apply for their interested vacancy in an easy way.

8-(Othman, 2007)

"E-recruitment Practice "

The study discuss the effect on e-government and e-recruitment and its practice by government agencies as In Malaysia, e-recruitment is one of the electronic services applications, which is the fifth pilot project of e-government flagship application. As Malaysia moves towards achieving a new project by the year 2020, to migrate all Malaysians and institutions into the E-World for the new millennium including the migration to E-recruitment system. E-recruitment is part of the e-services applications offered by the government of Malaysia. It was aimed to improve the government internal operations and also service deliveries towards Malaysians.

The researcher concluded that to become a developed nation by 2020, Malaysia is aggressively transforming the orderly current governance structure to more participatory comprising members from public, private and community-interest sectors through e-government. E-recruitment is an example of e-government applications, Internet recruitment is viewed as an important additional tool to advertise jobs, holding online interviews and announce the winner candidates. This paper has discussed the e-recruitment practices to identify and reach large pool of qualified candidates, and provide cost effective method.

9-(Barber, 2006)

"E-recruitment Developments"

The study illustrates the staffing process and the talent flows in e-recruitment, its trends and key drivers, benefits, advantages and disadvantages.

The researcher concluded that organizations currently focus most of their attention and efforts at the front end of the recruitment process rather than use the Internet in more sophisticated ways or as an intelligent device. Most use it to provide and promote information about the company, advertise position and receive CVs electronically, whereas only a few actually use it search, screen or test candidates. Many of the challenges described earlier appear to be rather less to do with technology and more to do with fully exploiting existing systems, also it explored key aspects of the recruitment journey for consideration by those who may be contemplating e-recruitment or those who are already further down the road and have already moved recruitment online.

Also it concluded that using e-recruitment made the application easier in reviewing online application forms to ensure they are user friendly and relevant to job vacancies, reducing risks of cheating, develop tests that ensure each individual receives a unique set or retest.

10-(Wheller, 2006)

"Job-search behaviour and the use of online recruitment to attract high quality applicants in the call-centre industry"

The Study express that the Applicant attraction is one of the most important aspects of recruitment and selection as it determines the quality of applicants that an organization has to select from. The Internet is increasingly becoming one of the most widely utilized sources used by recruiters to attract applicants to an organization and by job-seekers to search for employment vacancies. The purpose of this study is to investigate the use of two sources of online recruitment: corporate websites. In doing so, the job-search behaviour of applicants will be analysed in order to identify those aspects of the behaviour which impact on job-search decision process most significantly. In order to assess job-search behaviour, applicants responded to a questionnaire assessing six variables which were identified through the literature. These were: job-search self-efficacy, conscientiousness, employment commitment, social support, economic hardship and unemployment negativity.

The researcher concluded that there is a meaningful difference in the quality of applicants received through the corporate website when compared with those received through a job-board. Further to this, it was also found that conscientiousness and social support are the two variables that had the greatest impact on the job-search behavior of an individual. As a result of this research, it is evident that organizations should consider using E-recruitment corporate websites in lieu of job-boards where possible. In doing so, they will be able to reduce the administration costs associated with short-listing applicants and, at the same time, maintain the overall level of quality in the applicant pool. Limitations of the study can be found in the population on which the results were based, the impact of common method bias and the level of unemployment within the job-market.

11-(Jansen, 2005)

"Using the web to look for work, Implications for online job seeking and recruiting"

The study concerns with exploring that the web is now a significant component of the recruitment and job search process.

However, very little is known about how companies and job seekers use the web, and the ultimate effectiveness of this process. The specific research questions guiding this study are: how do people search for job-related information on the web? How effective are these searches? And how likely are job seekers to find an appropriate job posting or application?

The researcher concluded that individuals seeking job information generally submit only one query with several terms and over 45 percent of job-seeking queries contain a specific location reference. Of the documents retrieved, findings suggest that only 52 percent are relevant and only 40 percent of job-specific searches retrieve job postings.

Also it provides a useful characterization of job-related information searching and gives companies insight into the terms and pairs that are most frequently used. Equipped with this information, companies can design their web sites to include these terms, provide more direct access to job postings, job descriptions and hiring needs, and reach a larger pool of job candidates. The study also recommended that further research should continue to examine the changing trends in searching and begin to explore more directly the manner by which individuals use job boards in an attempt to find job-related information.

12-(Nickel, 2004)

"Electronic Privacy, Trust and Self-Disclosure in E-recruitment"

The study aims to explore the level of security, privacy and website client intention to use the web-based services.

The researcher concluded that the level of self-disclosure depends on the user's trust in a given website, which in turn is influenced by the level of perceived privacy of the website, also it focused on the outcomes of using a trustful website as this is increasing the confidence to enter, update and modify personal data when fill in the personal information as an online

resume, job seekers will be more willing to use the E-recruitment system once they trust that their confidential data, resumes, curriculum vitae will be all deal in a confidential way by the corporates, and not as the traditional recruitment ways as only few users can access their private data and as there is a potential risk of abusing and transferring the date electronically to other corporates ,so privacy comes first when suggesting online recruitment as a trustful website.

13- (**Ruel & others, 2004**)

"E-HRM : Innovation or Irritation "

This study is an exploratory pilot study conducted in five large companies (, Ford Motor, Belgacom, IBM, Dow Chemicals, ABN) each of which contains more than 15 thousand employees to study and use of the functions of the reality of e-HRM using Web technology. The study concluded the following:

1 - the trend towards e-HRM is closely linked to operations of the organization and orientation towards globalization.

3 – e-HRM supposed to help in cost reduction as one of the major benefits, but through the study it became clear that this reduction was only in reducing the number of individuals working in human resources management in most cases, but on the other hand there was an increase in new jobs as a result of the use of technology.

4 - e-HRM provides strategic integration of human resources management with the strategy of the organization.

5 – e-HRM enables staff members to exercise some functions of human resources for themselves.

6 - Companies use e-HRM to achieve unification and integration of information, to help management to play the role of global and local characteristic.

The study recommended a number of recommendations was the most important:

1 - the need to change the mentality of managers and staff, to understand the usefulness and importance of e-HRM.

2 - The e-HRM is an innovation must not overlook its importance, both for management or to individuals, should take into account the nature of the work of various organizations which might be difficult to develop specific regulations that can be applicable to all organizations.

14-(Tong, 2004)

"E-recruitment service providers review: International and Malaysian"

The study aims to review e-recruiters' web site platform features and tools that are designed to facilitate job seekers' job applications. Also intends to elucidate the financial performance of two international and two Malaysian e-recruiters, International e-recruiters will continue to compete among themselves aggressively, and continue to improve their services to the clients and job seekers. This would entail providing a broader range of contents for the platform tools with the purpose of enticing successful job seekers to motivate others to visit their sites. Continuous increase of resume´ is expected. With the continuous influx of resume´s, more established e-recruiters with technological edges would continue to improve their hiring solution and services to ease the sorting of massive resume´ received by their clients.

It is found in this study that there is a trend for e-recruiters to move towards enhancing the E-recruitment system through the direction of providing software solutions to their clients through providing a proper Information Technology system applications service over the web to their clients, which will provide easy use to the online recruitment system.

15-(Bodea, 2003)

"Human Resource Management in the Internet Age: E-recruitment and e-Selection Methods"

The Study presents the main methods used in e-recruitment and e-selection processes. The discussion of e-recruitments and e-selection methods does not, however, negate the importance of more traditional tools, based on the face-to-face interaction or on a less technologically advanced medium.

The researcher concluded that in many cases, traditional approaches may not be feasible, and will increase the cost of recruitment process in attracting candidates, spending more expenses on traditional advertisements in newspapers, magazine, while its require use of information technology to create electronic recruitment system alternatively and to make use of the new techniques.

16- (Baloh & Trkman, 2003)

"Influence of Internet and Information technology on Work and Human Resource Management"

This study conducted in Slovenia, the impact of the Internet and information technology in our lives, how to connect, learn and work, how to change the Internet and information technology to human social life style and way of thinking and the impact of change on employment and human resources management.

The study concluded that the Internet and information technology are used widely in the following areas:

1 - new business models created by the development of information and communication technology ICT, such as working through the house (Teleworking remotely)

2 - Use of ICT for training and staff development and motivation.

3 - Change the working environment organizations and its orientation towards globalization.

4 - Change the style of leadership in organizations

5 - change the structure of organizations as a result of the trend towards reducing the size of the workforce.

6 - The widespread use of recruitment and selection of staff.

7 - Change the functions of personnel and work procedures.

8 - Change the method of control and supervision of the staff.

9 - Change the methods of information management and exploitation of knowledge.

 The study recommended the following:

1 - further studies and research on this subject, especially as the study did not include all aspects of the change arising as a result of the development of ICT.

2- The exploitation of the change resulting from the ICT revolution to achieve a competitive advantage for the organization and create new job opportunities within the rapidly changing environment.

17- (Epsten & Singh, 2003)

"Quality of applicants recruited via the internet as opposed to other recruitment sources"

The study aims to explore the source superiority theory associated with recruitment by attempting to ascertain the quality of applicants recruited via the internet as opposed to other recruitment sources through turnover measures. The results of their study indicated that applicants recruited from the internet had a turnover ratio of 55% with the only other source with a higher turnover ratio being newspapers (60%). The lowest turnover ratio was associated with employees hired from an agency (13%). Whilst this appears to be a negative outcome for the use of the internet as a source, their study did indicate that the number of qualified applicants recruited from the internet is increasing (16%) however for that particular organization 46% of successful applicants were recruited internally or through a referral process. Source superiority is of importance to organizations as they need to ensure they are using the best sources to reach identified target markets.

18- (Rozelle and Landis, 2002)

"Internet is a formal or informal source of Recruitment"

The study aims to explore whether recruitment using the online technology is formal or informal as a selection tool.

The researcher concluded that to classify the Internet as a formal recruitment source due to the minimal contact between the candidate and organization during the recruitment process. The researchers were required to identify this classification in order to investigate whether the use of internet as an information source correlated negatively with the amount of perceived realistic information provide about the organization. The findings indicated that greater use of the website was associated with perceptions of having obtained more information about the organization, thereby indicating that the internet would be more appropriately classified as an informal recruitment source. Understanding whether e-recruitment is perceived by applicants to provide realistic information will assist in attracting suitable candidates, and allow non-suitable candidates to self-select out of the recruitment process.

19- (Feldman and Klaas, 2002)

"Internet Job Hunting"

The study aims to explore a number of characteristics were identified about individuals who use the Internet to search for jobs. Their study indicated that individuals who were unrestricted about geographic location of the position and who had a broad set of preferences regarding firm size and used on-line job hunting more extensively that other individuals. Furthermore, a higher desired salary increase by the applicant resulted in a more intensive use to the internet to job hunt.

The findings also shows that applicants accredited the internet as being a useful source to locate general information on a wide array of industries, companies and jobs, and also identified advantages in the ability to enter an array of search variables when looking for jobs, including geographic location, job type or industry type, and to assess how hot or cold the job market was for their skills and what remuneration they could expect.

1.8 Comments on Previous Studies:

After reviewing the above previous studies, it has been noticed that most of the studies present the effects of using the Internet, the web and Information Technology in the implementation of E-recruitment system (such as Salehi 2009, Al Jedaya 2008, Bodea 2003, Baloh & Tarkan 2003, Epsten & Singh 2003, Rozelle and Landis 2002) , the others studies the effect of E-recruitment on the trust and providing privacy of data for the job seekers (such as Al Ali 2009, Nickel 2004). Moreover, the studies of Ruel & others 2007, Olivas Lujan & others 2007, Parry & others 2007, studies the benefits and outcomes of E-hrm to recommend the use the online recruitment instead of using the traditional ways in the recruitment and selection of staff.

This study adds the following important points:

- This study is the first to consider (as per the knowledge of the researcher) the E-recruitment system as an official way of recruitment and selection of applicants at the United Nations Agencies in the Palestinian Territories.

- This study is highlighting the use of the E-recruitment system by the Human Resources Departments instead of the traditional ways (such as advertisement, job boards & newspapers) as an alternative way of recruitment.

- The study focused on a number of variables (benefits & importance to organizations, advantages of E-recruitment system to applicants, adequate infrastructure at the Information Technology Center, top management support and the real use of E-recruitment system) that no one (as per the knowledge of the researcher) discussed before while other studies focused on the implications of E-recruitment

CHAPTER 2

E-Human Resources Management "E-HRM"

Chapter 2: E-HRM

2.1 Introduction:

The use of technology in human resource management has grown considerably in recent years. Human Resource information system (HRIS) has developed – from being largely used for administrative and data recording purposes to being used in processes such as recruitment and selection, flexible benefits , development and e-learning. Technology is now being used to support integrated call centers, shared services and self-service environments. As technology improves, organizations can use information system to manage an increasing number of HR processes in an effective manner to contribute to the availability of information and knowledge. This in turn can lead to improved competitive advantage. Despite this expansion, the impact of HRIS is something that still requires further examinations. (Hendrickson, 2003)

Although the Human Resource (HR) function was an early adopter of computing technology, it spent the last decade playing catch-up to other business functions in terms of integrating Information Technology (IT) into their processes. During the nineties, organizations became experienced in using IT for Human Resource Management (HRM).

Although, a little later as within other business functions, IT retailers offered more and more new solutions for HRM problems. As within other business functions, IT has become an important tool for supporting the processes of the HR function and the HR function is now closing the gap in terms of applying new IT capabilities to traditional functions (Hendrickson; 2003).

There is however, a change occurring in the use of IT for supporting the HR function Where HRIS were directed to support the HR professionals in performing their HR tasks, electronic HRM (e-HRM) applications are, besides directed to support HR professionals in performing their HR tasks, also directed to support managers and employees performing their HR tasks. E-HRM refers to conducting business transactions - in this case HR - using the internet (Lengnick-Hall & Moritz, 2003).

"E-HRM is a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use web-technology-based channels" (Ruël et al., 2004)

These web-technology-based channels provide the managers and the employees of the organization with information as well with the ability to complete HR-related transactions Distributors of the e-HRM technology promise several advantages an organization can benefit from when using these technologies. The following quote, found on a website of a consultancy agency, which accompanies organizations in the implementation of e-HRM technologies, illustrates the promises made about such technologies. (Kovach et al., 2002).

2.2 Definition of e-HRM:

"The application of any technology enabling managers and employees to have direct access to HR and other workplace services for communication , performance reporting , team management , knowledge management and learning…in addition to administrative applications". (Wyatt, 2006)

"Is the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities". (Lengnick-Hall & Mortiz, 2003)

"The use of technology within the HR function, this technology can range from simple spreadsheets enabling complex calculations to be performed easily, to comprehensive HR solutions and e-learning. Technology may be used for different purposes within particular HR functions – for recruitment and selection , performance evaluation, compensation and benefits, training and development, health and safety , employee relations and legal issues and retention and work-life balance or to manage HR and employee information across the entire employment cycle". (Sparrow, 2005)

"A way of implementing HR strategies, policies and practices in organizations through a conscious and directed support of and /or with the full use of Web-technology –based channels". (Challapalli, 2005)

2.3 Functions of e-HRM

The HR function of an organization is responsible for complying with the HR needs of the organization. As with other business functions, strategies, policies and practices have to be implemented to ensure smooth operation of the organization and prepare the organization in such a way that smooth operation can be guaranteed in the (nearby) future.

- Using e-HRM technology is a way of implementing these HR strategies, policies and practices. The e-HRM technology supports the HR function to comply with the HR needs of the organization through web-technology-based channels

- The e-HRM technology provides a portal which enables managers, employees and HR professionals to view, extract, or alter information which is necessary for managing the HR of the organization.

- With e-HRM, managers can access relevant information and data, conduct analyses, make decisions, and communicate with others - and they can do this without consulting an HR professional unless they choose to do so. For example, a manager who wants to make a merit pay decision may access files containing text, audio, and video describing how best to make the decision. Then, the manager can access the data file containing information on his/her employees. With a click of the mouse, the decision is recorded and other departments (such as finance) are notified. Hours of processing are reduced to minutes, and much paperwork is avoided by the use of this technology " (Lengnick-Hall & Moritz, 2003)

- With e-HRM employees control their own personal information. They can update records when their situations change and make many decisions on their own, consulting HR professionals only when they deem it necessary. For example, an employee who wishes to increase investments in a retirement plan can do so from work or home using the Internet, Employees may also, for example, participate in a training program at home after working hours" (Lengnick-Hall & Moritz; 2003)

"For the HR function, e-HRM has the potential to affect both efficiency and effectiveness. Efficiency can be affected by reducing cycle times for processing paperwork, increasing data accuracy, and reducing HR staff. Effectiveness can be affected by improving the capabilities of both managers and employees to make better, timelier decisions. E-HRM also provides the HR function the opportunity to create new avenues for contributing to organizational effectiveness through such means as knowledge management and the creation of intellectual and social capital" (Lengnick-Hall & Moritz; 2003)

Summarizing, the following statements can be found on e-HRM:

- E-HRM is the cheapest way of providing some HR activities
- E-HRM, enables managers access to relevant information and data, conduct analysis, make decisions and communicate with others without being dependent on HR professionals
- E-HRM, enables employees to control their own personal information and update this information, make own decisions concerning their own situation without being dependent on HR professionals.
- E-HRM affect the efficiency and the effectiveness of the HR system by reducing cycle times, increasing data accuracy, and reducing HR staff,
- E-HRM, enables the HR system to increase efficiency and effectiveness of the organization by improving the capabilities of both managers and employees in taking better, timelier decisions.
- E-HRM, enables the HR system to create value for the organization in new ways

The use of e-HRM technology, as it is a way to implement HR strategies, policies and practices, is expected to have an impact on how the HR function operates. Moreover, it is aimed to improve the HR system. The impact of e-HRM technology on the HR system however, is expected to be dependent on the way the technology is used. It is dependent on what and how the technology supports the HR function but also on how the technology is constructed. This is on its turn affected by what the organization is trying to achieve with the technology, or in other words, what the e-HRM goals of the organization are. The e-HRM goals and the actual use of the e-HRM technology thus have an impact on the HR system. Therefore, these aspects will all be considered during this research.

 (Lengnick-Hall & Moritz; 2003)

2.4 Goals of e-HRM:

Organizations strive for different goals to be achieved with the implementation of e-HRM technologies. For recruitment, organizations are utilizing their own web sites ever better because of the rising costs of web advertising and decreasing ease of finding qualified applicants (Cober et al., 2004)

HR professionals are enabled to spent more time on strategic aspects of HRM when are freed from administrative day-to-day activities. Other organizations strive for a better overall financial performance (Buckley et al.; 2004)

A typical argument for the adoption of e-HRM technologies is: "Use e-HRM and your organization can reduce process and administration costs. Fewer HR professionals are needed because e-HRM eliminates the "HR middleman". Furthermore, e-HRM speeds up transaction processing, reduces information errors, and improves the tracking and control of HR actions. Thus e-HRM improves service delivery.

Most organizations that adopt e-HRM rely on available, accessible, and tangible measures to make a business case for the investment.

The above mentioned goals for implementing e-HRM technologies were mostly found in business cases for justifying the investments in e-HRM technologies. They are all aimed to improve the HR function of the organization. (Lengnick-Hall & Moritz, 2003)

There exists however a scientific framework of goals for justifying the implementation of e-HRM technologies.

HR departments are forced to look for alternative paths for the delivery of HR activities to meet the increasing demands placed on the HR departments. These demands, or pressures, are :

- The increasingly strategic role of the HR departments
- The greater demand of flexibility
- The pressure to be as efficient as possible
- Maintain the role as service provider to managers and employees
  (Lepak & Snell, 1998)

The organizations involved in the case study had chosen standardization and harmonization of HR policies and practices as a condition for globalization. Globalization was a driver for centralizing HR policies responsibilities at organizations headquarters, while responsibilities for applying HR responsibilities were actually decentralized (Ruël et al., 2004)

E-HRM can be of support in integrating the dispersed HR function. The four types of goals for organizations making steps towards e-HRM are therefore :

- Cost reduction / efficiency gains
- Client service improvement / facilitating management and employees
- Improving the strategic orientation of HRM
- Allowing integration of a dispersed HR function of different organizational units or entire organizations. (Ruël et al., 2004)

2.5 Types of e-HRM:

E-HRM is not a specific stage in the development of HRM , but a choice for an approach to HRM, distinguish three areas of HRM where organizations can choose to offer HR services face-to-face or through an electronic means: transactional HRM, traditional HRM, and transformational HRM, make a similar distinction , namely operational HRM, relational HRM and transformational HRM. (Lepak & Snell, 1998)

The first area, operational HRM , concerns the basic HR activities in the administrative area. One could think of salary administrative (payroll) and personnel data administration.

The second area, relational HRM, concerns more advanced HRM activities. The emphasis here is not on administering, but on HR tools that supports basic business processes such as recruiting and the selection of new personnel, training, performance management and appraisal, and rewards. (Lepak & Snell, 1998)

Transformational HRM, the third area concerns HRM activities with a strategic character. Here we are talking about activities regarding organizational change processes, strategic re-orientation, strategic competence management, and strategic knowledge management.

