

**AN EVALUATION OF ONLINE DIGITAL PLATFORM IN FACILITATING
RECRUITMENT IN NON- GOVERNMENTAL ORGANISATION IN LUSAKA. A CASE
OF JOHN SNOW HEALTH ZAMBIA.**

BY

NKHUMBUKILA ZULU

72000049

**A DISSERTATION SUBMITTED TO THE UNIVERSITY OF ZAMBIA IN COLLABORATION
WITH ZIMBABWE OPEN UNIVERSITY IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE IN MASTER OF BUSINESS
ADMINISTRATION.**

**UNIVERSITY OF ZAMBIA
LUSAKA**

DECLARATION

I, **NKHUMBUKILA ZULU**, do hereby declare that this dissertation is my own work to the best of my knowledge and that it has never been produced or submitted for any degree, diploma or other qualification at the University of Zambia or indeed any other university for academic purposes. I further declare that all other works of people used in this research have been duly acknowledged.

Signed: Date.....

COPYRIGHT

All copyrights reserved, No part of this dissertation may be reproduced, stored in any retrieval, transmitted in any form by any means, electronic mechanism, photocopying or otherwise without prior permission, from the author or the University of Zambia.

© 2023 by Nkhumbukila Zulu. All rights reserved.

DEDICATION

This endeavor is devoted to my beloved parents, my lovely son, siblings and indeed, wonderful friends, for their unwavering prayers and moral support throughout my academic pursuit. You have been my beacon of hope and the wellspring of love and laughter. You fill my heart with joy, and I love you all deeply.

ABSTRACT

This study evaluated the efficacy of online digital platforms in facilitating recruitment within a non-governmental organization (NGO) in Lusaka, focusing on John Snow Health Zambia (JSH-Z). Through a qualitative approach aligned with interpretivist principles, 92 JSH-Z employees were surveyed to assess awareness levels, explore existing policies, and identify challenges related to online recruitment. The findings revealed a significant level of staff awareness regarding the online recruitment platforms utilized by JSH-Z, indicating effective communication and training initiatives. However, perceptions of policy effectiveness varied among respondents, suggesting areas for improvement and implementation challenges. The study recommends future longitudinal research to track the evolution of online recruitment practices at JSH-Z and comparative analyses with similar NGOs to identify best practices and areas for enhancement. This study contributes to the understanding of recruitment effectiveness, particularly within the context of NGOs, and highlights the importance of continual evaluation and improvement in utilizing online platforms for talent acquisition.

Key words: Recruitment, Effectiveness, Online platform, NGO, JSH-Z

ACKNOWLEDGEMENTS

I extend my gratitude to the Almighty God for enabling me to successfully complete this dissertation despite encountering notable challenges along the way.

I am deeply thankful to my supervisor, Dr. Joseph Batala, for his invaluable guidance and insightful comments at every stage of this study, which greatly contributed to its successful completion.

To my family, I am profoundly grateful for your unwavering love, patience, spiritual guidance, and financial support throughout this journey. Your encouragement, motivation, and relentless push to strive harder have been instrumental in my achievements.

I also express my appreciation to all my lecturers for imparting knowledge that has brought me to this milestone and to my classmates for their camaraderie and support as we embarked on this journey together.

While I acknowledge the contributions of others, I take full responsibility for any shortcomings, discrepancies, or inadequacies in this study.

CERTIFICATION OF APPROVAL

This Dissertation of **NKHUMBUKILA ZULU** is approved as fulfilling the requirements for the award of the degree of Master of Business Administration (MBA) offered at the University of Zambia in collaboration with Zimbabwe Open University.

Name:

Signature:

Dr. J. Batala

.....

(Supervisor)

Examiners signatures:

Signature

Date.....

.....