The areas mentioned could also be considered as types of HRM that can be observed in practice. In some organizations the HRM emphasis is on administration and registration, in others on the application of operational HRM instruments, and in a third group the HRM stress is on its strategic role. Within all the types of HRM, choices can be made in terms of which HRM activities will be offered face-to-face and which will be offered through web-based HR . (Lepak & Snell, 1998)

This question for the operational type of HRM , provides the choice between asking employees to keep their own personal data up-to-date through and HR website or to have an administrative force in place to do this.

For relations HRM there is the choice between supporting recruitment and selection through a web-based application or using a paper-based approach (through advertisements, paper-based applications forms and letters etc.). Finally, in terms of transformational HRM, it is possible to create a change-ready workforce through an integrated set of web-based tools that enables the workforce to develop in line with the company's strategic choices or to have paper-based materials.

In cases where an organization consciously and in a focused way chooses to put in place web technology for HRM purposes, based upon the idea that management and employees should play an active role in carrying our HRM work, we can speak of e-HRM. With this line of reasoning, there types of e-HRM can be distinguished: Operational e-HRM, Relational e-HRM, and Transformational e-HRM. (Wright & Dyer, 2000)

2.6 Consequences of e- HRM for the HR department

"e-HRM will not leave HR departments 'untouched'. Less administrative tasks for the HR department and therefore less administrative positions, more focus on the strategic goals of the organization and therefore an HRM staff consisting mainly of 'thinkers'; this is, in essence, what HR departments can expect or are already facing and experiencing. Let us look more closely at some relevant sources. (Kovach et al., 2002)

"Today and in the future, however, the successful HR professional must be part HR generalist, part HR functional specialist, part consultant, part business manager, and must understand and be comfortable using information systems" . More specifically, it is stated that HR departments will be more involved in strategic planning processes if they are able to provide adequate, accurate and fast information through the use of information technology. "The HR group will focus on providing services to employees, line managers, and senior management, often by serving as an internal consultant. This will better enable the HR function to truly support the business"

(Kovach et al., 2002)

Through the use of IT for HRM purposes there will be more time left for strategic decision-making. Fewer administrative tasks and a decrease in HR related questions from employees and line management, for example about training and development opportunities, will create this available time. (LeTart, 1997)

From our definition of e-HRM the following can be concluded about the consequences of e-HRM for the HR department. E-HRM will assume an active role for line management and employees in implementing HRM strategies, policies, and practices.

In terms of the more operational and information processing work, such as administration, registration and information distribution, there will be less demand for HR people. This

seems most logical for organizations with an operational e-HRM approach. However, also with a relational e-HRM approach dominating, a smaller HR staff will be necessary if line management and employees pick up and use the HRM instruments provided by the HR intranet. There will still be HR experience necessary for the renewal of instruments and to prepare them for easy intranet-based use. Finally, with a more transformational e-HRM approach, strategic HRM expertise will be necessary in order to formulate adequate strategic HRM plans.

2.7 Recruitment:
2.7.1 Definition of Recruitment:

 "The function which encompasses all organizational practices and decisions that affect either the number or types of individuals who are willing to apply for or to accept a given vacancy" (Reynes, 1989)

The quotation outlines the crucial role of attracting and recruiting personnel within companies. Undoubtedly, this function of HRM is crucial to organizational success. Without the acquisition of highly qualified and motivated employees in adequate numbers, an organization will simply not work. (Carlson, 2002)

Caused by a variety of combined economic trends, the recruitment of high-potential candidates has become even more important than in the past. These trends can be summarized by:

- The rapid pace of technological change, which results in a need for high-aptitude, multi-skilled employees

- The growth of business strategies that depend on high employee involvement for success,

- The rise of 'knowledge-based' companies that create value through the intellectual capital of their employees. (Trank, 2002)

It becomes clear that there is a need to professionalize the organizational recruiting activities in order to position the company as the employer of choice in the mind of highly skilled and qualified job seekers. However, in order to create a complete picture about the recruitment

function within HRM, it is essential to take on a rather holistic view of the process. Thus, the recruitment or staffing of individuals can be divided into the following stages:

The recruitment procedure is triggered by the indication of staffing needs through the function of Human Resource Planning. At this stage, a decision is taken weather the placement should take place internally or externally. Whereas internal recruitment refers to relocation of personnel within the company, external recruitment means the acquisition of individuals from outside the organization. However, it is important to mention that Human Resource Planning does not originally belong to the recruitment process, Therefore, the first stage of recruiting is the job analysis, which is concerned with gathering all relevant information about the job demands and to set the hiring standards.

The main component here is the spreading of relevant information among the possible set of applicants. Thereby, the recruitment strategy can be classified in the following way:

- internal channels: advertisements in the company's newspaper, referrals from employees, referrals by managers;
- external channels: advertisements in national or regional newspapers, employment agencies, head-hunters, and so forth;
- informal channels: referrals by friends or relatives outside the firm, referrals by employees, "walk-ins" and "write-ins" (self-initiated), advertisements in the internal newspaper;
- Formal channels: advertisements in national and regional newspapers, job centers, head-hunters, radio advertising and labor exchange offices.
  (Russo, 1995)

Even though the classification of the recruitment strategy seems clear at a first glance, it is important to consider that the decision for one of the strategies has enormous consequences in terms of costs and time. The use of external channels as for instance an advertisement in a national newspaper and the prolonged recruiting process of external candidates imply higher cost than internal relocation. Without question, each channel has advantages and disadvantages and it will most likely depend on the individual situation which strategy is finally chosen.

The first attitude towards recruitment is adopted, when there is a high demand for new employees or professional individuals which posses certain skills or expertise. In contrary, a rather passive attitude can be justified when there is a low demand of labor or a high amount of applications for a vacancy.

Independent of the chosen recruitment strategy, the last stage of staffing is the selection method, which is concerned with screening the applicants' abilities and traits in order to assess the degree of success and compatibility of the individual in the organization. However, the traditional recruiting approach, as many other business functions, has changed remarkably due to technological process.

According to Edwin B. Flippo, recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization". Recruitment is the activity that links the employers and the job seekers. A few definitions of recruitment are:

- A process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected.

- It is the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

- Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. The main objective of the recruitment process is to expedite the selection process.

- Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually, the recruitment process starts when a manger initiates an employee requisition for a specific vacancy or an anticipated vacancy. (http://recruitment.naukrihub.com/meaning-of-recruitment.html)

2.7.2 Purpose and Importance of recruitment:

The Purpose and Importance of Recruitment are given below:

- Attract and encourage more and more candidates to apply in the organization.

- Create a talent pool of candidates to enable the selection of best candidates for the organization.

- Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.

- Recruitment is the process which links the employers with the employees.

- Increase the pool of job candidates at minimum cost.

- Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.

- Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.

- Meet the organizations legal and social obligations regarding the composition of its workforce.

- Begin identifying and preparing potential job applicants who will be appropriate candidates.

- Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants (http://recruitment.naukrihub.com/importance-of-recruitment.html)

2.8 Sources of Recruitment:

Deciding whether the position is to be filled internally or externally is an early aspect in the planning for recruiting an employee, as seen in figure 1.3

Most organizations use both internal and external recruitment, they often select from their own organization when qualified employees are available and are recruiting from external sources when new expertise and knowledge are needed.

When it is possible, recruitment is done within the organization, internally, as an attempt to develop own employees before consider a new one (Price, 2004).

There are advantages of using internal recruitment, it is less costly, the candidates already know the organization, and it encourages employees to be ambitious as promotion is possible. On the other hand some disadvantages with internal recruitment are brought up, excellent external candidates can be missed, it may create internal conflicts among rival candidates, and it may also decrease morale levels of those not selected. Hence, it is important for the organization to avoid too much of inbreeding. "New blood" may be required in order to broaden current ideas, knowledge, and enthusiasm (Decenzo & Robbins, 2002).

To find fresh ideas and replace leaving employees, the organization can turn the applicant search to the external labor market. External recruiting can affect the organization in a positive way, it can bring in new ideas, facilitate the fulfillment of pre-determined goals, and save training costs by hiring educated employees.

Some disadvantages of external recruiting can be high recruiting costs, time consuming, and a possible risk that the candidate will not match the criteria. Too much of external recruitment can also be discouraging to current employees, since it reduces their chances to advance in the organization (Fisher et al., 2003)

In addition to this, every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of the recruitment.

(http://recruitment.naukrihub.com/sources-of-recruitment.html)

Figure 1.1: Sources of Recruitment

(http://recruitment.naukrihub.com/sources-of-recruitment.html)
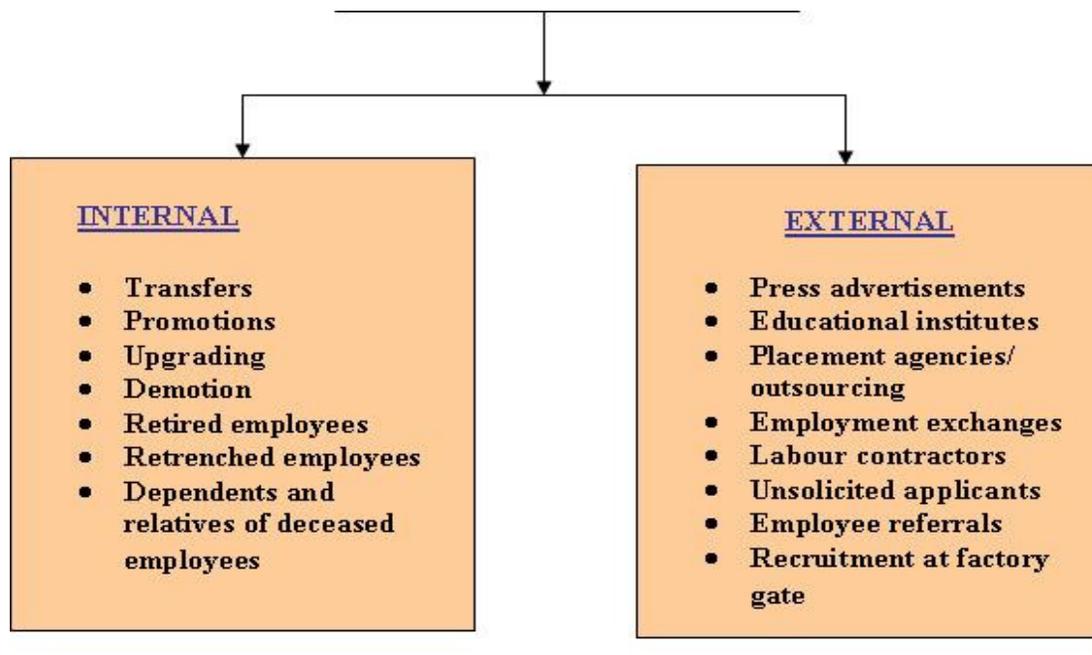
2.8.1 Internal Sources of Recruitment:

Some internal sources of recruitments are given below:

1. Transfers:

The employees are transferred from one department to another according to their efficiency and experience.

2. Promotions:

The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience.

3. Others are Upgrading and Demotion of present employees according to their performance.

4. Retired and Retrenched employees may also be recruited once again in case of shortage of qualified personnel or increase in load of work. Recruitment such people save time and costs of the organizations as the people are already aware of the organizational culture and the

policies and procedures.

5. The dependents and relatives of Deceased employees and Disabled employees are also done by many companies so that the members of the family do not become dependent on the mercy of others.
(http://recruitment.naukrihub.com/sources-of-recruitment.html)

2.8.2 External Sources of Recruitment:

1. **Press Advertisements:**
Advertisements of the vacancy in newspapers and journals are a widely used source of recruitment. The main advantage of this method is that it has a wide reach.

2. **Educational Institutes:**
Various management institutes, engineering colleges, medical Colleges etc. are a good source of recruiting well qualified executives, engineers, medical staff etc. They provide facilities for campus interviews and placements. This source is known as Campus Recruitment.

3. **Placement Agencies:**
Several private consultancy firms perform recruitment functions on behalf of client companies by charging a fee. These agencies are particularly suitable for recruitment of executives and specialists. It is also known as RPO (Recruitment Process Outsourcing)

4. Employment Exchanges:
Government establishes public employment exchanges throughout the country. These exchanges provide job information to job seekers and help employers in identifying suitable candidates.

5. Labor Contractors:
Manual workers can be recruited through contractors who maintain close contacts with the sources of such workers. This source is used to recruit labour for construction jobs.

6. Unsolicited Applicants:

Many job seekers visit the office of well-known companies on their own. Such callers are considered nuisance to the daily work routine of the enterprise. But can help in creating the talent pool or the database of the probable candidates for the organization.

7. Employee Referrals/ Recommendations:

Many organizations have structured system where the current employees of the organization can refer their friends and relatives for some position in their organization. Also, the office bearers of trade unions are often aware of the suitability of candidates.

Recruitment Management can inquire these leaders for suitable jobs. In some organizations these are formal agreements to give priority in recruitment to the candidates recommended by the trade union.

8. Recruitment at Factory Gate:

Unskilled workers may be recruited at the factory gate these may be employed whenever a permanent worker is absent. More efficient among these may be recruited to fill permanent vacancies.

2.9 Factors affecting Recruitment:

The recruitment function of the organizations is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the organization. And the external factors are those factors which cannot be controlled by the organization. The internal and external forces affecting recruitment function of an organization are:

Figure 1.2: Factors affecting Recruitment

(http://recruitment.naukrihub.com/internal-factors.html)
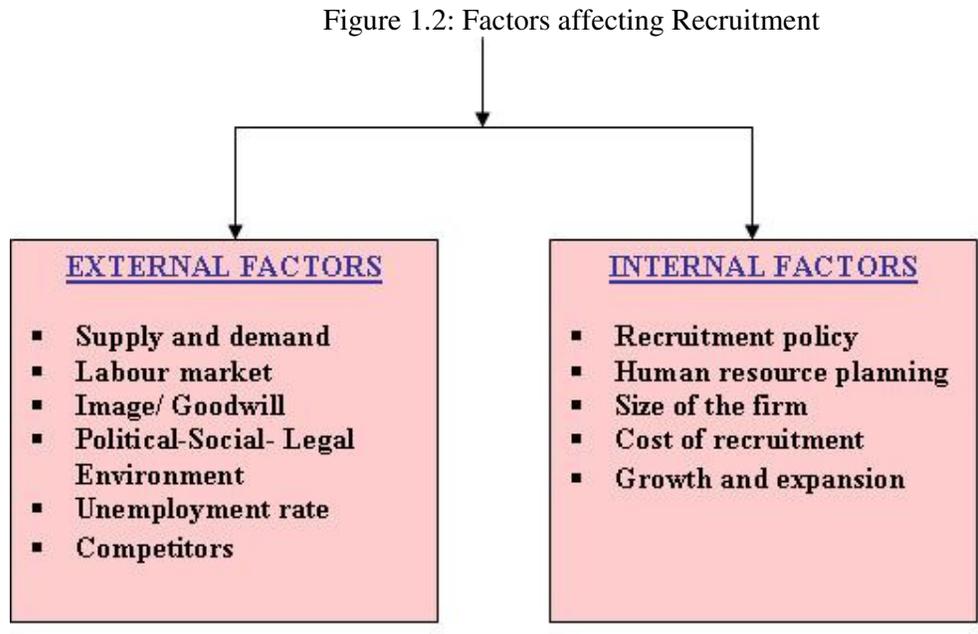
2.9.1 The internal factors affecting recruitment: that can be controlled by the organization are:

1. **Recruitment Policy:**
The recruitment policy of an organization specifies the objectives of recruitment and provides a framework for implementation of recruitment programme. It may involve organizational system to be developed for implementing recruitment programmes and procedures by filling up vacancies with best qualified people, factors affecting recruitment policy are:

• Organizational objectives

• Personnel policies of the organization and its competitors.

• Government policies on reservations.

• Preferred sources of recruitment.

• Need of the organization.

• Recruitment costs and financial implications.

2. Human Resources Planning:

Effective human resource planning helps in determining the gaps present in the existing manpower of the organization. It also helps in determining the number of employees to be recruited and what qualification they must possess.

3. Size of the firm:

The size of the firm is an important factor in recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations.

4. Cost:

Recruitment incur cost to the employer, therefore, organizations try to employ that source of recruitment which will bear a lower cost of recruitment to the organization for each candidate.

5. Growth and Expansion:

Organization will employ or think of employing more personnel if it is expanding it's operations.

(http://recruitment.naukrihub.com/internal-factors.html)

2.9.2 The external factors affecting recruitment: which cannot be controlled by the organization, the major external forces are :

1. **Supply and Demand:**

   The availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company, then the company will have to depend upon internal sources by providing them special training and development programs.

2. **Labor Market:**

   Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization. If there is surplus of manpower at the time of recruitment, even informal attempt at the time of recruiting like notice boards display of the requisition or announcement in the meeting.etc will attract more enough applicants.

3. **Image / Goodwill:**

   Image of the employer can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Image of a company is based on what organization does and affected by industry. For example finance was taken up by fresher MBA's when many finance companies were coming up.

4. **Political-Social-Legal Environment:**

   Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. For example, Government of India has introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. Also, trade unions play important role in recruitment. This restricts management freedom to select those individuals who it believes would be the best performers. If the candidate can't meet criteria stipulated by the union but union regulations can restrict recruitment sources.

5. **Unemployment Rate:**

   One of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the company is not creating new jobs, there is often oversupply of qualified labor which in turn leads to unemployment.

6. **Competitors:**

   The recruitment policies of the competitors also affect the recruitment function of the organizations. To face the competition, many a times the organizations have to change their recruitment policies according to the policies being followed by the competitors. (http://recruitment.naukrihub.com/external-factors.html)

CHAPTER 3

E-Recruitment

Chapter 3: E-recruitment

3.1 Introduction:

In the emerging global economy, e-commerce and e-business have increasingly become a necessary component of business strategy and a strong catalyst for economic development. Organizations around the word have been affected by technological, economic and political changes, which have implications on the social, cultural and business environment, consumer expectations and employee relations. Nowadays, organizations focus on profitability through growth, leverage information for business efficiency, management of intellectual capital and geared for continued change. Therefore, organizations need to build new competencies to face new challenges. (Galanki, 2002)

These changes force organizations to improve their internal processes in order to exceed standards and operate in a highly competitive market. As a result, human resource policies and practices need to be transformed.

The realization of better customer service, cost efficiency, speed and creative is becoming a main target. The evolution of human resource toward more integrated strategies has been proceeding along with growing availability and use of electronic media.

The recruitment landscape has changed globally, significantly in recent years. Low levels of unemployment and increasing skills shortages in many areas has led to increased competition to recruit the best people. The increased competitiveness in the recruitment market has led to organizations spending more time, effort and resources on developing their recruitment brand and expanding the range of advertising methods (both online and traditional) used, to try and attract quality applicants from as broad and diverse a pool possible. The recruitment process itself has also undergone a dramatic transformation in recent years with the utilization of the internet. The use of the internet as a means of connecting the job seeker and the employer, and as a medium for conducting certain elements of the recruitment process is described by a number of different terms including online recruitment, internet recruitment, web-based recruiting and E-Recruitment. (Galanki, 2002)

3.2 Terminology of Electronic Recruitment:

There are various definitions of electronic recruitment coined by famous scholars. Generally E-Recruitment is defined as:

"E-Recruitment also known as online recruitment, Internet recruiting or cybe-recruiting refers to the practice of advertising job vacancies online, also is the process of integration of the recruitment and internet technology to improve efficiency and effectiveness in hiring the new employers from all over the world " (Galanki, 2002)

"E-recruiting, embracing the term web-based recruiting can be described as any recruiting processes that a business organization conducts via web-based tools, such as a firm's public Internet site or its corporate intranet. The terms of online recruitment, Internet recruitment and E-Recruitment are interchangeable" (Marzulli, 2002).

"E-Recruitment is the process of personnel recruitment using electronic resources, in particular the internet. Companies and recruitment agents have moved much of their recruitment process online so as to improve the speed by which job candidates can be matched with live vacancies. Using database technologies, and online job advertising boards and search engines, employers can now fill posts in a fraction of the time previously possible" (Wikipedia, 2009).

E-Recruitment, also referred to as online recruitment and internet recruitment, is the term used to describe recruitment processes that use electronic resources, such as the Internet, to achieve and improve the normal outcomes of recruitment. It allows recruiters to automate and streamline simple tasks, resulting in more efficient and productive hiring processes. But even with the advancements of technology, recruitment is still a people business. And because direct people interactions can take a substantial amount of effort and time, processes supported with online technologies have added automation and efficiencies to the value-chain. That is where online recruitment software technologies excel and where immense value can be derived from them.

3.3 E-Recruitment Business Model

Many big and small organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web. Developments in Internet technology, notably in the falling cost and increasing accessibility of broadband will result in an even greater impact on traditional recruitment techniques.

The traditional boundaries that existed between print media owners, job boards, recruitment advertising agencies, recruitment consultancies and technology companies are breaking down. Recruitment showed the biggest growth as the highest spending sector in online advertising, with an eighty percent increase . According to the Internet Advertising Bureau, online recruitment represented 22.1% of all online advertising in 2002 a recruiting company explain the recruiting model, it consists of following stages that illustrated in table 2.1. (Mullich, 2004)

Table 3.1: Online Recruiting Model Stages

Stage	Key concept
Strategy	Support your recruitment strategy by implementing the level of E-Recruitment that best suits your business
Vacancy	Maintain an updated list of job vacancies on your corporate website
Sourcing	However you choose to source candidates, direct all applications to your website.
Screening	Role specific questions are used to filter the most suitable applicants
Access	Web-based technology provides a real time overview of your recruitment activity
Selection	Key information gathered during the application process support candidate CV's
Interview	Administration tools to arrange and confirm all interview activity
Feedback	Customized templates to communicate the outcome of every application
Evaluate	Measure the cost and performance of your recruitment methods

(Mullich, J. 2004. A new definition could cast Internet hiring processes in a new light)

The model is shown in figure 2.1.
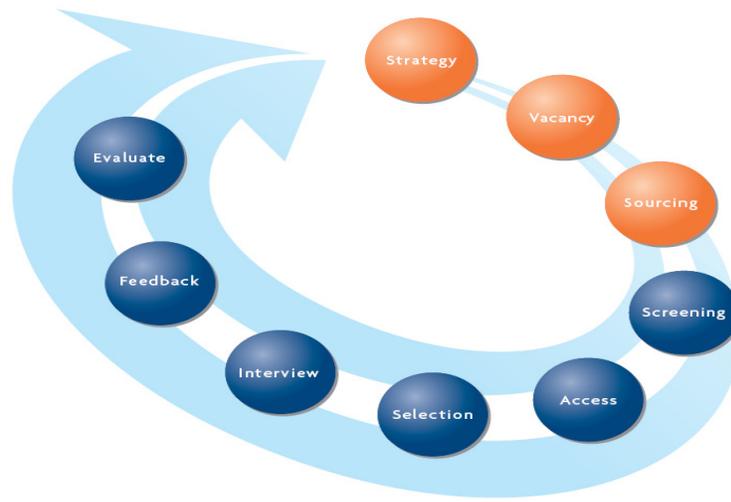
Figure 2.1 E-Recruitment Business Model (Mullich, 2004)

3.4 E-Recruitment Methods:

The main purpose of the recruitment process is the generation of an applicant pool truly interested in working in organization as a response to a job posting.

There are many recruitment methods, some are Internet-based methods, very effective for recruiting. These recruitment methods are driven by skills. Employers describe their free positions in the skill terms, while applicants provide an extensive detail of their skill. On most sites, job seekers can post their resumes and browse through listings for free, applying for jobs that interest them. Recruiters will need to focus on what applicants have to offer versus their current position title. (Heneman, 2002)

Employers using Internet services must pay to list an opening and establish a direct link to their web site. However, fees for Internet job sites tend to be lower than for other employment sources, such as advertising and recruitment agencies. More than 30% of all recruitment advertising budgets was spent on the Internet in 2000. Firms can choose to list their openings on one of the more than 30,000 Internet job boards. (Heneman, 2002) Organizations may use their own corporate web site as a recruiting tool. In this case, the recommended best practices are:

• Provide detailed, yet concise descriptions of career opportunities that identify upcoming projects and specify the training and development opportunities available. Modern career paths are usually more difficult to define than traditional vertical trajectories, so it will be

important to discern and then communicate how employees advance through the organization. Multiple team assignments will allow employees to learn about the organization as a whole, while simultaneously developing new and valuable skills. (Heneman, 2002), and to create an attractive site that is easy to navigate One of the most important elements of recruiting individuals will be the creation of an effective recruitment message. During the recruiting process, more information is better. Research confirms that applicants' perceive organizations as more or less attractive simply based on the amount of information they receive during the recruitment process. Existing research on recruitment indicates that the particular information applicants receive about a potential job opportunity plays an important role in determining whether they will apply for an open position. (Heneman, 2002)

There are for specific professions, skills and not general in nature. For an example, for HR jobs Human Resource Management sites to be visited as shown in the figure below.
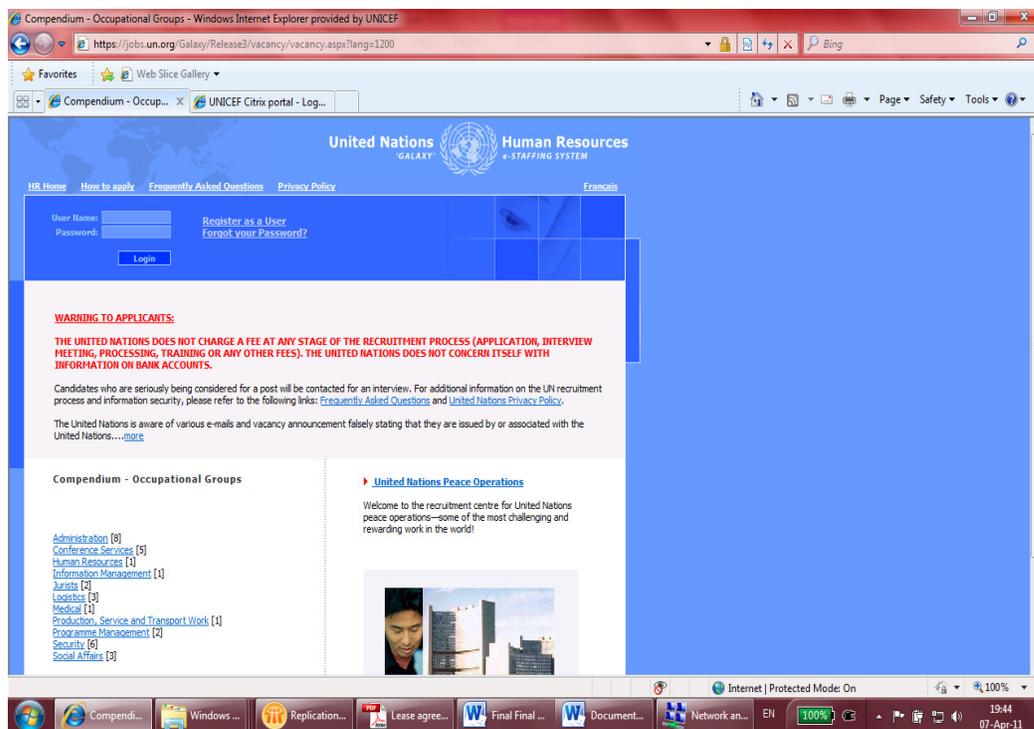
Figure 2.2: Galaxy E-Recruitment web portal

3.5 Advantages of e-recruitment:

The popularity of using an on-line method of advertising jobs as opposed to more traditional means can be attributed to a number of advantages as the follows:

- The biggest advantage of Internet recruiting is that individuals can quickly and easily access information on a wide range of job opportunities twenty-four hours a day, whilst performing current job duties, thereby minimizing the visibility of the job search. (Feldman et al. 2002; Galanaki, 2002)

- Given that on average job hunters spend around six to seven hours each week searching an pursuing suitable positions the flexibility of the internet is extremely attractive as a means of sourcing jobs. (Smith et al 2004).

- For organizations, online recruitment provides an opportunity for jobs to be advertised in global, local or nice markets, presenting the flexibility for recruiters to adapt the source to target an identified job market, or allowing for a broad scope of potential applicants by opening the job to the global market (Smith et al 2004).

- A further benefit of incorporating e-recruitment into the recruitment strategy and a key factor in its increasing popularity as a source is the ability for organizations to perform recruitment activities concurrently on the internet, as opposed to a sequential batch process for traditional recruiting, as organizations are able to source and process applications round-the-clock as opposed to the long hiring cycle time associated with traditional sources. (Lee, 2005)

- These days, organizations are able to post job vacancies almost instantaneously, generating applications and resumes for these positions in hours (Galanaki, 2002; Pollitt, 2004)

- This capability is perceived as a major improvement on traditional newspaper advertisements where organizations are required to adhere to strict advertising deadlines and lag times for publication going to print, and for applicants to mail in their response to the advertisement (Stimpson, 2004)

- The Internet has also been classified as a more interactive source for organizations who are able to engage applicants by providing pertinent and more in-depth information about the job and the organization through links to testimonials and employment benefit sites (Bingham et al., 2002; Epstein et al., 2003; McCurry, 2005).

- Another advantage for e-recruitment is the reduced costs associated with Internet advertising compared to print advertising where the size of the advertisement and the publication itself impact on the cost of posing the advertisement. With the restricted circulation numbers of publications, the small cost involved in posting an advertisement on the Internet are negligible compared to the potentially unlimited audience of this medium (Bussler & Davis, 2002)

- The internet is also perceived to be a method to address specific labor market niches through posting vacancies on websites for special interest groups, on electronic forums or discussions groups, and on niches sites such as bilingual-jobs.com, MBAfreeagents.com, or asia-net.com (which targets Asian-language speakers) (Galanaki, 2002; Smith et al., 2004; Stimpson, 2004).

- A further advantage identified with advertising online is its utility in attracting the interest of perceived high quality people who are not actively searching for a job, also known as passive job seekers, Underlying this concept is the argument that the internet acts as a database of information for organizations, including information pertaining to potential applicants, if organization know how to find and use it (Piturro, 2000). This phenomenon is closely linked to the concept of online social networking which occurs when individuals subscribe to or receives information about a company's jobs and then either passes this information on to friends or colleagues, or refers a potential candidate directly to the company (Kaplan-Leiserson, 2005).

- Another advantage cited related to the unlimited amount of information that can be provided by this medium with minimal expenditure required. The final key benefit of internet recruitment is the increased capability for organizations to target passive candidates, a crucial recruitment strategy for hard to fill jobs or during labour shortage periods (Galanaki, 2002, Smith et al., 2004)

The utilization of e-recruitment as part of the recruitment process has been linked to a number of advantages from both an applicant and an organizational view point that are not as applicable to the more traditional recruitment sources. The accessibility of the internet for organizations and individuals is one of the primary benefits associated with internet recruitment as this medium can be accessed 24 hours a day, 7 days a week and can reach people on local, national and international scale, with minimal restriction on who can view the information. (Galanaki, 2002, Smith et al., 2004)

3.6 Disadvantages of e-recruitment:

As with all recruitment sources, there are not only unique advantages related to the medium, but there are also a number of disadvantages unique to the sources which warrant discussion to ensure organizations utilize the source appropriately to maximize positive outcomes. An outline of the common disadvantages related to e-recruitment will now be presented :

- Of major concern is the perception that internet recruitment will generate a high quantity of applications. This outcome is attributed primarily to the diversity and geographical reach of the source, which becomes both an advantage and a disadvantage to recruiting online. As the Internet has a globalized market, then it can be assumed that more potential applicants can access and view the job being advertised from anywhere in the world. In addition, as the majority of job seekers store their resume electronically, submitting an application via electronic means requires less effort and involves fewer costs for the individual than traditional methods (Galanaki, 2002; Smith et al., 2004).

- As a result, an assumption has been made that the number of applications received by the organization for jobs advertised on the internet will increase. Whilst an increase in the size of the applicant pool allows the organization to be more selective, potentially resulting in superior candidates being hired and subsequent improvements in organizational performance, al large applicant pool can also have the negative effect of increasing costs in administering recruitment and selection systems (Carlson et al., 2002; Dessler, 2002).

- The increase in quantity does not necessarily result in an increase in quality applications, small applicant pools provide the organization with few options about which applicant to recruit, whilst large applicant pools place heavy burdens on the organization's administrative system and may lead to the most suitable applicant being overlooked if the recruitment and selection process is insufficient. Thus the primary objective of the recruitment process is identifying and attracting an applicant pool limited to a pre-determined ideal number of candidates who possess the right attributes (Moser, 2005)

- There is also a concern here is that the increasing volume of general job boards will result in increased difficulties for applicants to locate vacancies that match their requirement (Bartram, 2000; Boehle, 2000).

- One strategy being adopted by organizations to counteract this issue is by pointing job advertisements from all recruitment sources back to a dedicated job webpage on the company's own website which is cheaper and enables all position for the organization to be listed in the one location (Lee, 2005)

- Another concern is that when applying for jobs online where the applicants were regularly asked to select from pre-determined job categories that did not fit with their skills, experience and abilities, this create a kind of confusion and frustration for job seekers (Hinton and Schapper, 2000)

- This confusion and negativity was also noticed whereby the participant alluded to the difficulty in distinguishing job classifications and used the example of a manager searching for a position in a technical profession and under which job category they should search in: "engineer", "manager", "technical" or "professional". (Feldman and Klaas's, 2002)

- High levels of dissatisfaction were reported from applicants who encountered some degree of failure in applying for jobs online, whilst for companies that had tested and implemented more sophisticated systems, there were high levels of satisfaction and positive reaction to the experience by the applicant (Bartram, 2000).

- In addition to where the jobs are advertised, there are ongoing concerns with the information being posted via this source about the job and the organization. Whilst one of the advantages cited was the potential for e-recruitment to be more interactive and provide in-depth information (Bingham et al., 2002; Epstein et al., 2003; McCurry, 2005).

- Concerns have been expressed about the potential for the information to be not of high quality, for it to be perceived in a negative way, or for too much information to confuse potential applicants and cause disinterest in the job or organization (Gale, 2001).

- Whilst the diversity of e-recruitment is a positive element to recruiting through the internet, there is still the concern that organizations will breach equal employment opportunity legislation and diversity in organizations may be affected. (Flynn, 2002; Lee, 2005; McCurry, 2005; Mullich, 2004).

- For many job seekers, the internet is still not the first recruitment source used and there is potential that a "digital divide" will be created between people who can

readily access computers and those who are unable to particularly between developed and non-developed countries. (Flynn, 2002; Mooney, 2002; Mullich, 2004),

- Furthermore, people who are from minority of identified groups (eg. Disabled or Indigenous people) or who are geographically dispersed, may not use this medium to source jobs vacant either because they don't have access to the Internet or are not comfortable with such technology (Bartram, 2000; Galanaki, 2002; Mooney, 2002).

- Another concern which has been raised in numerous papers are privacy and security issues expressed by candidates regarding the personal details provided in resumes and applications posted via the Internet, and the potential for this information to be used for unethical purposes (Bartram, 2000; Feldman et al., 2002; Galanaki, 2002; Smith et al., 2004).

- There are also privacy concerns for passive job candidates not interested in being targeted whose details are accessed via back-door measures by head-hunters through corporate websites (Piturro, 2000).

- Some commercial websites and organizations are attempting to address this issue by introducing passwords to limit access and protect confidentiality, and by including privacy and job security statements on their career websites (Lee, 2005).

- Other key issues that have been identified with e-recruitment include difficulties in posting resumes and applications; poor navigated links within and between sites, network problems in web searches, and difficulties in accessing relevant information about jobs on web-sites (e.g. Job descriptions, salary levels, location of job and travel requirements); and lack of follow up from organizations about the status of the job (Anonymous, 2000; Feldman et al., 2002; Galanaki, 2002).

3.7 Functions of E-recruitment:

One of the most popular non-traditional recruiting practices takes the form of e-recruiting. In theory, e-recruiting gives employers the most robust solution available to improve candidate relationships, information flow and speed processes to shorten the hiring cycles. With a few clicks of a computer mouse, managers are able to classify jobs, post vacancy announcements, collect resumes, and get a list of qualified candidates who have been rated according to their skills, all within a matter of days. (Abraham and Newcorn 2000)

E-recruiting services typically enter occupational criteria, such as job preferences, resumes and interview information as their convenience, into a corporate database.

E-recruiters utilize a secure, integrated database and advanced workflow technology to notify potential employers when qualified candidates register. Therefore, employers can exercise greater control over the process by defining the parameters of their searches and the future decision –making steps. E-recruiting as a general process is job-specific and offers computer-assisted screening interviews and statistical prediction to aid in reducing recruiting costs, time-to-hire and employee turnover. With current e-recruiter technology, many employers have the ability to hire locally as well as reach globally in the search for talented knowledge workers. Equally powerful, job candidates can market themselves to employers in and out of their particular region with electronic speed, connectivity, and convenience.

(Abraham and Newcorn 2000)

In addition, specific abilities of e-recruiting include a number of major features and functions include:

- The ability to initiate interview request and order background checks
- Unlimited cost information tracking for all activities associated with the hiring process.
- Customized e-mail notification of recruiters for both active and passive candidates.
- Improved integration of recruiter-specific communications activities.
- Dynamic creation of an employer's jobs page
- Multiple language support with candidate accessibility
- Extensive ability to personalize the candidate experience by allowing employers to tailor the candidate and recruiter interfaces. (Abraham and Newcorn 2000)

Hence the Internet has drastically changes the face of recruiting. Employers must now actively market themselves by instituting a well-implemented e-recruitment program to find better quality candidates and improve hiring decisions, all in less time and at a lower cost.

Organization that ignore the power of e-recruiting risk failing behind their competitors in regard to staffing important position in manufacturing and service operations as well as general customer relationships. (Abraham and Newcorn 2000)

3.8 E-Recruitment Limitations:

The idea behind E-Recruitment is simple. Potential candidates place their CVs in a database on the Web where employment agencies can then search through the CVs. Employment agencies also post job ads on the site where potential candidates can then search through the positions to see what interests them. The researchers suggest that the emergence of fundamentally new E-Recruitment enabled recruiting processes not only increases the opportunities, but also the risks associated with the resourcing process. Hence, evaluation of those risks and benefits becomes more important. It is claimed that current measures of impact in this area focus on efficiency (input and output measures), as opposed to measures of effectiveness and quality of output., some of issue which should be consider are ,organizations should indicate which evaluation measures they currently use, suggests that the former is true. Number of successful applications, cost per hire and Internet/intranet site traffic analysis, were the most frequently used measures in the sample; all input-output measures. Measures of quality were less evident. (Kettley, 2003)

The limitations of E-Recruitment are:

Table 3.2: E-Recruitment Limitations

E-Recruitment Limitations
1. Applicants who do not want to apply for vacancies online due to security fears.
2. Candidates can be turned off by applying if the website is poorly designed or if they encounter technical difficulties.
3. Confidentiality and data protection.
4. The process can become/feel impersonal, which can in turn put some people off.
5. The relevance of short listing criteria (e.g. the validity and legality of searching by keywords),

(Mullich, J. 2004. A new definition could cast Internet hiring processes in a new light)

3.9 The Expected Risk of Engaging E-Recruitment System:

The Risk has been defined as the element that gives the trust dilemma its basic character (Johnson-George and Swap, 1982).

If there was no risk and actions could be taken with complete certainty no trust would be needed. Trust is interwoven with risk, because it reduces the risk of falling victim to opportunistic behavior.

The risk in the context of electronic recruitment can be defined as the potential of exploiting user's personal data in an opportunistic behavior as an outcome of using electronic recruitment services. The expected risk when dealing with E-Recruitment system can be concluded in the disclosure of the sensitive personal information to the online party due to the quantity and the quality of the personal sensitive information that are demand from user in the electronic recruitment system. This issue made the users hesitant and in serious doubts to disclose his personal data and they need to build trust before they intend to disclose their sensitive information. (O'Laughlin, 1999)

3.10 Selection methods:

Usually, it is difficult to decide where recruiting ends and selection begins. The main purpose of the selection process is to distinguish individuals on the basis of important characteristics. In a changing environment, the speed of the selection process becomes important. Selection systems that process applicants in 2-3 months fall in solving organizational needs. A cycle of 2-3 days from applicant identification to employment offer will be more suitable

There are many formal selection tools available to measure applicants on the characteristics:

• Work samples

• Structured interviews

• Personality inventories

• Situational judgment tests

• Cognitive ability tests

E-Selection is a paperless process where electronic documents and information can be quickly disseminated nationwide or worldwide. The most important methods for e-recruitment are:

• Electronic resumes

• Online assessments

• Online interviewing

• Online assessment centers (Heneman, 2002)

3.10.1 Electronic resumes

Applicants submit their resume using either email or the organization's website. With electronic submission, applicants can send their resumes to thousands of organizations.

More than 2.5 million resumes were already online in January 2001.

For experienced candidates, resumes represent an efficient way to stress on cognitive ability, job knowledge, and capacity to work. Resumes that outline position accomplishments with quality indicators represent an individual's work portfolio. Since past performance is one of the best predictors of future performance, resume information that outlines past performance will serve as a proxy measure of job knowledge and an applicant's ability to perform similar responsibilities in a new organization. (Heneman, 2002)

3.10.2 Online assessment

Previously paper-based instruments become web-viewable. Interactive forms allow applicants to access a web site, complete and summit their responses. Applicant's responses are scored automatically and applicant profile is generated immediately. Online testing allows a company to offer applicants an immediate feedback concerning their potential fit with the organization. (Heneman, 2002)

3.10.3 Online interviewing

Most companies evaluate candidates on interviews based. Interviews can be designed to measure almost any applicant characteristic. While a structured interview measures cognitive ability, a structure interview measures interpersonal skills.

The technologies used to conducts applicants interviews online are video-conferencing technology and web cams, which allow for video and audio streaming between geographically remote locations (Heneman, 2002)

3.11 E-recruitment Process:

1- Sourcing, Advertising & Job posting Easier :

Recruiting people over a range of channels (online and offline) increases the diversity and your potential to find the perfect employee. Traditional paper-based advertising used to dominate the sourcing space; however, over the last decade online sourcing channels have surpassed paper-based advertising.