Date of approval

TABLE OF CONTENTS

DECLARATION	i
COPYRIGHT	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	v
CERTIFICATION OF APPROVAL	vi
CHAPTER ONE	1
1.0 Overview	1
1.1 Background to the study	1
1.2 Statement of the Problem	3
1.3 Purpose of the Study	4
1.4 Study Objectives	4
1.4.1 General Objective	4
1.4.2 Specific Objectives	4
1.5 Research Questions	4
1.6 Significance of the Study	4
1.7 Conceptual Framework	5
1.8 Scope of the study	6
1.9 Limitations of the Study	7
1.10 Operational definitions	7
1.11 Summary	8
CHAPTER TWO: LITERATURE REVIEW	9
2.0 Overview	9
2.1 Global Perspective	9
2.2 Regional Perspective	15
2.3 Local Perspective	18
2.8 Summary of Literature Review	21
CHAPTER THREE: RESEARCH METHODOLOGY	22
3.0 Overview	22
3.1 Research paradigm	22
3.2 Study Population	23
3.3 Study Sample	23
3.6 Data collection	24
3.7 Procedure for data collection	24
3.8 Data Analysis	25

3.9 Ethical Considerations.....	26
CHAPTER FOUR: PRESENTATION OF FINDINGS.....	27
4.0 Overview	27
4.1 Age of respondents.....	27
4.3 Level of Role/position within JSH-Z	28
4.5.1 Current recruitment process in place for posting job vacancies on online recruitment platforms at John Snow Health Zambia.....	29
4.5.2 Perceived strengths of the existing policies and procedures for online recruitment at John Snow Health Zambia.....	29
4.5.3 Challenges of using online recruitment at JSH-Z	30
4.5.5 Current policies and procedures for online recruitment alignment with industry best practices or standards.....	32
4.5.5.1 Existing policies governing online recruitment practices at JSH.....	33
4.5.6 Awareness of online recruitment platforms that John Snow Health Zambia use. This	
4.6. Respondents experience with online recruitment platforms at John Snow Health Zambia and frequency of utilization of these platforms.....	35
4.7 Perceived as the benefits and drawbacks of using online recruitment in the organization	35
4.8 Training or support regarding the use of online recruitment platforms	36
4.9 Success stories or positive experiences related to online recruitment within JSH-Z.....	36
4.10 Perception of the future of online recruitment at JSH-Z.....	37
4.11 Chapter summary	37
CHAPTER FIVE: DISCUSSION OF FINDINGS.....	38
5.0 Overview	38
5.1 Awareness of online recruitment platforms used at John Snow Health Zambia.....	38
5.2 Policies around online recruitment at John Snow Health Zambia.....	40
5.3 Challenges of using online recruitment at JSH-Z.....	44
5.4 Chapter summary	45
CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS.....	46
6.0 Introduction.....	46
6.1 Conclusion	46
6.1.1 Employee awareness of online recruitment platforms used at John Snow Health Zambia.....	46
6.1.2 Policies around online recruitment at John Snow Health Zambia	47
6.1.3 Challenges of using online recruitment at JSH-Z.	47
6.2 Recommendations	48
6.2.1 Recommendations for future research.....	49

REFERENCES..... 50
APPENDICES..... 54
Appendix 1: Gantt chart 54
Appendix ii: Research budget..... 55
Appendix iii: Research Questionnaire 56

LIST OF TABLES

Table 1: Age of respondents.....	28
Table 2: Gender of respondents.....	28
Table 3: Level of role/position.....	29
Table 4: Length of time at JSH-Z.....	29
Table 5: Educational background.....	30
Table 6: Perceived strength of existing policies/procedures.....	30
Table 7: Challenges of using online recruitment at JSH-Z.....	32
Table 8: Type of online recruitment platform known.....	35

LIST OF ABBREVIATIONS

ATS	:	APPLICANT TRACKING SYSTEM
HR	:	HUMAN RESOURCE
IT	:	INFORMATION TECHNOLOGY
ICT	:	INFORMATION COMMUNICATION TECHNOLOGY
NGO	:	NON-GOVERNMENTAL ORGANIZATION
JSH-Z	:	JOHN SNOW HEALTH ZAMBIA
RBV	:	RESOURCE BASED VIEW
MENA:		MIDDLE EAST AND NORTH AFRICA
ILO	:	INTERNATIONAL LABOUR ORGANIZATION
CV	:	CURRICULUM VITAE
ROI	:	RETURN ON INVESTMENT
G2G	:	GOVERNMENT TO GOVERNMENT
G2C	:	GOVERNMENT TO CITIZENS
G2B	:	GOVERNMENT TO BUSINESS

CHAPTER ONE

INTRODUCTION

1.0 Overview

Chapter one presented the background to the study, Statement of the Problem, Purpose of the study, study objectives, Research hypothesis, Significance of the study, conceptual framework, scope of the study, Limitation of the study, operational definitions and a summary.