These online sourcing channels include:

- Job boards
- Classified sites
- Public recruitment databases
- Search engines
- Social networking sites
- Corporate career sites

    (http://www.recruitadvantage.com.au/e-recruitment-software-benefit)

How Online Recruitment Makes Job Posting Easier:

Online recruitment software improves your capacity to effectively engage all these channels, as most of them can be accessed directly and simultaneously from within your recruitment software package.

Perhaps the most common source of candidates for e-Recruitment is the job board network. Thousands of job boards are available around the world. There are two main types of job boards: niche job boards, specializing in particular industries and industry segments, and generalist job boards, which try to accommodate for all industries and industry segments in a single portal.

The ability of your online recruitment software platform to post jobs to sourcing channels simply and simultaneously is a crucial requirement to achieve process efficiencies in your e-Recruitment strategy.

(http://www.recruitadvantage.com.au/e-recruitment-software-benefit)

2- <u>Screening Candidates:</u>

How do you assess potential employees? Are you using screening questions or other methods? Do they work?

Screening questions are part of the recruitment process and are supported by the latest recruitment software packages. This is especially important when dealing with high volume recruitment processes. There are many views on the topic of screening, in particular when it comes to the effectiveness of using e-recruitment software tools.

(http://www.recruitadvantage.com.au/e-recruitment-screen-or-not)

So how do we Define Screening Questions?

Screening questions are specific questions we ask a candidate in the context of a role. The answers to these questions provide valuable assessment data that then is used to compare and filter candidates. This can save invaluable time (to both recruiters and candidates) and improve the quality of the process if done right.

Typically you ask these questions online. For certain types of recruitment campaigns such as customer support roles or where you need to measure English understanding or communication skills in general, you can use voice-based interviews or screening. Using the right technology, you can allow candidates to call a particular number to answer screening questions via the telephone.

(http://www.recruitadvantage.com.au/e-recruitment-screen-or-not)

Guidelines for an Effective Screening Process – Three Valuable Rules:

Having the right to work in Australia is an important requirement for roles in this country. The typical question I see recruiters ask around this requirement is: "Are you an Australian citizen?" - and the possible answers are invariably "Yes" and "No".

Here is the first rule: Avoid "Yes/No" questions whenever possible and try not to give away the selection criteria, so you can make the process a bit more meaningful.

In the context of the citizenship example, as it stands you are implying that if the candidate answers 'no', you will actually reject that particular candidate and that may be fair, but how about if you structure the question in a different way?

Instead you can ask the question "Please indicate your citizenship status" and give the candidate a few more options, such as: "I am an Australian citizen"; "I am a permanent resident"; "I am looking for sponsorship"; and "I have a student visa". In this case you are able to collect a bit more information, and make it a non-threatening process for the candidate.

The second rule is to make sure you go and screen your questions in terms of grammar and spelling. This area is more basic and I have to say it makes a lot of recruiters look unprofessional. It is very important that the recruiter has got the minimum standards required to actually portray the right image for the company.The third and last rule is don't ask too many questions. Make it short, make it relevant and easy for the candidate. At the end of the day, we don't want the screening questions to be a reason for a candidate not to continue with the application process.

(http://www.recruitadvantage.com.au/e-recruitment-screen-or-not)

3- **Resume parsing:**

Resume parsing or resume extraction is a central component to the latest recruitment software technology. This function allows you to process electronic resumes by extracting data from an unstructured document in the appropriate context. This technology first came to commercial use in the late 1990s, as a way of helping recruiters to efficiently manage electronic documents sent via the Internet. Resume parsing benefits corporate recruiters by providing them with means to automatically gather information contained in resumes, which are typically stored in common formats such as PDF, Word, RTF and HTML among others.

(http://www.recruitadvantage.com.au/e-recruitment-parsing)

How does Resume Parsing Work?

Resume parsing uses complex pattern and language analysis techniques to extract the relevant information. The algorithms behind the technology are sensitive to the type of information written in resumes, which allows the new generation of parsers to extract not only contact information, but also details about work history, educational background, skills and other desired information. The most advanced recruitment software systems that feature this useful technology, can achieve accuracies in excess of 95%, which are referred to as "near human accuracy" (http://www.recruitadvantage.com.au/e-recruitment-parsing)

How Does Resume Parsing Software Improve Your Recruitment Process?

Resume parsing software reduces the burden of resume processing and data entry time, enhances the candidate experience through rapid company responses and dramatically improves productivity throughout the recruitment process.

(http://www.recruitadvantage.com.au/e-recruitment-parsing)

4- **Candidate Assessment:**

There are three key assessment benefits of e-recruitment.

E-Recruitment Software Provide Packages to Tailor the Assessment Process:

Online recruitment processes use specialized packages to help identify and select the best candidate for a given role. Assessment tools aim to provide additional information regarding particular areas of ability of the candidate, which cannot be assessed objectively from other parts of the selection process, such as details of the level of numerical reasoning ability or the quality of report writing skills. Candidate assessment forms and tests are part of the broad scope of services supported by recruitment software packages either directly or through integration supports of specialized packages.

(http://www.recruitadvantage.com.au/e-recruitment-assessment)

E-Recruitment Software Allows you to Run Tests, and Search Skills—not just Experience.

Software package includes:

- Assessment forms record the standard questions to ask all interviewees for a specific position.
- Assessment tests, such as numerical and verbal reasoning tests or personality questionnaires, play a part in many organisations' recruitment processes.

These automatically prompted forms and tests improve you recruitment activity by enabling recruiters to utilize the full breadth of recruitment tools. Each assessment focuses on a specific, job-relevant skill, so it may be that candidates who have less or little experience of a particular job would be very capable of doing the job, and by doing the test they have the opportunity to demonstrate their skills. All candidates for a role are asked to complete the same assessment exercises allowing them all to be compared on a fair and objective basis. This process is triggered through your recruitment software.

(http://www.recruitadvantage.com.au/e-recruitment-assessment)

Test results have impact on the recruitment decision but are not used in isolation. Rather, they are considered along with the other information gathered during the assessment so that an overall view of the candidate suitability for the role is determined.

E-Recruitment Ensures a Strong Employee/Organization Match:

The fit between prospective employee and job requirements, management, existing team and organization as a whole, is a key factor in the success and productivity of the new hire and the organization overall.

Moreover, a better understanding of candidate's personality traits, motivation factors, work behavior, preferred activities, allows managers to establish a higher level of job satisfaction and motivation among the prospective employees as well as a career path.

By taking assessments as part of the recruitment process candidates are less likely to move into a job that they are not suited to

(http://www.recruitadvantage.com.au/e-recruitment-assessment)

5- <u>Candidate Selection:</u>

Advanced e-Recruitment tools make administrative tasks more efficient, minimizing the time to hire and recruitment costs. Not only will recruitment software help your company communicate more effectively with potential talent, but it should keep a history of all actions taken through any recruitment process. The software will enable you to use these comprehensive records to build a talent pool that can be used and re-used to address future vacancies. (http://www.recruitadvantage.com.au/e-recruitment-selection)

The Ideal e-Recruitment System & what it could do for you

Selection processes vary from company to company. The overall selection process typically covers screening, phone interviewing, face-to-face interviewing, and short-listing. An ideal e-Recruitment platform would be flexible enough to adapt to your particular processes, as opposed to you having to adapt to the constraints of the platform. This means that you won't have to waste time trying to find ways to alter the way you recruit in order to suit your system, but instead, your system will be flexible enough to support your preferred or existing practices.

(http://www.recruitadvantage.com.au/e-recruitment-selection)

3.12 Effectiveness of E-recruitment:

The organizational goals are an important determinant of the nature of e-recruiting systems, which in turn affect the effectiveness of such systems. All else constant, e-recruiting systems are more likely to be effective if they enable organizations to attract applicants who meet organizational expectations than if they do not. In accordance with this proposition, research suggests that e-recruiting helps to attract candidates with high levels of drive, previous achievement and work experience (Rynes et al, 2002).

However, other studies indicate that relative to traditional recruiting systems, e-recruiting systems are more likely to produce candidates who have unfavourable backgrounds and are frequent job hoppers.

In addition, research shows that whereas e-recruiting systems tend to attract more job applicants, they are not always of higher quality than the applicants attracted by traditional recruiting systems (Sparrow, 2005)

3.13 E-recruitment websites:

The terms online recruitment, e-recruiting, cyber recruiting, or Internet recruiting, imply the formal sourcing of job information online. The first references to online recruitment appear in articles of mid-1980s (Gentner, 1984)

While systematic reference to the online recruitment in the human resources journals begins almost a decade later, in the mid-1990s, when IT companies and universities begin to use the Internet extensively (Galanki, 2002)

When looking for a job, the Internet may be a source for help for some, In recent years, job recruitment websites have undergone considerable growth and the number of job seekers who conduct job searching over the Internet has increased (Tong, 2005)

This increase may be due to the added convenience provided by e-recruitment websites, Job seekers are able to view multiple openings and post their resumes for businesses to view without leaving the comfort of their homes.

E-recruitment websites are designed as a powerful medium that brings employers and job seekers together and allows them to interact in a fast, efficient, and effective way. For job seekers, and e-recruitment websites provides a unique opportunity to explore constantly updated employment opportunities through an extensive database of jobs. Job seekers can then post their resumes online and announce their availability to potential employers.

For employers, e-recruitment delivers a convenient, low cost, and efficient solution by providing direct access to a continuously expanding database of resumes. (Tong, 2005)

In general, the recruitment service provided on these websites is free for the job seekers, who can enjoy the service once they have become members of that website. In contrast, employers typically have to pay a subscription fee in order to take advantage of the recruitment service. Because employers are required to pay for the service, their perceptions of the level of service are typically the concern of most recruitment websites and the recruitment service quality level for the job seekers is typically ignored (Tong 2005).

Tong (2005) believes that if job seekers are unhappy with a recruitment website, they may look for other websites that fulfill their expectations that leads to decrease in the numbers of active job seekers. This, in turn, may contribute to a reduction in the number of employers who are willing to subscribe to the recruitment website.

3.14 United Nations Agencies Overview : Occupied Palestinian Territories:

As the world's only truly universal global organization, the United Nations has become the foremost forum to address issues that transcend national boundaries and cannot be resolved by any one country acting alone.

To its initial goals of safeguarding peace, protecting human rights, establishing the framework for international justice and promoting economic and social progress, in the six and a half decades since its creation the United Nations has added on new challenges, such as climate change, and AIDS.

While conflict resolution and peacekeeping continue to be among its most visible efforts, the UN, along with its specialized agencies, is also engaged in a wide array of activities to improve people's lives around the world – from disaster relief, through education and advancement of women, to peaceful uses of atomic energy.

This following summary about the United Nations Agencies working in Palestine offers an overview of some of these operations and assistance provided to help the Palestinian people.

3.14.1 UNICEF: United Nations Children's Fund

UNICEF began its mission in 1946 as a relief organization for children after World War II. Its mandate soon expanded to helping children whose lives were at risk in developing countries. Almost 60 years later, UNICEF is more than 7,000 people in 157 countries and

territories around the world. Nine of 10 staff members work closely with national and local governments and other partners around the world.

Throughout, UNICEF's priorities have been realizing the intrinsic rights of children to a basic quality of life, rights world leaders further defined in the Convention on the Rights of the Child. UNICEF bases its actions on up-to-date substantial research and experience on what works to help give children the best start in life, to survive and thrive -- especially in emergencies -- and to go to school.

This work correlates closely with the Millennium Development Goals set by United Nations States in 2000 – and is central to meeting them. Of the 48 indicators of progress toward the Goals, UNICEF's Priorities are Essential for Development, UNICEF's work can be grouped into five main strategic areas. They are all interrelated; progress in any one leads to progress in the others.

Together, they make a difference for children by supporting implementation of the Millennium Summit Declaration and the world's work toward the Goals.

They also ensure that UNICEF contributes effectively to reducing poverty, through advocacy and partnerships that create sustained investments in children's survival, development and protection, These strategic areas are:

Young Child Survival and Development: In support of Millennium Goal 4 – reducing child mortality – and Goal 6, malaria control, among others, UNICEF works toward comprehensive child health care in the earliest years, including the antenatal period before birth.

Health programmes ideally include antenatal care of pregnant women, and neonatal care in the first four weeks after birth, including promoting breastfeeding. UNICEF also shares advocacy, social mobilization, and research work in a supporting role to help other agencies provide emergency obstetrics.

UNICEF is also often first on the ground in declared emergencies to deliver these and other life-saving interventions, like fresh water and basic medical supplies.

Basic Education and Gender Equality: In support of MDG 2 and 3, UNICEF collaborates with countries, donor governments and other UN agencies to promote, fund and facilitate universal primary education and gender equality.

This includes improving children's developmental readiness for school, especially for excluded children and among disadvantaged groups, via community-sponsored childhood education and health initiatives.

UNICEF also works via advocacy and community outreach to help governments, communities and families support children orphaned by HIV/AIDS.

UNICEF also supports programmes that help prevent mother-to-child transmission of HIV/AIDS and that increase the number and proportion of women and children receiving antiretroviral drugs.

Child Protection: In support of Millennium Summit Declaration Section 6 – Protecting the Vulnerable UNICEF advances protective environments to help prevent and respond to violence, exploitation, abuse and discrimination, and for children made vulnerable by emergencies.

Focus areas include raising government awareness of child protection rights and situation analysis, as well as promoting laws that punish child exploiters. Working through advocacy and its local offices worldwide, UNICEF helps strengthen the resources of schools, communities and families to care for marginalized children, including those orphaned by HIV/AIDS.

Policy Analysis, Advocacy and Partnerships for Children's Rights: This UNICEF focus area centres on Goal 8 – establish global development partnerships -- and also on strengthening national and local policies that fulfil children's rights to survive and flourish.(http://www.unicef.org/)

3.14.2 UNRWA: United Nations Relief and Works Agency for Palestine Refugees in the Near East

UNRWA provides assistance, protection and advocacy for some 4.8 million registered Palestine refugees in Jordan, Lebanon, Syria and the occupied Palestinian territory, pending a solution to their plight.

UNRWA is funded almost entirely by voluntary contributions from UN member states.

UNRWA provides assistance, protection and advocacy for some 4.8 million registered Palestine refugees in the Middle East.

The Agency's services encompass education, health care, relief, camp infrastructure and improvement, community support, microfinance and emergency response, including in times of armed conflict.

Establishment:

Following the 1948 Arab-Israeli conflict, UNRWA was established by United Nations General Assembly resolution 302 (IV) of 8 December 1949 to carry out direct relief and works programmes for Palestine refugees. The Agency began operations on 1 May 1950.

In the absence of a solution to the Palestine refugee problem, the General Assembly has repeatedly renewed UNRWA's mandate, most recently extending it until 30 June 2011.

UNRWA services

Since its establishment, the Agency has delivered its services both in times of relative calm in the Middle East, and in times of hostilities.

UNRWA's work exemplifies an international commitment to the human development of Palestine refugees, helping them:

acquire knowledge and skills ,lead long and healthy lives ,achieve decent standards of living ,enjoy human rights to the fullest possible extent.

UNRWA is unique in terms of its long-standing commitment to one group of refugees, and its contributions to the welfare and human development of four generations of Palestine refugees. Originally envisaged as a temporary organisation, the Agency has gradually adjusted its programmes to meet the changing needs of the refugees. (http://www.unrwa.org/)

3.14.3 WFP: World Food Programme

The WFP is the world's largest humanitarian agency fighting hunger worldwide.

In emergencies, we get food to where it is needed, saving the lives of victims of war, civil conflict and natural disasters.

After the cause of an emergency has passed, we use food to help communities rebuild their shattered lives.

WFP is part of the United Nations system and is voluntarily funded. Born in 1962, WFP pursues a vision of the world in which every man, woman and child has access at all times to the food needed for an active and healthy life.

We work towards that vision with our sister UN agencies in Rome - the Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD) - as well as other government, UN and NGO partners.

In 2009 we aim to reach more than 100 million people with food assistance in 74 countries. Around 10,000 people work for the organization, most of them in remote areas, directly serving the hungry poor.

WFP has been providing food assistance to the occupied Palestinian territory since 1991.

The Country Office is located in Jerusalem and is supported by an office in Gaza, sub-offices in Nablus and Hebron, as well as a logistics office in Ashdod.

WFP employs over 100 staff in the oPt, both national and international.

In 2009, food assistance is provided to a total of 413,000 Palestinian beneficiaries in the West Bank and 365,000 in the Gaza Strip.

The assistance is provided through four different WFP programmes:

1) An Emergency Operation (EMOP) in Gaza.

2) A Protracted Relief and Recovery Operation (PRRO) in the West Bank.

3) A Food Voucher Emergency Operation in the West Bank.

4) A Special Operation (SO): Logistics Cluster.

In 2008, WFP assisted 683,000 Palestinian people in the West Bank and in the Gaza Strip.In order to achieve this, the total food expenditures amounted to USD 50 million for 65 metric tons of food.

That same year, WFP purchased USD 8,5 million worth of food products locally, in the Gaza Strip and in the West Bank. These food products range from sugar, salt, milk, biscuits, vegetable oil, chick peas and dates.(http://www.wfppal.org/)

3.14.4 **ILO: International Labour Organization**

The ILO is devoted to promoting social justice and internationally recognized human and labour rights, pursuing its founding mission that labour peace is essential to prosperity. Today, the ILO helps advance the creation of decent work and the economic and working conditions that give working people and business people a stake in lasting peace, prosperity and progress. Its tripartite structure provides a unique platform for promoting decent work for all women and men. Its main aims are to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.

The ILO has four strategies objectives:

- Promote and realize standards and fundamental principles and rights at work
- Create greater opportunities for women and men to decent employment and income
- Enhance the coverage and effectiveness of social protection for all
- Strengthen social dialogue

In support of its goals, the ILO offers unmatched expertise and knowledge about the world of work, acquired over more than 90 years of responding to the needs of people everywhere for decent work, livelihoods and dignity. It serves its tripartite constituents - and society as a whole - in a variety of ways, including:

Formulation of international policies and programmes to promote basic human rights, improve working and living conditions, and enhance employment opportunities

Creation of international labour standards backed by a unique system to supervise their application

An extensive programme of international technical cooperation formulated and implemented in an active partnership with constituents, to help countries put these policies effective into practice

Training, education and research activities to help advance all of these efforts

(http://www.ilo.org/global/lang--en/index.htm)

3.14.5 OCHA: Office for the Coordination of Human Affairs

OCHA is the arm of the UN Secretariat that is responsible for bringing together humanitarian actors to ensure coherent response to emergencies. OCHA also ensures there is a framework within which each actor can contribute to the overall response effort.

OCHA's mission is to *mobilize and coordinate effective and principled humanitarian action* in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies; advocate for the rights of people in need; promote preparedness and prevention; and facilitate sustainable solutions.

OCHA's Coordinating Role

OCHA mobilizes and coordinates humanitarian assistance delivered by international and national partners to populations and communities in need.

Coordination is not one type of action or actions involving one set of actors. Coordination for OCHA means various types of actions involving different set of actors, providing different types of support, using many different tools and mechanisms.

(http://ochaonline.un.org/)

3.14.6 UNDP: United Nations Development Program

In December 1978, the UN General Assembly adopted resolution 33/147, which called on UNDP to provide assistance to the Palestinian people. By this date, the West Bank and the Gaza Strip had endured over 10 years of occupation, which had lead to increased levels of

poverty and unemployment. Hundreds of thousands were living in refugee camps in slum conditions without the most basic amenities. Infrastructure had been allowed to deteriorate, including schools, health facilities, housing, roads, and water and sanitation systems, despite the steady population growth.

In response to the UN resolution in support of the economic and social development of the Palestinian people, UNDP launched the Programme of Assistance to the Palestinian People (PAPP). A programme office was established, initially in New York and subsequently in East Jerusalem. A donor campaign was organised, and field operations commenced in August 1980.

While UNDP/PAPP is an integral component of UNDP's global development network, it differs in several important respects from typical UNDP Country or Regional Programmes.

In other countries, projects and programmes supported by UNDP are funded mainly from UNDP's own resources mobilized each year through voluntary contributions of UN members. For PAPP, UNDP provides only a modest level of core support, and relies on international donors for principal funding of specific activities.

UNDP worldwide concentrates on the provision of technical assistance, leaving the provision of capital assistance to other organizations, such as the World Bank. In the West Bank and Gaza Strip a large number of projects supported by UNDP/PAPP are small and medium capital development projects such as the construction of schools, health facilities, roads, waste treatment plants and waterworks. The expansion and improvement of basic infrastructure is a key requirement for sustainable economic and social development in the occupied Palestinian territory (oPt).

In the past, UNDP worldwide generally did not accept responsibility for the implementation of the projects it supports, but delegated this to other organizations within the UN development system, or the beneficiary government. In the oPt, UNDP/PAPP in consultation with local institutions, undertakes the main responsibility for the design and implementation of the projects selected for support. This was deemed necessary at the start of the programme since no Palestinian government existed, and there were few local institutions equipped to fully assume these functions.

In recent years, responsibility for project design and implementation has been carried out, wherever possible, by Palestinian partner institutions operating under UNDP's rules of transparency and accountability. This evolving system has proved to be an efficient mechanism for delivering development assistance to the Palestinian people and has been

welcomed by donors as a means of providing them with transparency and financial accountability. (http://www.papp.undp.org/en/index.html)

3.14.7 UNESCO: United Nations Educational, Scientific and Cultural Organization

UNESCO works to create the conditions for dialogue among civilizations, cultures and peoples, based upon respect for commonly shared values. It is through this dialogue that the world can achieve global visions of sustainable development encompassing observance of human rights, mutual respect and the alleviation of poverty, all of which are at the heart of UNESCO'S mission and activities.

The broad goals and concrete objectives of the international community – as set out in the internationally agreed development goals, including the Millennium Development Goals (MDGs) – underpin all UNESCO's strategies and activities. Thus UNESCO's unique competencies in education, the sciences, culture and communication and information contribute towards the realization of those goals.

UNESCO's mission is to contribute to the building of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information. (http://www.unesco.org/new/en/unesco/)

3.14.8 UNFPA: United Nations Population Fund

UNFPA is an international development agency that promotes the right of every woman, man and child to enjoy a life of health and equal opportunity. UNFPA supports countries in using population data for policies and programmes to reduce poverty and to ensure that every pregnancy is wanted, every birth is safe, every young person is free of HIV/AIDS, and every girl and woman is treated with dignity and respect.

UNFPA seeks to improve the lives and expand the choices of individuals and couples. Over time, the reproductive choices they make, multiplied across communities and countries, alter population structures and trends.

 UNFPA helps governments, at their request, to formulate policies and strategies to reduce poverty and support sustainable development. The Fund also assists countries to collect and analyse population data that can help them understand population trends. And it encourages governments to take into account the needs of future generations, as well as those alive today.

The close links between sustainable development and reproductive health and gender equality, the other main areas of UNFPA's work, were affirmed at the 1994 International Conference on Population and Development (ICPD) in Cairo. UNFPA is guided in its work by the Programme of Action adopted there. At the conference, 179 countries agreed that meeting needs for education and health, including reproductive health, is a prerequisite for sustainable development over the longer term (http://www.unfpa.ps/)

3.14.9 <u>UNIFEM: United Nations Development Fund for Women</u>

In July 2010, the United Nations General Assembly created UNIFEM, In doing so, UN Member States took an historic step in accelerating the Organization's goals on gender equality and the empowerment of women.

The creation of UN Women came about as part of the UN reform agenda, bringing together resources and mandates for greater impact. It merges and builds on the important work of four previously distinct parts of the UN system, which focused exclusively on gender equality and women's empowerment:

Division for the Advancement of Women (DAW)

International Research and Training Institute for the Advancement of Women (INSTRAW),Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI),United Nations Development Fund for Women (UNIFEM)

The main roles of UN Women are:

To support inter-governmental bodies, such as the Commission on the Status of Women, in their formulation of policies, global standards and norms.

To help Member States to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it, and to forge effective partnerships with civil society.

To hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress.

Meeting the Needs of the World's Women

Yet gender inequalities remain deeply entrenched in every society. Women lack access to decent work and face occupational segregation and gender wage gaps. They are too often denied access to basic education and health care. Women in all parts of the world suffer violence and discrimination. They are under-represented in political and economic decision-making processes. (http://www.unwomen.org/)

3.14.10 UNSCO: United Nations Special Coordinator for the Middle East

The first United Nations Special Coordinator was appointed and the office of UNSCO established in June 1994 following the signing of the Oslo Accord. The aim was to enhance the involvement of the United Nations during the transition process, and to strengthen UN inter-agency cooperation to respond to the needs of the Palestinian people, mobilizing financial, technical, economic and other assistance.

In 1999, UNSCO's mandate was enhanced. It became the Office of the Special Coordinator for the Middle East Peace Process, as well as the Personal Representative of the Secretary-General to the PLO and the Palestinian Authority. The Special Coordinator was charged with boosting United Nations development assistance in support of the peace process. Additionally the Special Coordinator represented the Secretary-General in discussions relating to the peace process with the parties and the international community.

Since 2002, the Special Coordinator has been the Secretary-General's envoy in the Middle East Quartet, comprising the Secretary-General of the United Nations, the United States of America, the European Union and the Russian Federation. The Quartet launched the Road Map in 2003.

The integration of UN work was further strengthened in 2006, when a Deputy Special Coordinator, Humanitarian and Resident Coordinator was appointed to lead the United Nations country team, consisting of 21 UN organizations providing humanitarian and development assistance to Palestinians.

UNSCO is a field office under the auspices of the Department of Political Affairs and works in close consultation with its relevant counterparts.

Structured to respond in a rapid, effective and coordinated manner to requests by the parties, the office is mandated to assist in all issues related to the humanitarian situation and development challenges facing the Palestinian people. In addition, the office supports negotiations and the implementation of political agreements. UNSCO provides a well-recognized focal point within the United Nations system vis-à-vis the parties to the peace process, regional and international actors, and international and multilateral institutions.

UNSCO has offices in Jerusalem, Ramallah and Gaza, and a roving regional presence, and is divided into three units (http://www.unsco.org/Default.asp)

3.14.11   **UNOHCHR: United Nations High Commissioner for Human Rights**

The Office of the (OHCHR) represents the world's commitment to universal ideals of human dignity. We have a unique mandate from the international community to promote and protect all human rights.

Leadership

The High Commissioner for Human Rights is the principal human rights official of the United Nations. The High Commissioner heads OHCHR and spearheads the United Nations' human rights efforts. We offer leadership, work objectively, educate and take action to empower individuals and assist States in upholding human rights. We are a part of the United Nations Secretariat with our headquarters in Geneva.

The Office's priorities are set out in two key strategic documents: the OHCHR Plan of Action and its Strategic Management Plan 2010-2011. These priorities include greater country engagement, working closely with our partners at the country and local levels, in order to ensure that international human rights standards are implemented on the ground; a stronger leadership role for the High Commissioner; and closer partnerships with civil society and United Nations agencies.

We also support the work of the United Nations human rights mechanisms, such as the Human Rights Council and the core treaty bodies set up for monitoring State Parties' compliance with international human rights treaties, promote the right to development, coordinate United Nations human rights education and public information activities, and strengthens human rights across the United Nations system. We work to ensure the enforcement of universally recognized human rights norms, including through promoting both the universal ratification and implementation of the major human rights treaties and respect for the rule of law.

As the principal United Nations office mandated to promote and protect human rights for all, OHCHR leads global human rights efforts speaks out objectively in the face of human rights violations worldwide. We provide a forum for identifying, highlighting and developing responses to today's human rights challenges, and act as the principal focal point of human rights research, education, public information, and advocacy activities in the United Nations system.

Since Governments have the primary responsibility to protect human rights, the High Commissioner for Human Rights (OHCHR) provides, such as expertise and technical trainings in the areas of administration of justice, legislative reform, and electoral process, to help implement international human rights standards on the ground. We also assist other entities with responsibility to protect human rights to fulfil their obligations and individuals to realize their rights.(http://www.ohchr.org/EN/Pages/WelcomePage.aspx)

3.14.12   WHO: World Health Organization

WHO is the directing and coordinating authority for health within the United Nations system. It is responsible for providing leadership on global health matters, shaping the health research agenda, setting norms and standards, articulating evidence-based policy options, providing technical support to countries and monitoring and assessing health trends.

In the 21st century, health is a shared responsibility, involving equitable access to essential care and collective defense against transnational threats.

WHO fulfills its objectives through its core functions:

providing leadership on matters critical to health and engaging in partnerships where joint action is needed; shaping the research agenda and stimulating the generation, translation and dissemination of valuable knowledge; setting norms and standards and promoting and monitoring their implementation; articulating ethical and evidence-based policy options; providing technical support, catalyzing change, and building sustainable institutional capacity; and monitoring the health situation and assessing health trends.

These core functions are set out in the 11th General Programme of Work, which provides the framework for organization-wide programme of work, budget, resources and results. Entitled "Engaging for health", it covers the 10-year period from 2006 to 2015. (http://www.who.int/en/)

3.14.13   FAO: Food and Agriculture Organization

The FAP of the United Nations leads international efforts to defeat hunger. Serving both developed and developing countries, FAO acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy. FAO is also a source of knowledge and information. We help developing countries and countries in transition modernize and improve agriculture, forestry and fisheries practices and ensure good nutrition for all. Since our founding in 1945, we have focused special attention on developing rural areas, home to 70 percent of the world's poor and hungry people.

FAO's activities comprise four main areas:

Putting information within reach. FAO serves as a knowledge network. We use the expertise of our staff - agronomists, foresters, fisheries and livestock specialists, nutritionists, social scientists, economists, statisticians and other professionals - to collect, analyse and disseminate data that aid development. A million times a month, someone visits the FAO Internet site to consult a technical document or read about our work with farmers. We also publish hundreds of newsletters, reports and books, distribute several magazines, create numerous CD-ROMS and host dozens of electronic fora. Sharing policy expertise. FAO lends its years of experience to member countries in devising agricultural policy, supporting planning, drafting effective legislation and creating national strategies to achieve rural development and hunger alleviation goals. Providing a meeting place for nations. On any given day, dozens of policy-makers and experts from around the globe convene at headquarters or in our field offices to forge agreements on major food and agriculture issues. As a neutral forum, FAO provides the setting where rich and poor nations can come together to build common understanding. Bringing knowledge to the field. Our breadth of knowledge is put to the test in thousands of field projects throughout the world. FAO mobilizes and manages millions of dollars provided by industrialized countries, development banks and other sources to make sure the projects achieve their goals. FAO provides the technical know-how and in a few cases is a limited source of funds. In crisis situations, we work side-by-side with the World Food Programme and other humanitarian agencies to protect rural livelihoods and help people rebuild their lives.(http://www.fao.org/)

3.14.14   Information Technology Center at UNRWA:

The Information Systems Division is entrusted with the overall responsibility for planning, implementation and management of Agency-wide computerized information systems, office automation and telecommunications facilities. The overall objectives of these computerization efforts are to provide for; efficient processing of the huge volumes of data related to the services UNRWA furnishes for the Palestinian refugees community; efficient utilization of computer facilities for administrative and office work, and delivery of efficient tools to assist UNRWA's management in planning, decision making and reporting activities.

To achieve the above objectives, ISD performs the following major services:

1. Planning, setting up and supporting the required infrastructure such as Local Area Networks and communication facilities.
2. Designing, building, implementing and supporting computer-based applications in accordance with the requirements of the different functional departments.
3. Acquisition and screening of all computer hardware, software and communications facilities purchases (through Procurement and Logistics Division) according to pre-set standards developed by ISD.
4. Installation, support and maintenance of all computer hardware, software and telecommunications equipment (except for school and special-purpose hardware and software).
5. Assisting and supporting users in the daily operations of computer and telecommunications facilities and applications.
6. Organizing and conducting training of users in different areas: general computer usage, office automation packages, and software applications.
7. Advising UNRWA's management on Information Technology trends, opportunities and benefits.
8. Providing advice and guidance to other departments/offices on computer-related issues.
   (UNRWA Information System Division, 2010)

3.14.15 E-recruitment system in one of the UN Agencies:

Introduction:

e-Recruitment is a new online tool created to streamline hiring and help staff members more easily find and apply for jobs. Beginning in December 2009, all Fixed-Term International Professional positions worldwide and all Fixed-Term General Service positions in New York, Copenhagen and Geneva will be sourced using the system.

All the UN agencies in Palestine have one E-recruitment system used for both international and local posts except UNRWA who has a different E-recruitment system as UNRWA's operations is only available in Palestine, Jordan, Syria and Lebanon.

After conducting interviews with both Human Resources Departments in both UNRWA and one of the UN agencies – UNICEF ,the researcher concluded the following results on the mechanism of the current E-recruitment system in those two agencies:

1- **E-recruitment system at UNRWA:**

   After conducting an interview dated on 10/03/2011 with both the Human Resources Department/ Mr. Diayaa Shatali – Human Resources Manager and Recruitment Unit / Mr. Sami Abu Kumail – Recruitment Manager, the researcher concluded the following results on the mechanism of the current E-recruitment system in UNRWA:

1. There are two E-recruitment systems in UNRWA, an external one which is used by the external applicants who are seeking for jobs and who can use the system to apply for jobs, and an internal system which is used internally by the Human Resources and Recruitment Department to proceed with the procedures of the recruitment as per the rules and regulations of the recruitment system.

2. The E-recruitment website for UNRWA advertise all the vacancies with a detailed job descriptions

3. Candidates can create a new user name and password to access a new profile in order to save, updated or edit their personal data, education background, upload their curriculum vitae on their own user page.

4. After finished the creation of a new profile with all the required data they can overview all the available vacancies and apply for the any vacancies at their convenience but before the deadline of the vacancy.

5. All the deadlines for vacancies are only up to 12:00 o'clock in any deadline date.

6. There are some Department in UNRWA who are only have access to the internal E-recruitment system like HR Department, Recruitment Department, IT Department and any other department that is in need to fill in a new post.

7. These department are using the same internal E-recruitment system but with different rights and limitations as per their roles and as per the rules and regulations of UNRWA.

8. Recruitment Department have an internal access to all the applicants who applied to all vacancies, recruitment staff to sort all the applications as per the requirements of the Job Description mentioned in the vacancy advertisement, in this case they consider the qualifications, years of experience, technical knowledge….etc , as a guide lines to tranche all applications into First tranche – fully qualified, second tranche- partially qualified….etc.

9. Recruitment Departments use the internal E-recruitment system to send all the new transcend applications for all applicants to the department that who is in need for that new vacancies to start shortlist candidate as per their technical expertise.

10. Departments review all the applications and shortlisting some of the received applications using the internal E-recruitment system and send back the shortlist to Recruitment Department.

11. Recruitment Department review the shortlist again and compare it with the fist shortlist sent to the department to check for the reasons if some application has been newly added to the shortlist or newly excluded.

12. Recruitment Department hold a meeting with other department to discuss and finalize the final shortlist

13. In case of any dispute between the Recruitment Department, and other department about the final shortlist ,the decision to be made by the Field Administration Officer to finalized the shortlist before publish it online on the external E-recruitment system so that applicants know if they are shortlisted or not for a written test for the vacancy.

14. Candidates who were shortlisted to be have an English test at a third party premises at Amideast English Language Center.

15. Recruitment Department to publish the names of the candidates on the E-recruitment system who will have a technical written test and those who only succeeded in the English test

16. Recruitment Department to conduct interviews consists of a panel of human resources manager, head of other departments, for the candidates who succeeded in the written exam at the premised of UNRWA.

17. Recruitment Department to publish the names of those who have the succeeded in the interviews and the written tests through an internal evaluation scale as per the rules and regulations of UNRWA. (Interview, Shatali & Abu Kumail)

2- <u>E-recruitment system at UNICEF:</u>

After conducting an interview dated on 11/03/2011 with both the Human Resources Department / Ms. Suha Rantisi – Human Resources Assistant, and the Information Communication System Department / Mr. Nasri Sidawi– Information Communication Technology Officer, the researcher concluded the following results on the mechanism of the current E-recruitment system in UNICEF:

1- The system handles all advertising, applications and communications related to UN recruitment from one central online location, accessed via the Human Resources section of the Intranet.

2- Staff members will have the opportunity to create an electronic profile reflecting their academic and professional experiences, as well as other information about themselves. Profiles can be updated at any time.

3- Your profile will contain your personal and communication data the first time you log in. You will need to fill in your work experience and education (similar to the information required in a P11), your competencies, preferences and other information.

4- The Job Alerts function can notify you via e-mail of vacancies in your area of interest. You can also search for jobs by functional area, level and location in the Employment Opportunities section. Human Resources will advertise vacancies using the system.

5- The system handles the application process ,UN Employment will confirm that the applicant's application is received. Applicant will be able to check the status of his application at any time.

6- All Fixed-Term International Professional positions worldwide and all Fixed-Term General Service positions in New York, Copenhagen and Geneva will be advertised and sourced using e-Recruitment.

7- Other positions will continue to be advertised and sourced as they are at present. This includes National Officer and local General Service posts, Temporary Appointments and consultancies.

8- Applicant will no longer need to complete the P11 form if he is applying for a position advertised via e-Recruitment. The information he currently provides in the P11 will be included in his e-Recruitment profile as part of his Candidate Data Overview.

9- There are two ways to find out about advertised vacancies: First, the applicant can log in to e-Recruitment and search for vacancies by functional area, level, location and education required. Second, he can create job agents that will send him notifications via e-mail when vacancies in his areas of interest are advertised.

10- e-Recruitment is an internet-based system and response times may vary depending on the bandwidth capacity of the office and other technical considerations. (Interview, Rantisi & Sidawi)

Chapter 4

Research Methodology

Chapter 4: Research Methodology

4.1 Introduction

This chapter defines the methodology used in this thesis. The researcher used analytical descriptive method, which tries to describe and assess the E-recruitment implementation in the United Nations Agencies .The descriptive analysis method compares, explains, and evaluates in order to generalize meaningful results to enrich knowledge in this regard. This methodology scans past studies to make full use of them when applied, and predicts the outcomes of the study in the coming stage.

4.2 Data Collection:

4.2.1 Primary Data:

The questionnaire survey was chosen as the main tool for primary data collection. The questionnaires were distributed to United Nations Agencies employees whom working in the Occupied Palestinian Territories in order to assess implementation of E-recruitment system.

4.2.2 Secondary Data:

The data is collected here depending on reviewing of: Published data search, including papers, documents, books, Researches and previous studies conducted by organizations which are of some important for implanting the E-recruitment system.

4.3 Research population:

The Study population consists of the staff members who are working in the field Human Resources, Recruitment and Administration Departments in the UN Agencies in the Occupied Palestinian Territories. Due to the small number of employees working in some UN agencies, most of the staff working in Administrative posts are acting as Human Resources focal points and handling the tasks of Human Resources Department. Therefore the researcher referred to the Human Resources & Administrative affairs of the United Nations Agencies to determine the research population .There are 155 employees working in the Human Resources & Administration Departments in the UN Agencies, due to the fact

that International Labour Organization does not use any online recruitment system, their employees were excluded from the study population.

Table (4.1) Research population

UN Agency Name	HR employees	Admin. employees	HR & Admin. employees
UNICEF	4	3	7
UNRWA	30	12	42
WFP	7	5	12
ILO	4	1	5
OCHA	7	2	9
UNDP	12	9	21
UNESCO	6	2	8
UNFPA	5	2	7
UNIFEM	5	3	8
UNSCO	6	2	8
UNOHCHR	5	2	7
WHO	8	4	12
FAO	6	3	9
Total No. of HR & Admin. employees in the UN Agencies			155

The researcher chose the population study using the comprehensive survey that includes 150 employees working in the UN Agencies,30 questionnaire were excluded for the pilot study, the rest of 120 questionnaire which represent 80% of the study population were distributed and e-mailed to all UN Agencies working in OPT, A total of 94 out of the 120 questionnaires were retrieved for a response rate of 78.3 %.

4.4 Questionnaire Design and Preparation:
The questionnaire consisted of two sections; the first section was concerned with personal traits (gender, age, marital status, qualifications, experience and using Internet)
The second section focused on five dimensions:

- The benefits & importance of E-recruitment to the organization including 14 figures.
- The advantages of E-recruitment to the applicant including 10 figures.
- The availability of adequate infrastructure at the Information Technology center including 17 figures.
- The impact of top management support including 5 figures.
- The real use of E-recruitment system in the UN agencies including 10 figures.

4.5 Research Difficulties:

The researcher has faced difficulties in conducting this study; these difficulties can be summarized as follows:

- Due to the fact that most of the UN agency has its own E-recruitment system, the researcher could not proceed with the distribution of the questionnaire unless having the approval of UNICEF top management as the recruitment process considered as a private and confidential issue to the Human Resources Department, on the other hand to introduce the researcher to other UN agencies to help in fill in the questionnaire.
- Most of the UN agencies did not provide the exact number of Human Resources employees who are conducting test and interviews as most of them consider the Administrative employees are acting as HR employees when it comes to the recruitment process.
- Due to the fact that most of the Head Offices for UN agencies are located in Jerusalem, it was difficult to bring all the hard copies of questionnaires, in respond the researcher asked alternatively the UN agencies to scan the questionnaire and send it by e-mail which took additional time.
- There was no Arabic studies (to the knowledge of the researcher) that handle the studied the E-recruitment systems.
- The lack of books and references (to the knowledge of the researcher) that handle the E-recruitment system.

4.6 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, numerical scale 1-10 is used . The closer the answer is to (10), indicates the full consent of the paragraph.

4.7 Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 15). The researcher would utilize the following statistical tools:

1)   Cronbach's Alpha for Reliability Statistics.

2)   Spearman Rank Correlation for Validity.

3)   Frequency and Descriptive analysis.

4)   Nonparametric Tests (Sign test, Mann-Whitney test, and Kruskal-Wallis test).

• *Sign test* is used to determine if the mean of a paragraph is significantly different from a hypothesized value 6 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 6.

• *Mann-Whitney* test is used to examine if there is a statistical significant difference between two means among the respondents toward the (E-recruitment implementation in the United Nations Agencies) due to gender and marital status.

• *Kruskal-Wallis* test is used to examine if there is a statistical significant difference between several means among the respondents toward the (E-recruitment implementation in the United Nations Agencies) due to age, qualification, monthly average income, experience, and using internet

4.8 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

4.9 Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole filed.

Table (4.2) clarifies the correlation coefficient for each paragraph of the "The benefits & importance of e-recruitment for the organization" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.2) Correlation coefficient of each paragraph of "The benefits & importance of E-recruitment for the organization" and the total of this field

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	E-recruitment achieves a competitive advantage to the United Nations Agencies	0.830	0.000*
2.	E-recruitment provides an advantage of publishing job descriptions of vacancies in detail via the Internet	0.720	0.000*
3.	E-recruitment provides the ability to post jobs for job seekers, whether at the local level or the international	0.629	0.000*
4.	E-recruitment reduces the number of people attending the Department of Human Resources for employment inquiries	0.594	0.000*
5.	E-recruitment reduces the financial & administrative costs	0.646	0.000*
6.	E-recruitment achieves greater flexibility in work	0.830	0.000*

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
7.	The use of E-recruitment leads to the rapid access to qualified human resources	0.837	0.000*
8.	E-Recruitment avoids human errors in the management of human resources	0.837	0.000*
9.	E-Recruitment provides the ability to work remotely through the Internet	0.589	0.000*
10.	The use of E-recruitment assists with the accuracy of the information and data of staff	0.736	0.000*
11.	E-recruitment aids in the decision-making process	0.800	0.000*
12.	E-recruitment contributes to increase employee efficiency	0.817	0.000*
13.	The use of E-recruitment leads to improving the services provided to staff	0.807	0.000*
14.	The use of E-recruitment aids in avoiding bias during the recruitment process	0.820	0.000*

* Correlation is significant at the 0.05 level

Table (4.3) clarifies the correlation coefficient for each paragraph of the "Advantages of E-recruitment to the applicant" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.3) **Correlation coefficient of each paragraph of "Advantages of E-recruitment to the applicant" and the total of this field**

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	E-recruitment provides the ability for applicants to search for job vacancies via the Internet	0.604	0.000*
2.	E-recruitment provides easy access for applicants to overview the job vacancies advertised on the Internet	0.772	0.000*
3.	E-recruitment assists with the ability to apply by filling out the application online and sending it electronically	0.680	0.000*
4.	E-recruitment provides the ability to track the status of your application on the website	0.774	0.000*
5.	E-recruitment saves time spent on manual screening of applications	0.636	0.000*
6.	E-recruitment provides the ability to know the	0.743	0.000*

	names of candidates for the written tests on the website after the final screening process		
7.	E-recruitment provides the possibility to send online tests to candidates rather than conduct tests at the premises of agencies.	0.434	0.000*
8.	Online recruitment provides the possibility of conducting interviews with the applicant and the recruitment panel, via video link or telecommunications tool	0.649	0.000*
9.	E-recruitment provides the ability to know the results of job applicants automatically through the website	0.655	0.000*
10.	E-recruitment reduces the incidence of loss of job applications	0.621	0.000*

* Correlation is significant at the 0.05 level

Table (4.4) clarifies the correlation coefficient for each paragraph of the "Availability of adequate infrastructure at the Information Technology Center" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.4) Correlation coefficient of each paragraph of "Availability of adequate infrastructure at Information Technology Center "and the total of this field

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	Easy access of entry on the website of the organization through the Internet	0.570	0.000*
2.	The availability of entering the data of curriculum vitae for candidates through the pages of E-recruitment	0.692	0.000*
3.	The ability to store, modify and update the data of curriculum vitae at any time	0.706	0.000*
4.	The possibility of choosing any job vacancy advertised on the website and applying for employment through the personal page on the E-recruitment site	0.710	0.000*
5.	The availability of proper equipment needed to run the E-recruitment systems	0.751	0.000*

6.	The availability of human resources to implement the E-recruitment system	0.765	0.000*
7.	Availability of management information systems to run and manage the E-recruitment system	0.762	0.000*
8.	Hardware & software are sufficient in practice to run the E-recruitment system	0.774	0.000*
9.	The available servers are sufficient in practice to run the E-recruitment system	0.772	0.000*
10.	Applicants tests can be sent via the current electronic communication system and applicants can complete and submit the tests to the agency in an appropriate manner.	0.247	0.000*
11.	The current electronic communication system provides the possibility of holding interviews between the applicant and the recruitment panel via video link in a two way communication	0.558	0.000*
12.	The current Internet connection is sufficient to run the application of E-recruitment system	0.695	0.000*
13.	Availability of the necessary protection of data	0.677	0.000*
14.	Availability of backup systems/equipment to manage with disasters and emergency crisis	0.743	0.000*
15.	Continuous technical support is available to users	0.714	0.000*
16.	Has the possibility of cooperation and coordination between the Department of Human Resource Management and other departments to develop the E-recruitment system.	0.680	0.000*
17.	The possibility of tracking employment applications at any stage of the recruitment process and documenting in electronic form through the databases	0.705	0.000*

* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each paragraph of the " The impact of top management support for E-recruitment" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.5) **Correlation coefficient of each paragraph of "The impact of top management support for E-recruitment "and the total of this field**

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	Senior management to allocate the necessary budget for the provision of specialized staff working on the follow-up of the E-recruitment system	0.881	0.000*
2.	Senior management to provide the necessary hardware and software to run the E-recruitment system	0.938	0.000*
3.	The senior management continues to update the E-recruitment system in line with other systems that re used world wide	0.882	0.000*
4.	The senior management provides training for the Information Technology staff who work on the operation of the system	0.875	0.000*
5.	Senior management maintain the continuous development of the E-recruitment system	0.832	0.000*

* Correlation is significant at the 0.05 level

Table (4.6) clarifies the correlation coefficient for each paragraph of the " The real use of E-recruitment system in the United Nations agencies" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.6) **Correlation coefficient of each paragraph of " The real use of E-recruitment system in the UN agencies " and the total of this field**

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	Job vacancies are advertised in an electronic form	0.462	0.000*
2.	Job description is published electronically for the job vacancy	0.633	0.000*
3.	Applications for job vacancies are submitted electronically	0.561	0.000*
4.	The sorting of applications happened electronically	0.585	0.000*

No.		Spearman Correlation Coefficient	P-Value (Sig.)
5.	Electronic tests used in the process of E-recruitment	0.610	0.000*
6.	Marking the tests is conducted electronically	0.556	0.000*
7.	Interviews happen by using video link or communication tools	0.592	0.000*
8.	The feedback for application status is delivered electronically	0.631	0.000*
9.	Senior management to monitor the received applications, results of test and interviews through the database	0.369	0.000*
10.	Results are disseminated electronically	0.380	0.000*

* Correlation is significant at the 0.05 level

4.10 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one filed and all the fields of the questionnaire that have the same level of liker scale.

Table (4.7) Correlation coefficient of each field and the whole of questionnaire

No.	Field	Spearman Correlation Coefficient	P-Value (Sig.)
1.	The benefits & importance of e-recruitment for the organization	0.722	0.000*
2.	Advantages of E-recruitment to the candidate	0.795	0.000*
3.	Availability of adequate infrastructure at the Information Technology Center	0.852	0.000*
4.	The impact of top management support for E-recruitment	0.623	0.000*
5.	The real use of E-recruitment in the United Nations agencies	0.580	0.000*

* Correlation is significant at the 0.05 level

Table (4.7) clarifies the correlation coefficient for each filed and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are

significant at α = 0.05, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

4.11 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger,1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.8) shows the values of Cronbach's Alpha for each filed of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.779 and 0.940. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.944 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (4.8) Cronbach's Alpha for each filed of the questionnaire and the entire questionnaire

No.	Field	Cronbach's Alpha
1.	The benefits & importance of e-recruitment for the organization	0.940
2.	Advantages of E-recruitment to the candidate	0.809
3.	Availability of adequate infrastructure at the Centre for Information Technology	0.910

No.		
4.	The impact of top management support for E-recruitment	0.939
5.	The reality of the use of E-recruitment agencies in the United Nations agencies	0.779
	All paragraphs of the questionnaire	0.944

* Split Half Method:

Table (4.9) the correlation coefficient for each field of the questionnaire

No.	Field	Correlation Coefficient	Spearman-Brown Correlation Coefficient
1.	The benefits & importance of e-recruitment for the organization	0.941	0.970
2.	Advantages of E-recruitment to the job seeker	0.842	0.914
3.	Availability of adequate infrastructure at the Information Technology Center	0.857	0.923
4.	The impact of top management support for E-recruitment	0.893	0.946
5.	The reality of the use of E-recruitment in the UN Agencies	0.799	0.888
6.	**All paragraphs of the questionnaire**	0.939	0.969

Table (4.9) clarifies the correlation coefficient for each field of the questionnaire. The correlation coefficients of all field are significant at α = 0.05, so it can be said that the fields are consistent and valid to be measure what it was set for.

The Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter 5

Data Analysis, Interpretations and Hypothesis Testing

5.1 Data Results and Interpretation:

5.1.1 Personal Traits

Table (5.1) showed the breakdown of the returned questionnaires. Staff working in the Human Resources Department has the highest response rate where they responded effectively to the questionnaire, for the Administrative staff   some of them apologized about filling the questionnaire as they were busy.

Table (5.1): Breakdown of the Answered Questionnaires

Department	Distributed Frequency	Answered Frequency	Response rate	Answered percent %
Human Resources	87	68	78.3%	72.4%
Administration	33	26	78.8%	27.6%
Total	**120**	**94**	**78.3%**	**100%**

5.1.1.1   Gender

Table (5.2) shows that females represent 58.5% of the sample while males represent only 41.5%. this indicates that somehow the number of United Nations Agencies' employees are female, And the reason here as noted by the researcher is due to that UN Agencies has a policy in providing equal opportunities for both males and females.

Table (5.2): Gender

Gender	Frequency	Percent
Male	39	41.5
Female	55	58.5
Total	94	100.0

5.1.1.2 Age

Table (5.3) shows that 11.7% of the respondents' ages are less than 25 years, 42.6% of the ages are between 30 to less than 40 years, and 45.7% of ages are 40and more, this indicates that the respondents from different ages but the most dominant age of respondents is 40 years and more, so the respondents are mature enough to use and deal with the applications of the E-recruitment system.

Table (5.3): Age

Age	Frequency	Percent
Less than 30 years	11	11.7
From 30 to less than 40	40	42.6
40 and older	43	45.7
Total	94	100.0

5.1.1.3 Marital Status:

Table (5.4): Marital Status

Marital Status	Frequency	Percent
Single	68	73.1
Married	25	26.9
Total	93	100.0

Table (5.4) shows that 73.1% of the respondents' Marital status are single, 26.9% of them are married, this indicates that the respondents who are single are more willing to use the system and search for a new vacancies and challenges as they do not have more commitments and use the system more than the married one.

5.1.1.4 Qualification

Table (5.5) shows that 16% of the respondents are holding Diploma Degree or less, 51% are holding Bachelor Degree or Equivalent, 33% are holding Higher Studies Degrees, this indicates that most of the respondents are highly qualified to use and deal with the E-recruitment system properly.

Table (5.5): Qualification

Qualification	Frequency	Percent
Diploma or less	15	16.0
Bachelor or Equivalent	48	51.1
Higher studies	31	33.0
Total	94	100.0

5.1.1.5 Experience:

Table (5.6) shows that 18.1% have experience less 7 than years, 38.3% have experience between 7 to 9 years, 25.5% have experience between 9 to 11 years, 18.1% have experience for more than 11 years, This indicates that most of the UN Agencies staff can provide the E-recruitment system with important information to enhance using the E-recruitment system properly.

Table (5.6): Experience

Experience	Frequency	Percent
Less than 7 years	17	18.1
7 to 9 years	36	38.3
9 to 11 years	24	25.5
More than 11	17	18.1
Total	94	100.0

5.1.1.6 Using Internet:

Table (5.7) shows that 8.5% of the respondents are using Internet for less than 9 years, 91.5% are using Internet for more than 9 years, this indicates that the majority of UN Agencies staff are using the Internet since a long time which will facilitate the use of E-recruitment system.

Table (5.7): Using Internet

Using Internet	Frequency	Percent
Less than 9 years	8	8.5
9 Years and more	86	91.5
Total	94	100.0

Test of Normality for the Data:

Table (5.8) shows the results for Kolmogorov-Smirnov test of normality. From Table (5.8), the p-value for each field is smaller than 0.05 level of significance, then the distribution for each field is not normally distributed.. Consequently, Non-Parametric tests will be used to perform the statistical data analysis.

Table (5.8) the results for Kolmogorov-Smirnov test of normality

Field	Kolmogorov-Smirnov	
	Statistic	P-value
The benefits & importance of e-recruitment for the organization	0.093	0.046
Advantages of E-recruitment to the candidate	0.117	0.003
Availability of adequate infrastructure at the Centre for Information Technology	0.109	0.008
The impact of top management support for E-recruitment	0.184	0.000
The reality of the use of E-recruitment agencies in the United Nations agencies	0.163	0.000

5.2   Analysing and discussing the questions of the study:

5.2.1   What are the benefits & importance of E-recruitment for the organization?

The first dimension discusses the benefits & importance of E-recruitment for the organization where table (5.9) shows the following results:

- The mean of paragraph #3 "E-recruitment provides the ability to post jobs for job seekers, whether at the local level or the international" equals (85.96%), Test-value =8.85, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher concludes that the respondents highly agreed that E-recruitment provides the ability to post jobs for job seekers either on the local or international level, especially as the national staff of any of the UN Agencies can apply for any international post, and can be easily moved to another duty station if recruited for the post.

- The mean of paragraph #14 "The use of E-recruitment aids in avoiding bias during the recruitment process" equals (71.65%), Test-value =5.07, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed that E-recruitment aims to avoid bias during the recruitment process as no way for applicants to disappeared or lost , also its easy to track the applications at any stage of the recruitment process as all the database is on servers and can be extracted at if requested by management at any time.

- **In general the mean of the filed "The benefits & importance of e-recruitment for the organization" equals (78.92%), Test-value = 8.77, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed that E-recruitment is important and has many benefits in terms of providing the ability to post jobs for job seekers at the local level or international level, the ability of publishing job descriptions of vacancies in details via the Internet, reduce the administrative and financial costs, achieves greater flexibility in work, provide rapid access to qualified human resources, avoiding human errors in the management of human resources, provides the accuracy of the database and to avoid bias during the recruitment process.**

This finding is consistent with (Othman, 2007) which indicates that online recruitment is views as an important additional tool to advertise jobs, holding online interviews and announce the winner candidates electronically, and consistent with (Barber, 2006) which shows using the E-recruitment made the application easier in reviewing online application forms of job vacancies, reducing risks of cheating, also it is consistent with (Bodea, 2003) which indicates that in many cases traditional approaches for recruitment may not be feasible and will increase the cost of recruitment process in attracting candidates, spending more expenses on traditional advertisement in newspapers, magazines, while it is require use of information technology to create electronic recruitment system alternatively and to make use of the new technique, and consistent with (Wheller, 2006) which shows that it is evident that organizations should consider using E-recruitment corporate websites in lieu of traditional job boards, as this will reduce the administration cost associated with short-listing applicants and at the same time maintain the overall level of quality in the applicant pool, also it is consistent with (Nickel 2004) which indicates that by using E-recruitment system job seekers will be more willing to upload resumes, their confidential data as all will be kept in the database and will not be published to others like the traditional recruitment, only few users have access to job seekers private data.

Table (5.9): Means and Test values for "The benefits & importance"

	Item	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	E-recruitment achieves a competitive advantage to the United Nations Agencies	78.94	6.96	0.000*	8
2.	E-recruitment provides an advantage of publishing job descriptions of vacancies in detail via the Internet	84.36	8.52	0.000*	2
3.	E-recruitment provides the ability to post jobs for job seekers, whether at the local level or the international	85.96	8.85	0.000*	1
4.	E-recruitment reduces the number of people attending the Department of Human Resources for employment inquiries	83.19	8.68	0.000*	3

5.	E-recruitment reduces the financial & administrative costs	82.72	8.56	0.000*	4
6.	E-recruitment achieves greater flexibility in work	79.89	7.38	0.000*	6
7.	The use of E-recruitment leads to the rapid access to qualified human resources	79.68	7.53	0.000*	7
8.	E-Recruitment avoids human errors in the management of human resources	77.69	7.02	0.000*	9
9.	E-Recruitment provides the ability to work remotely through the Internet	80.64	7.93	0.000*	5
10.	The use of E-recruitment assists with the accuracy of the information and data of staff	75.85	6.81	0.000*	11
11.	E-recruitment aids in the decision-making process	74.09	5.86	0.000*	13
12.	E-recruitment contributes to increase employee efficiency	74.18	5.78	0.000*	12
13.	The use of E-recruitment leads to improving the services provided to staff	75.96	6.50	0.000*	10
14.	The use of E-recruitment aids in avoiding bias during the recruitment process	71.65	5.07	0.000*	14
	Total	**78.92**	**8.77**	**0.000***	

* The mean is significantly different from 6

5.2.2 What is the advantage of E-recruitment to the applicant?

The second dimension discusses the advantages of E-recruitment to the job seekers where table (5.10) shows the following results:

• The mean of paragraph #1 "E-recruitment provides the ability for applicants to search for job vacancies via the Internet" equals (85.85%), Test-value = 8.48, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed that E-recruitment provides the ability to search for job vacancies through the internet as they can find all the new vacancies and its relevant job description with only one click, instead of searching for vacancies in the newspaper or magazine as the traditional way for advertising vacancies for recruitment by the UN Agencies.

• The mean of paragraph #7 "E-recruitment provides the possibility to send online tests to candidates rather than conduct tests at the premises of agencies" equals (49.78%), Test-value = -0.74, and P-value = 0.230 which is greater than the level of

significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. The researcher concludes that the respondents agreed that E-recruitment neither provide the possibility to send online tests to candidates nor to conduct tests at the premises of agencies.

- **The mean of the filed "Advantages of E-recruitment to the applicant" equals (76.31%), Test-value = 6.84, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6 , The researcher concludes that the respondents agreed that E-recruitment has many advantages to job seekers in terms of providing the ability to search for job vacancies via the internet, provide easy access to overview the job vacancies advertised on Internet, applying by filling out the application online, upload resume and sending it electronically, tracking the application status on the website, save time spent on manual screening of application, and reduce the incidence of loss of job applications.**

This finding is consistent with (Feldman and Klaas, 2002) which shows that applicants accredited the internet as being a useful source to locate general information on a wide array of industries, companies and jobs, and also identified advantages in the ability to enter an array of search variables when looking for jobs, including geographic location, job type or industry type, and to assess how hot or cold the job market was for their skills and what remuneration they could expect, also it is consistent with (Rozelle and Landis, 2002) that indicates that the qualified applicants recruited from the internet is increasing 16% rather than recruitment form the traditional sources and consistent with (Barber, 2006) which shows using the E-recruitment made the application easier in reviewing online application forms of job vacancies, reducing risks of cheating, also it is consistent with (Bodea, 2003) which indicates that in many cases traditional approaches for recruitment may not be feasible and will increase the cost of recruitment process in attracting candidates, spending more expenses on traditional advertisement in newspapers, magazines, while it is require use of information technology to create electronic recruitment system alternatively and to make use of the new technique

Table (5.10): Means and Test values for "Advantages of E-recruitment to the applicant"

	Item	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	E-recruitment provides the ability for applicants to search for job vacancies via the Internet	85.85	8.48	0.000*	1
2.	E-recruitment provides easy access for applicants to overview the job vacancies advertised on the Internet	83.51	8.15	0.000*	2
3.	E-recruitment assists with the ability to apply by filling out the application online and sending it electronically	82.23	7.63	0.000*	3
4.	E-recruitment provides the ability to track the status of your application on the website	80.64	7.13	0.000*	6
5.	E-recruitment saves time spent on manual screening of applications	80.86	7.87	0.000*	5
6.	E-recruitment provides the ability to know the names of candidates for the written tests on the website after the final screening process	72.83	5.65	0.000*	8
7.	E-recruitment provides the possibility to send online tests to candidates rather than conduct tests at the premises of agencies.	49.78	-0.74	0.230	10
8.	Online recruitment provides the possibility of conducting interviews with the applicant and the recruitment panel, via video link or telecommunications tool	66.45	2.67	0.004*	9
9.	E-recruitment provides the ability to know the results of job applicants automatically through the website	77.96	5.80	0.000*	7
10.	E-recruitment reduces the incidence of loss of job applications	81.10	7.00	0.000*	4
	Advantages of E-recruitment to the candidate	**76.31**	**6.84**	**0.000***	

* The mean is significantly different from 6

5.2.3 To what extent an adequate infrastructure is available at the Information Technology Center?

The third dimension discusses to what extent an adequate infrastructure is available at the center of information technology where table (5.11) shows the following results:

- The mean of paragraph #1 "Easy access of entry on the website of the organization through the Internet" equals (84.47%), Test-value = 7.88, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed to wide extent that E-recruitment provide easy access of entry on the website of the organization via the internet, this means that the software, hardware, server and equipment's are used efficiently to operate the system and to maintain this rapid and easy access to E-recruitment website 24 by 7.

- The mean of paragraph #10 "Applicants tests can be sent via the current electronic communication system and applicants can complete and submit the tests to the agency in an appropriate manner" equals (48.70%), Test-value = -0.53, and P-value = 0.297 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. The researcher concludes that the respondents have no clear vision that applicant's tests can be sent via the current electronic communication system and that they can complete or submit the tests to agencies in an appropriate manner, because they used to have manual tests at the premises of the UN Agencies.

- **The mean of the filed "Availability of adequate infrastructure at Information Technology Center" equals (77.32%), Test-value = 7.32, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed that E-recruitment has available and adequate infrastructure at the information technology center, in terms of the easy access of entry on the website of the agency, the ability to store, modify and update the data of the curriculum vitae at any time, the proper equipment, the availability of human resource and effective server to handle and implement E-recruitment system.**

This finding is consistent with (Al-Ali, 2009) which indicates that users will use more the E-recruitment system once they make sure that their private data, working history will be all controlled properly through a concrete information technology system including software,

hardware to be equipped to run and maintain the E-recruitment system, Also it is consistent with (Furtmuller, 2007) which indicates that users of online recruitment system should be more motivated in case of having a solid system that allow them to search for vacancies, upload personal profiles, overview job descriptions and apply for their interested vacancies in an easy way, and consistent with (Tong, 2004) which indicates that there is a trend for organizations to move towards enhancing the E-recruitment system through the direction of providing software solutions to their clients through providing a proper information technology system applications service over the web in order to provide easy use to the online recruitment system, also it is consistent with (Baloh & Trkman, 2003) which indicates that the internet and information technology are used widely in the widespread of recruitment and selection of staff.

Table (5.11): Means and Test values for "Availability of adequate infrastructure at the Information Technology Center"

	Item	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Easy access of entry on the website of the organization through the Internet	84.47	7.88	0.000*	1
2.	The availability of entering the data of curriculum vitae for candidates through the pages of E-recruitment	81.91	7.61	0.000*	4
3.	The ability to store, modify and update the data of curriculum vitae at any time	83.33	7.76	0.000*	2
4.	The possibility of choosing any job vacancy advertised on the website and applying for employment through the personal page on the E-recruitment site	82.34	7.69	0.000*	3
5.	The availability of proper equipment needed to run the E-recruitment systems	79.35	7.00	0.000*	8
6.	The availability of human resources to implement the E-recruitment system	79.78	7.36	0.000*	6
7.	Availability of management information systems to run and manage the E-recruitment system	79.46	7.44	0.000*	7

8.	Hardware & software are sufficient in practice to run the E-recruitment system	80.43	7.08	0.000*	5
9.	The available servers are sufficient in practice to run the E-recruitment system	78.82	7.22	0.000*	9
10.	Applicants tests can be sent via the current electronic communication system and applicants can complete and submit the tests to the agency in an appropriate manner.	48.70	-0.53	0.297	17
11.	The current electronic communication system provides the possibility of holding interviews between the applicant and the recruitment panel via video link in a two way communication	73.33	5.45	0.000*	16
12.	The current Internet connection is sufficient to run the application of E-recruitment system	77.28	6.15	0.000*	13
13.	Availability of the necessary protection of data	77.33	6.29	0.000*	12
14.	Availability of backup systems/equipment to manage with disasters and emergency crisis	75.11	6.15	0.000*	14
15.	Continuous technical support is available to users	75.11	6.00	0.000*	15
16.	Has the possibility of cooperation and coordination between the Department of Human Resource Management and other departments to develop the E-recruitment system.	77.64	6.59	0.000*	11
17.	The possibility of tracking employment applications at any stage of the recruitment process and documenting in electronic form through the databases	78.57	7.14	0.000*	10
	Availability of adequate infrastructure at the Information Technology Center	**77.32**	**7.32**	**0.000***	

* The mean is significantly different from 6

5.2.4 What is the impact of top management support for E-recruitment?

The fourth dimension discusses the impact of top management support for E-recruitment where table (5.12) shows the following results:

• The mean of paragraph #1 "Senior management to allocate the necessary budget for the provision of specialized staff working on the follow-up of the E-recruitment system" equals (80.86%), Test-value = 8.06, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed to a wide extent that the senior management allocated the necessary budget for the provision of specialized staff working on the follow-up of the E-recruitment system.

- The mean of paragraph #4 "The senior management provides training for the Information Technology staff who work on the operation of the system" equals (77.31%), Test-value = 7.21, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed that senior management provides training for the Information Technology staff who work on the operation of the system, as the UN Agencies send their staff on a regular basis to regional offices and headquarters to be trained on the new versions of operating systems and how to maintain the system 24 by 7 in case of the occurrence of any unexpected technical problems.

- **The mean of the filed "The impact of top management support for E-recruitment" equals (78.64%), Test-value = 7.55, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed that top management top level has positive impact on supporting the implementation of E-recruitment system in the UN Agencies in terms of allocating the necessary hardware, software, updating the E-recruitment system in line with other system that are used worldwide and maintain a continuous development of E-recruitment system.**

This finding is consistent with (Tong, 2004) which indicates that there is a trend for recruiters to move towards enhancing the E-recruitment system through the direction of providing software solutions , and providing proper information technology system applications services, also it is consistent with (Barber, 2006) which indicates that organizations currently focus most of their attention and efforts on using the E-recruitment system, it is consistent with (Ruel & others, 2004) which indicates that companies support electronic human resources systems to help management to play the role of global and local characteristic, also it is consistent with (Olivas-Lujan & others, 2007) which shows that companies support the use of online systems as it provide a global competitive advantage through the application of E-recruitment services.

Table (5.12): Means and Test values for "The impact of top management support"

	Item	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Senior management to allocate the necessary budget for the provision of specialized staff working on the follow-up of the E-recruitment system	80.86	8.06	0.000*	1
2.	Senior management to provide the necessary hardware and software to run the E-recruitment system	79.46	7.78	0.000*	2
3.	The senior management continues to update the E-recruitment system in line with other systems that re used world wide	78.40	7.14	0.000*	4
4.	The senior management provides training for the Information Technology staff who work on the operation of the system	77.31	7.21	0.000*	5
5.	Senior management maintain the continuous development of the E-recruitment system	78.93	6.98	0.000*	3
	The impact of top management support for E-recruitment	**78.64**	**7.55**	**0.000***	

* The mean is significantly different from 6

5.2.5 What is the real use of E-recruitment system in the United Nation's Agencies?

The fifth dimension discusses the real use of E-recruitment system where table (5.13) shows the following results:

- The mean of paragraph #1 "Job vacancies are advertised in an electronic form" equals (85.64%), Test-value = 8.75, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed that job vacancies are advertised in an electronic form , due to the fact that the job vacancy is advertised with full details of the relevant job description on the United Nations Agencies' E-recruitment website.

- The mean of paragraph #6 "Marking the tests is conducted electronically" equals (31.67%), Test-value = -5.21, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6 because. The researcher concludes that the respondents disagreed that tests for candidates is conducted electronically.

- **The mean of the filed "The reality of the use of E-recruitment agencies in the United Nations agencies" equals (62.02%), Test-value = 0.93, and P-value=0.177 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. The researcher concludes that employees have no clear vision about the real use of E-recruitment system in the UN Agencies, the real use of E-recruitment system is implemented through advertising job vacancies, publishing the job descriptions, submission application for job vacancies and sorting job applications electronically, on the other hand electronic tests used in the process, marking the tests, conducting interviews , using video link, the feedback for application status, monitoring the received applications, results of test and interviews, dissemination of final results are all not used electronically.**

This finding is consistent with (Nickel 2004) which indicates that by using E-recruitment system job seekers will be more willing to upload resumes, their confidential data as all will be kept in the database and will not be published to others like the traditional recruitment, only few users have access to job seekers private data. Also the finding is consistent with (Feldman and Klaas, 2002) which shows that applicants accredited the internet as being a useful source to locate genera information on a wide array of industries, companies and jobs, and also identified advantages in the ability to enter an array of search variables when looking for jobs, including geographic location, job type or industry type, and to assess how hot or cold the job market was for their skills and what remuneration they could expect

Table (5.13): Means and Test values for "The real use of E-recruitment system in the United Nations agencies"

	Item	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Job vacancies are advertised in an electronic form	85.64	8.75	0.000*	1
2.	Job description is published electronically for the job vacancy	82.77	7.97	0.000*	2
3.	Applications for job vacancies are submitted electronically	82.02	8.24	0.000*	3
4.	The sorting of applications happened electronically	73.04	5.07	0.000*	5
5.	Electronic tests used in the process of E-recruitment	37.19	-3.25	0.001*	7
6.	Marking the tests is conducted electronically	31.67	-5.21	0.000*	10
7.	Interviews happen by using video link or communication tools	34.95	-4.24	0.000*	9
8.	The feedback for application status is delivered electronically	36.92	-3.73	0.000*	8
9.	Senior management to monitor the received applications, results of test and interviews through the database	68.90	4.10	0.000*	6
10.	Results are disseminated electronically	75.82	5.64	0.000*	4
	The reality of the use of E-recruitment agencies in the United Nations agencies	**62.02**	**0.93**	**0.177**	

* The mean is significantly different from 6

5.2 Hypothesis Testing

Sign test is used to determine if the mean of a paragraph is significantly different from hypothesized value 3 (Neutral). If the P-value (Sig.) is smaller than the level of significance, a = 0.05, then the mean a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P value (Sig.) is greater than the level of significance, a = 0.05, then the mean a paragraph is insignificantly different from a hypothesized value 3.

There are five Hypothesis for this research:

1) There exists a significant relationship at 0.05 level between the benefits & importance and the real implementation of E-recruitment system in the United Nations agencies.

2) There exists a significant relationship at 0.05 level between Advantages of E-recruitment to the candidate and the real implementation of E-recruitment system in the United Nations agencies.

3) There exists a significant relationship at 0.05 level between Availability of adequate infrastructure at the Centre for Information Technology and the real implementation of E-recruitment system in the United Nations agencies.

4) There exists a significant relationship at 0.05 level between impact of top management support and the real implementation of E-recruitment system in the United Nations agencies.

5) There is a significant difference among respondents regarding the implementation of the E-recruitment system in the United Nations Agencies at significant level 0.05 due to personal traits.
   (Gender, Age, Marital Status, Qualifications, Experience, Using Internet)

5.2.1 Hypothesis No. 1:

There exists a significant relationship at 0.05 level between the benefits & importance and the real implementation of E-recruitment system in the United Nations agencies.

Table (5.14) shows that the correlation coefficient between the benefits & importance and the real implementation of E-recruitment in the United Nations agencies equals 0.099 and the p-value (Sig.) equals 0.171. The p-value (Sig.) is greater than 0.05, so the correlation coefficient is statistically insignificant at α = 0.05. So it can be said that **an insignificant relationship** exists between the benefits & importance and the real implementation of E-recruitment system in the United Nations agencies.

This is due to the contradiction of employees' perception of the importance and the benefits of E-recruitment system and the improper implementation of key components of E-recruitment system.

This finding is consistent with (Nickel, 2004) as it supports that there exist a strong relation between benefits & importance and the implementation of E-recruitment system as applicants will be more willing to upload resumes, their confidential data as all will be kept in the database and will not be published to others like the traditional recruitment, only few users have access to job seekers private data, it is consistent with (Bodea, 2003) which indicates that there is a weak relation between the decrease the cost of recruitment process in attracting candidates, spending more expenses on traditional advertisement in newspapers, magazines, and use the E-recruitment system when using the information technology to create electronic recruitment system alternatively and to make use of the new technique

Table (5.14) Correlation coefficient between the benefits & importance and the real implementation of E-recruitment system in the United Nations agencies

Field	Spearman Correlation Coefficient	P-Value (Sig.)
The benefits & importance	0.099	0.171

5.2.2 Hypothesis No. 2:

There exists a significant relationship at 0.05 level between Advantages of E-recruitment to the candidate and the real implementation of E-recruitment system in the United Nations agencies.

Table (5.15) shows that the correlation coefficient between Advantages of E-recruitment to the candidate and the reality of the use of E-recruitment agencies in the United Nations agencies equals 0.416 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. so it can be said that there exists a **significant relationship** between Advantages of E-recruitment system to the applicant and the real implementation of E-recruitment system in the United Nations agencies.

This finding is consistent with (Feldman & Klass, 2002) which shows there is a strong relation exists between advantages and the implementation of E-recruitment system as applicants accredited the internet as being useful source to locate general information on a wide array of industries, companies and jobs and also identified advantages in the ability to look for jobs.it is consistent with (Barber, 2006) which shows a strong relation between using the E-recruitment system and the advantage of made the application easier in reviewing online application forms of job vacancies, reducing risk of cheating.

Table (5.15) Correlation coefficient between Advantages of E-recruitment to the applicant and the real implementation of E-recruitment system **in the United Nations agencies.**

Field	Spearman Correlation Coefficient	P-Value (Sig.)
Advantages of E-recruitment to the applicant	0.416	0.000*

* Correlation is statistically significant at 0.05 level

5.3.3 Hypothesis No. 3:

There exists a significant relationship at 0.05 level between Availability of adequate infrastructure at the Information Technology Center and the real implementation of E-recruitment system in the United Nations agencies.

Table (5.16) shows that the correlation coefficient between Availability of adequate infrastructure at the Information Technology Center and the real implementation of E-recruitment system in the United Nations agencies equals 0.422 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. so it can be said that there exists **a significant relationship** between Availability of adequate infrastructure at the Information Technology Center and the real implementation of E-recruitment system in the United Nations agencies.

This finding is consistent with (Furtmuller, 2007) which shows there is a strong relation exists between the availability of adequate infrastructure and the implementation of E-recruitment system as it indicated that users of online recruitment system should be more motivated in case of having a solid system that allow them to search for vacancies, in an easy way . it is consistent with (Al-Ali, 2009) which shows a solid relation when users will more use the E-recruitment system once they make sure that their private data is properly controlled through a concrete information technology system including software and hardware.

Table (5.16) Correlation coefficient between Availability of adequate infrastructure at the Information Technology Center and the real implementation of E-recruitment system in the United Nations agencies

Field	Spearman Correlation Coefficient	P-Value (Sig.)
Availability of adequate infrastructure	0.422	0.000*

* Correlation is statistically significant at 0.05 level

5.3.4 Hypothesis No. 4:

There exists a significant relationship at 0.05 level between impact of top management support and the real implementation of E-recruitment system in the United Nations agencies.

Table (5.17) shows that the correlation coefficient between impact of top management support and the reality of the use of E-recruitment agencies in the United Nations agencies equals 0.210 and the p-value (Sig.) equals 0.021. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. so it can be said that there exists **a significant relationship** between impact of top management support and the real implementation of E-recruitment system in the United Nations agencies.

This finding is consistent with (Ruel & others, 2004) which indicates that there is a concrete relation between top management support and the real implementation of E-recruitment system as companies support electronic human resources systems to help management to play the role of global and local characteristic, also it is consistent with (Olivas-Lujan & others, 2007) which shows that companies support the use of online systems as it provide a global competitive advantage through the application of E-recruitment services. also it is consistent with (Tong, 2004) which indicates that there is a trend for recruiters to move towards enhancing the E-recruitment system through the direction of providing software solutions , and providing proper information technology system applications services, also it is consistent with (Barber, 2006) which indicates that organizations currently focus most of their attention and efforts on using the E-recruitment system,

Table (5.17) Correlation coefficient between impact of top management support and the real implementation of E-recruitment system in the United Nations agencies

Field	Spearman Correlation Coefficient	P-Value (Sig.)
impact of top management support	0.210	0.021*

* Correlation is statistically significant at 0.05 level

5.3.5 Hypothesis No. 5:

There is a significant difference among respondents regarding the implementation of the E-recruitment system due to personal traits.

This hypothesis can be divided into the following sub-hypotheses:

- **The First sub-hypothesis:** There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Gender.

Table (5.18) shows the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields, then there is **insignificant difference** in respondents' answers toward these fields due to Gender.

Which means that the personal trait gender has no effect due to Gender in terms of importance, benefits, advantages and real use of E-recruitment system.

In addition, the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "The impact of top management support for E-recruitment", then there is significant difference in respondents' answers toward this field due to Gender

Which means that the personal trait gender has an effect, this is because the females feel the greater support of top management in enhancing the implementation of E-recruitment system that will reduce the difficulties being faced by female in searching for jobs via the online recruitment system.

Table (5.18): Mann-Whitney test of the fields and their p-values for Gender

No	Field	Test value	P-value(Sig.)
1.	The benefits & importance of e-recruitment for the organization	-0.948	0.343
2.	Advantages of E-recruitment to the applicant	-0.753	0.451
3.	Availability of adequate infrastructure at the Information Technology Center	-0.207	0.836
4.	The impact of top management support for E-recruitment	-2.311	0.021*
5.	The real use of the E-recruitment system in the United Nations agencies	-0.503	0.615
6.	**All paragraphs together**	**-1.186**	**0.236**

Table (5.19) shows the mean rank for each field of Gender. From table (5.19) the researcher notices that the mean rank for Females is higher than Males.

So it can be said that the respondents of females are higher than males , this can be explained that females are more willing to search and overview vacancies through using the E-recruitment system.

Table (5.19): Mean rank for each field of Gender

No	Field	Mean Rank	
		Male	Female
1.	The benefits & importance of e-recruitment for the organization	44.33	49.75
2.	Advantages of E-recruitment to the applicant	44.99	49.28
3.	Availability of adequate infrastructure at the Information Technology Center	46.81	47.99
4.	The impact of top management support for E-recruitment	39.81	52.95
5.	The real use of E-recruitment system in the United Nations agencies	45.82	48.69
6.	**All paragraphs together**	43.54	50.31

- ▪ **The Second sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Age.**

Table (5.20) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each fields, then there is **insignificant difference** in respondents' answers toward each field due to the age.

Which means that the personal trait age has no effect on these fields; which can be explained by the fact that all the employees are getting benefit from the E-recruitment system regardless of their age.

Table (5.20): Kruskal-Wallis test of the fields and their p-values for Age

No	Field	Test Value	df	Sig.
1.	The benefits & importance of e-recruitment for the organization	0.464	2	0.793
2.	Advantages of E-recruitment to the applicant	0.867	2	0.648
3.	Availability of adequate infrastructure at the Information Technology Center	0.076	2	0.963
4.	The impact of top management support for E-recruitment	0.227	2	0.893
5.	The real use of E-recruitment system agencies in the United Nations agencies	2.560	2	0.278
6.	**All paragraphs together**	.228	2	.892

- • **The Third sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Marital Status.**

Table (5.21) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields "The benefits & importance of e-recruitment for the organization and "The real use of E-recruitment system in the United Nations agencies", then there is **significant difference** in respondents' answers toward these fields due to Marital Status in terms of the benefits and importance of E-recruitment system for the organization.

Which means that marital status has an effect on these fields, this can be explained that all employees who are single have enough time as they are professional of dealing with the E-recruitment system and are more interested than married to use the E-recruitment system to search for vacancies and apply for new jobs, also they are more aware than married of the benefits & importance of E-recruitment.

In addition, Table (5.21) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields, then there is **insignificant difference** in respondents' answers toward these fields due to Marital Status in terms of the advantages of E-recruitment to the applicants, availability of adequate infrastructure at the Information Technology Center and the impact of top management in support of E-recruitment.

Which means that marital status has no effect on these fields, this can be explained that all employees are fully aware of the available adequate infrastructure at the information technology center and the management support that implement the E-recruitment system regardless their marital status.

Table (5.21): Mann-Whitney test of the fields and their p-values for Marital Status

No	Field	Test value	P-value(Sig.)
1.	The benefits & importance of e-recruitment for the organization	2.011	0.044*
2.	Advantages of E-recruitment to the applicant	0.260	0.795
3.	Availability of adequate infrastructure at the Information Technology Center	0.706	0.480
4.	The impact of top management support for E-recruitment	1.292	0.197
5.	The real use of E-recruitment system in the United Nations agencies	-2.398	0.016*
6.	**All paragraphs together**	-.451	.652

* The mean difference is significant a 0.05 level

Table (5.22) shows the mean rank for each field of Marital Status. From table (5.22) the researcher notices the following,

For the field "The benefits & importance of e-recruitment for the organization" , the mean rank for "single" is higher than "married".

It can be said that the respondents of singles are higher than married; this can be explained that single employees are more aware of applying for vacancies using online technology and to move to other posts or agencies as they do not have commitment unlike the married people.

For the field "The reality of the use of E-recruitment agencies in the United Nations agencies", the mean rank for married is higher than single.

So it can be said that the married employees knows better how to use the E-recruitment system ,this can be explained that they concentrate more on the details of using the system more than single one.

Table (5.22): Mean rank for each field of Marital Status

No	Field	Mean Rank	
		Single	Married
1.	The benefits & importance of e-recruitment for the organization	50.41	37.72
2.	Advantages of E-recruitment to the applicant	47.44	45.80
3.	Availability of adequate infrastructure at the Information Technology Center	48.20	43.74
4.	The impact of top management support for E-recruitment	49.18	41.06
5.	The real use of E-recruitment system in the United Nations agencies	42.93	58.06
6.	**All paragraphs together**	47.76	44.92

- **The Fourth sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Qualifications.**

Table (5.23) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields "The benefits & importance of e-recruitment for the organization and "Availability of adequate infrastructure at the Information Technology Center", then there is **significant difference** in respondents' answers toward these fields due to Qualifications in terms of benefits and importance of E-recruitment system for the organization.

Which means that the personal trait qualification has an effect on these fields, this can be explained that the employees with high qualification are more aware of the importance of E-recruitment and the availability of adequate Information Technology Center to support the E-recruitment system.

In addition, Table (5.23) shows that the p-value (Sig.) is greater than the level of significance α = 0.05 for the other fields, then there is **insignificant difference** in respondents' answers toward these fields due to Qualifications in terms of advantages of E-recruitment to the applicants, impact of top management support and the real implementation of E-recruitment in the UN agencies.

Which means that the personal trait qualification has no effect on these fields, this can be explained that the employees are aware of the benefits and use of the E-recruitment system regardless of their qualification degrees.

Table (5.23): Kruskal-Wallis test of the fields and their p-values for Qualifications

No	Field	Test Value	df	Sig.
1.	The benefits & importance of e-recruitment for the organization	8.487	2	0.014*
2.	Advantages of E-recruitment to the applicant	1.550	2	0.461
3.	Availability of adequate infrastructure at the Information Technology Center	6.296	2	0.043*
4.	The impact of top management support for E-recruitment	3.791	2	0.150
5.	The real use of E-recruitment agencies in the United Nations agencies	5.707	2	0.058
6.	**All paragraphs together**	2.847	2	.241

* The mean difference is significant a 0,05 level

Table (5.24) shows the mean rank for each field for Qualifications. For the fields "The benefits & importance of e-recruitment for the organization" and "Availability of adequate infrastructure at the Information Technology Center", the mean rank for Bachelor or Equivalent respondents is higher than other Qualification groups.

So it can be said that the employees who are holding bachelor or equivalent are more aware of the importance and using of the E-recruitment system than other employees who have less or more qualifications.

Table (5.24): Mean rank for each field of Qualifications

No	Fields	Mean Rank		
		Diploma or less	Bachelor or Equivalent	Higher studies
1.	The benefits & importance of e-recruitment for the organization	45.50	55.02	36.82
2.	Advantages of E-recruitment to the applicant	46.67	50.71	42.94
3.	Availability of adequate infrastructure at the Information Technology Center	38.90	54.38	41.02
4.	The impact of top management support for E-recruitment	35.80	51.43	47.08
5.	The real use of E-recruitment system in the United Nations agencies	45.03	42.16	56.97
6.	**All paragraphs together**	41.97	52.14	43.00

- **The Sixth sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Experience.**

Table (5.25) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "The reality of the use of E-recruitment agencies in the United Nations agencies", then there is **significant difference** in respondents' answers toward this field due to Experience.

Which means that the personal trait experience has an effect on these fields, this can be explained that the employees who has a long experience are more aware of the importance of using the E-recruitment system to search and apply for challenging vacancies to improve their careers.

In addition, Table (5.25) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields, then there is **insignificant difference** in respondents' answers toward these fields due to Experience.

Which means that the personal trait experience has no effect on these fields, this can be explained by the fact that the employees with long experience are aware of the advantages of E-recruitment system as they used before to apply for vacancies using the traditional ways, now they use the online technology to do the same but at their convenient.

Table (5.25): Kruskal-Wallis test of the fields and their p-values for Experience

No	Field	Test Value	df	Sig.
1.	The benefits & importance of e-recruitment for the organization	4.377	3	0.224
2.	Advantages of E-recruitment to the applicant	3.270	3	0.352
3.	Availability of adequate infrastructure at the Information Technology Center	0.266	3	0.966
4.	The impact of top management support for E-recruitment	1.582	3	0.663
5.	The real use of E-recruitment system in the United Nations agencies	12.197	3	0.007*
6.	**All paragraphs together**	.310	3	.958

* The mean difference is significant a 0,05 level

Table (5.26) shows the mean rank for each field for Experience. For the field " The real use of E-recruitment system in the United Nations agencies", the mean rank for respondents with Experience of More than 11 is higher than other Experience groups.

Table (5.26): Mean rank for each field of Experience

No	Fields	Mean Rank			
		Less than 7 years	7 to 9 years	9 to 11 years	More than 11
1.	The benefits & importance of e-recruitment for the organization	49.26	49.13	52.44	35.32
2.	Advantages of E-recruitment to the applicant	48.85	41.43	53.81	50.09
3.	Availability of adequate infrastructure at the Information Technology Center	48.85	48.22	45.06	48.06
4.	The impact of top management support for E-recruitment	47.76	49.76	49.13	40.15

5.	The real use of E-recruitment system in the United Nations agencies	46.76	39.82	45.35	67.53
6.	**All paragraphs together**	48.12	45.58	48.54	49.47

- **The Seventh sub-hypothesis: There is a significant difference among respondents regarding the implementation of the E-recruitment system due to Using Internet.**

Table (5.27) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is **insignificant difference** in respondents' answers toward each field due to Using Internet.

Which means that the personal trait using Internet has no effect on these fields, this can be explained that the employees are more aware of using the E-recruitment system as any other portals to search for vacancies, also the E-recruitment system proved the guidelines within the system to help on how to use the system.

Table (5.27): Mann-Whitney test of the fields and their p-values for Using Internet

No	Field	Test value	P-value(Sig.)
1.	The benefits & importance of e-recruitment for the organization	-1.579	0.114
2.	Advantages of E-recruitment to the applicant	-0.326	0.745
3.	Availability of adequate infrastructure at the Information Technology Center	-0.014	0.989
4.	The impact of top management support for E-recruitment	-0.809	0.418
5.	The real use of E-recruitment system in the United Nations agencies	-0.800	0.424
6.	**All paragraphs together**	-.495	.621

Chapter 6

Conclusions & Recommendations

6.1 Conclusions:

After analyzing and interpreting the questionnaire sections, the researcher abled to conclude the following:

- E-recruitment has many benefits and importance for the UN Agencies, with weighted mean 78.98% in terms of providing the ability to post jobs for job seekers, provides an advantage of publishing job description of vacancies in details via the internet, reduce the administrative and financial costs, achieves a competitive advantage to UN agencies, achieves greater flexibility in work, leads to rapid access to qualify human resources and avoid human errors in managing human resources, this result shows that the respondents do not perceive the full importance and benefits of utilizing E-recruitment.

- E-recruitment has many advantages to applicants with weighted mean 76.31%, in terms of providing the ability to search for job vacancies via the internet, provide easy access to overview the job vacancies advertised on Internet, applying by filling out the application online, upload resume and sending it electronically, tracking the application status on the website, save time spent on manual screening of applications, and reduce the incidence of loss of job applications, this results shows that the respondents do not perceive the full advantages of utilizing E-recruitment.

- E-recruitment neither provide the possibility to send online tests to the applicants nor to conduct tests at the premises of agencies were the weighted mean was 49.75% and the P-value 0.230.

- E-recruitment has available and adequate infrastructure at the information technology center with weighted mean 77.32%, in terms of the easy access of entry on the website of the organization, the ability to store, modify and update the data of curriculum vitae at any time, the possibility of choosing any job vacancy, sufficient hardware and software, proper equipment, the availability of human resource and effective server to handle and implement E-recruitment system.

- The applicants tests cannot be sent via the current electronic communication system and cannot complete and submit the tests to agencies in an appropriate manner with weighted mean 48.70% and P-value 0.297.

- The management top level has a positive impact on supporting the implementation of E-recruitment system in the UN Agencies with weighted mean 78.64% in terms of allocating the necessary budget of specializing staff and their Information Technology training, providing the necessary hardware, software, updating the E-recruitment system in line with other system that are used worldwide and maintain a continuous development of E-recruitment system.

- The employees have no clear vision about the real use of E-recruitment system in the UN Agencies, with weighted mean 62.02% and P-value 0.177, were :
  - The real use of E-recruitment is implemented through advertising job vacancies, publishing the job descriptions, submission application for job vacancies and sorting job applications electronically.
  - Electronic tests used in the process, marking the tests, conducting interviews using video link, the feedback for application status, monitoring the received applications, results of tests and interviews, dissemination of final results are all not used electronically.

- There is no significant relationship between the benefits and importance and the real implementation of E-recruitment system in the UN agencies due to the contradiction of employees' perception of the importance and benefits of E-recruitment system and the improper implementation of key components of E-recruitment system

- There is a significant relationship between the advantages of E-recruitment system to the applicants and the real implementation of E-recruitment in the UN Agencies with positive correlation

- There is a significant relationship between the availability of adequate infrastructure in the Information Technology Center and the real implementation of E-recruitment in the UN Agencies with positive correlation.

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- There is a significant relationship between the impact of top management support and the real implementation of E-recruitment in the UN Agencies with positive correlation with positive correlation.

- There is a insignificant difference among respondents regarding the implementation of E-recruitment system due to Gender in terms of importance, benefits, advantages and real use of E-recruitment system.

- There is a significant difference among respondents regarding the implementation of E-recruitment system on the impact of top management support of E-recruitment for the interest of females as they feel the greater support of top management in enhancing the implementation of E-recruitment system that will reduce the difficulties being faced by females in searching for jobs via the online E-recruitment.

- There is an insignificant difference among respondents regarding the implementation of E-recruitment system due to Age.

- There is an insignificant difference among respondents regarding the implementation of E-recruitment system due to Marital Status in terms of the advantages of E-recruitment to the applicants, availability of adequate infrastructure in the IT Center and the impact of top management in support for E-recruitment.

- There is a significant difference among respondents regarding the implementation of E-recruitment system due to Marital Status in terms of the benefits and importance of E-recruitment system for the organization for the interests of the single.

- There is a significant difference among respondents regarding the implementation of E-recruitment system due to Marital Status in terms of the real implementation of E-recruitment for the interests of married.

- There is a significant difference among respondents regarding the implementation of E-recruitment system due to qualifications in terms of benefits and importance of E-recruitment system for the organizations for the interest of Bachelor degree.

- There is a significant difference among respondents regarding the implementation of E-recruitment system due to qualifications in terms of adequate infrastructure in the IT Center for the interest of Bachelor degree.

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- There is a insignificant difference among respondents regarding the implementation of E-recruitment system due to qualification in terms of advantages of E-recruitment to the applicants, impact of top management support and the real implementation of E-recruitment in UN Agencies.

- There is a significant difference among respondents regarding the implementation of E-recruitment system due to monthly average income in terms benefits and importance of E-recruitment system for the organizations, impact of top management support and the real implementation of E-recruitment in UN Agencies for the interest of respondents who's monthly income is from 1000 to 2000 USD category.

- There is a significant difference among respondents regarding the implementation of E-recruitment system due to monthly average income in terms of real implementation of E-recruitment in UN Agencies for the interest of respondents who's monthly income is more than 3000 USD category.

- There is an insignificant difference among respondents regarding the implementation of E-recruitment system due to monthly average income in terms of advantages of E-recruitment to the applicants, availability of adequate infra-structure in IT center.

- There is a significant difference among respondents regarding the implementation of E-recruitment system due to experience in terms of the real implementation of E-recruitment in the UN Agencies for the interests of respondents who have more than 11 years' experience.

- There is an insignificant difference among respondents regarding the implementation of E-recruitment system due to experience in terms of benefits and importance of E-recruitment system for the organizations, impact of top management support, advantages of E-recruitment system to applicants.

- There is a insignificant difference among respondents regarding the implementation of E-recruitment system due to using internet.

6.2 Recommendations:

From the previous conclusions the researcher was able to suggest the following recommendations:

- The United Nations agencies needs to enhance using the E-recruitment system in terms of publishing vacancies with detailed job descriptions therefore the job seekers can apply for these posts either locally or internationally using the online recruitment system.

- The United Nations agencies need to enhance the E-recruitment system in order to reduce the financial and administrative costs rising from advertising the vacancies in newspaper, magazines and other websites, the number of job seekers who are interested to apply for the vacancies as they can simply access the organizations websites, overview the jobs and apply online for the jobs with only one click.

- E-recruitment systems need to improve the flexibility in work, in terms of minimizing and avoiding the human errors in managing the human resources.

- E-recruitment systems need to improve its accuracy in terms of the applicant's data being uploaded online, its updates and modification as this will be an electronic background on those applicants, before being employed this data should be easily extracted from the system to act as a reference at the beginning of recruitment process.

- E-recruitment systems need to improve the way of monitoring the online recruitment process in terms of shortlisting, trenching, tests , interviews and to have an internal electronic tracking system for the status of job seeker's application at each stage of the recruitment process , to minimize bias and to be completely transparent.

- E-recruitment systems need to enhance the way to search for job vacancies via the Internet thus provides the easy access for applicants to overview these jobs 24 hours a day.

- E-recruitment systems need to improve the ability to be able to send the tests for shortlisted candidates via the internet rather than conduct the tests at the premises of the United Nations Agencies, as this will reduce financial and administrative costs.

- E-recruitment systems need to improve the ability to be able to conduct the interviews between the candidates and the interview panel using the video link or any other trustworthy communication tool.

- E-recruitment systems need to enhance the ability to disseminate the final results of the selected applicants electronically or send an email to those applicants informing them about being selected for these posts including some other compensation benefits they are entitled to as an attachment to that email.

- E-recruitment systems need to enhance the ability to keep electronically and later physically all the applications for vacancies submitted by the job seekers, as these application will be kept on special data servers, this will reduce the incidence of loss of job applicants that might happened in case of depending only on not online recruitment systems.

- E-recruitment systems need to enhance the ability for job seekers to upload online the curriculum vitae, store, modify and update the data of their application profile on the system and later to apply for vacancies through their personal profile page.

- E-recruitment systems need to improve the availability of equipment needed including, sufficient software, servers & hardware to run the system properly and maintain backups of data.

- E-recruitment systems need to improve the availability of dependable information system to run and manage the online recruitment process, and the other hand this require to provide the human resources to operation, maintain and run this information system, that includes also provide the training and capacity building for the staff for these purposes.

- E-recruitment system need to improve the possibility for cooperation and coordination between the Department of Human Resources and other departments as the other departments should provide to HRD their advice regarding the shortlisting of applicants as per their own technical knowledge, also the HRD should refer to other departments for their technical advice when conducting tests for applicants.

- Management need to enhance the allocation of budgets for the provision of specialized staff required to develop the E-recruitment system.

- Management need to improve the updating of E-recruitment system, software, hardware to stay in line with other modern international recruitment system.

- Management need to improve the E-recruitment system to keep monitor the received applications, results of tests and interviews through the database this will eliminate bias , increase transparency and strengthen the reputation of the recruitment process within the UN Agencies.

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- <u>www.jobstreet.com</u>

Appendix

Appendix 1

Refereeing and refining

After the questionnaire was designed and revised several times, it was refereed and refined by university professors, doctors, and statisticians. Finally the final copy was ready to be distributed on the study population

Referees:

1. Prof. Majed El Farra

2. Dr. Sami Abo Roos

3. Dr. Khalil Namrouti

4. Dr. Sameer Safi

5. Dr. Yousef Ashour

6. Mr. Diyaa Shatali

Appendix 2

Islamic University

Faculty of Commerce

Postgraduate Studies

MBA ProgramDate: 05/01/2010

Dear Sir/ Madame,

The attached questionnaire is a tool for collecting data to conduct a thesis about

"E-recruitment implementation in the United Nations Agencies"

To be submitted in partial fulfilment of the requirement for MBA – Master Degree in Business Administration, therefore, achieving this objective requires your participation to answer all questions thoroughly, honestly and subjectively.

Your responses will be kept confidential.

Thank you for your cooperation.

Researcher

Raed Ali Hamarna

Please put (√) before the sentence that best correspond to your status:

Part One: General Information

- **Gender**

Male		Female	

- **Age**

Less than 30 years		From 30 to less than 40	
From 40 to less than 50		More than 50	

- **Marital Status**

Single		Married	
Others			

- **Qualification**

Secondary or less		Diploma	
Bachelor or Equivalent		Higher Diploma	
Master		Doctorate	

- **Experience:**

Less than 5 years		5 to 7	y
7 to 9 years		9 to 11 years	
11 to 13 years		More than 13	

- **Using Internet:**

Less than 3 years		3 to 7 years	
7 to 9		More than 9	

Part (A)

Please put an appropriate number according to your estimate beside the paragraph. The closer the answer is to (10), indicates the full consent of the paragraph	
The benefits & importance of e-recruitment for the organization	**Agreement 1 - 10**
1. E-recruitment achieves a competitive advantage to the United Nations Agencies	
2. E-recruitment provides an advantage of publishing job descriptions of vacancies in detail via the Internet	
3. E-recruitment provides the ability to post jobs for job seekers, whether at the local level or the international	
4. E-recruitment reduces the number of people attending the Department of Human Resources for employment inquiries	
5. E-recruitment reduces the financial & administrative costs	
6. E-recruitment achieves greater flexibility in work	
7. The use of E-recruitment leads to the rapid access to qualified human resources	
8. E-Recruitment avoids human errors in the management of human resources	
9. E-Recruitment provides the ability to work remotely through the Internet	
10. The use of E-recruitment assists with the accuracy of the information and data of staff	
11. E-recruitment aids in the decision-making process	
12. E-recruitment contributes to increase employee efficiency	
13. The use of E-recruitment leads to improving the services provided to staff	
14. The use of E-recruitment aids in avoiding bias during the recruitment process	

Part (B)

Please put the appropriate number according to your estimate beside the paragraph. The closer the answer is to (10), indicates the full consent of the paragraph	
Advantages of E-recruitment to the applicant	**Agreement 1 - 10**
1. E-recruitment provides the ability for applicants to search for job vacancies via the Internet	
2. E-recruitment provides easy access for applicants to overview the job vacancies advertised on the Internet	
3. E-recruitment assists with the ability to apply by filling out the application online and sending it electronically	
4. E-recruitment provides the ability to track the status of your application on the website	
5. E-recruitment saves time spent on manual screening of applications	
6. E-recruitment provides the ability to know the names of candidates for the written tests on the website after the final screening process	
7. E-recruitment provides the possibility to send online tests to candidates rather than conduct tests at the premises of agencies.	
8. Online recruitment provides the possibility of conducting interviews with the applicant and the recruitment panel, via video link or telecommunications tool	
9. E-recruitment provides the ability to know the results of job applicants automatically through the website	
10. E-recruitment reduces the incidence of loss of job applications	

Part (C)

Please put the appropriate number according to your estimate beside the paragraph. The closer the answer is to (10), indicates the full consent of the paragraph	
Availability of adequate infrastructure at Information Technology Center:	**Agreement 1 - 10**
1. Easy access of entry on the website of the organization through the Internet	
2. The availability of entering the data of curriculum vitae for candidates through the pages of E-recruitment	
3. The ability to store, modify and update the data of curriculum vitae at any time	
4. The possibility of choosing any job vacancy advertised on the website and applying for employment through the personal page on the E-recruitment site	
5. The availability of proper equipment needed to run the E-recruitment systems	
6. The availability of human resources to implement the E-recruitment system	
7. Availability of management information systems to run and manage the E-recruitment system	
8. Hardware & software are sufficient in practice to run the E-recruitment system	
9. The available servers are sufficient in practice to run the E-recruitment system	
10. Applicants tests can be sent via the current electronic communication system and applicants can complete and submit the tests to the agency in an appropriate manner.	
11. The current electronic communication system provides the possibility of holding interviews between the applicant and the recruitment panel via video link in a two way communication	
12. The current Internet connection is sufficient to run the application of E-recruitment system	
13. Availability of the necessary protection of data	
14. Availability of backup systems/equipment to manage with disasters and emergency crisis	
15. Continuous technical support is available to users	
16. Has the possibility of cooperation and coordination between the Department of Human Resource Management and other departments to develop the E-recruitment system.	
17. The possibility of tracking employment applications at any stage of the recruitment process and documenting in electronic form through the databases	

Part (D)

Please put the appropriate number according to your estimate beside the paragraph. The closer the answer is to (10), indicates the full consent of the paragraph	
The impact of top management support for E-recruitment	**Agreement 1 - 10**
1. Senior management to allocate the necessary budget for the provision of specialized staff working on the follow-up of the E-recruitment system	
2. Senior management to provide the necessary hardware and software to run the E-recruitment system	
3. The senior management continues to update the E-recruitment system in line with other systems that re used world wide	
4. The senior management provides training for the Information Technology staff who work on the operation of the system	
5. Senior management maintain the continuous development of the E-recruitment system	

Part (E)

Please put the appropriate number according to your estimate beside the paragraph. The closer the answer is to (10), indicates the full consent of the paragraph	
The reality of the use of E-recruitment agencies in the United Nations agencies:	**Agreement 1 - 10**
1. Job vacancies are advertised in an electronic form	
2. Job description is published electronically for the job vacancy	
3. Applications for job vacancies are submitted electronically	
4. The sorting of applications happened electronically	
5. Electronic tests used in the process of E-recruitment	
6. Marking the tests is conducted electronically	
7. Interviews happen by using video link or communication tools	
8. The feedback for application status is delivered electronically	
9. Senior management to monitor the received applications, results of test and interviews through the database	
10. Results are disseminated electronically	

Thank you for your tremendous cooperation,,