1.1 Background to the study

Regardless of the effectiveness of an organization's employee retention strategy, top talent can and will leave, making it critical that companies stay vigilant in their recruitment efforts (Porter, 2011). Because of the hypercompetitive and ever-changing nature of organizations, attracting and retaining top talent is arguably one of the most essential resources (Lee, 2005). Recruitment is a practice conducted by organizations, often human resource (HR) departments, with the primary intention of identifying and attracting qualified candidates for open job positions (Barber, 1998). Before Internet-based recruitment strategies, recruiting was an iterative process in which hiring teams relied on physical copies of documents. The process was labor-intensive, requiring applicants to fill out paper job applications, take pre-employment screenings onsite, and sign physical offer letters (Lee, 2005). Recruiting drastically changed with the introduction of electronic recruitment, or e-recruitment, techniques (Barber, 2006; Kaur, 2015).

E-recruitment is the process by which personnel selection is managed using electronic resources with the first reference of the term appearing in articles in the mid- 1980s (Kaur, 2015). E-recruiting can appear in the form of organizational websites or commercial online job boards. According to Barber (2006), technological advances in electronic communication have allowed organizations to become more sophisticated in their interactions with job seekers, granting them access to top candidates 24/7 through online job boards and corporate websites. Specifically, the growth of the Internet in general directly impacted the rise of e-recruitment strategies (Bartman, 2000). Thus, e-recruiting has experienced a major growth spurt since the late 1990s (Lee, 2005).

E-recruitment has evolved over the years due to the incorporation of online applicant tracking systems (ATSs), multimedia tools, and self-learning, artificially intelligent computer systems (Esch, Black, & Ferolie, 2019). HR departments report reduced costs per hire, a wider reach when attracting candidates, enhanced applicant filtration tools, and reduced time to fill open positions (Ramaabaanu & Saranya, 2014). E-recruiting provides an opportunity for organizations to develop an employer brand that appeals to specific demographics. In an attempt to find more efficient methods of attracting and selecting qualified candidates during a time when competition for top-

talent is fierce, many organizations have adopted e-approaches, applying Internet based strategies to their recruitment processes (Kerrin & Kettle, 2003). However, some organizations have adopted e-recruitment practices without fully understanding their benefits and limitations (Kerrin & Kettle, 2003).

According to a survey by Deloitte (2017), 83 percent of executives stated that talent acquisition is important or very important. However, due to talent and skill shortage (Chambers et al., 1998; Deloitte, 2017), talent acquisition becomes equally important as a resource needed for strategy alignment. By acquiring talent from a pool of market, firms are deriving valuable skills that have been established elsewhere- hence saving the firms from having to further investment on human capital development (Lepak and Snell, 1999). As a consequence, human resource (HR) department plays an important role to ensure that companies acquire talents to meet the competitive advantage through its strategy (Delery and Roumpi, 2017; Ordóñez de Pablos and Lytras, 2008). With respect to traditional forms of talent acquisition (Sivabalan et al., 2014; Black and van Esch, 2020), it is now widely accepted that Industry 4.0 in the context of digital transformation, plays an important part in the hiring process. The most common form of early digital recruitment is known as e-recruitment (Faliagka et al., 2012; Ghazzawi and Accoume, 2014). The introduction of web-based recruitment has transformed the way the job vacancies are shared (Holm, 2014; Tyagi, 2012), when administrative process is streamlined with automation (Gupta et al., 2018), electronic features in each stage of recruitment process (Stone et al., 2015), or by using social media to attract job applicants (Phillips-Wren et al., 2016; van Esch and Black, 2019). The aforementioned transformation in recruitment has changed the way people apply for jobs. In analog recruitment, people would apply for jobs by sending applications through post. While in web-based recruiting, it becomes easy for people to apply for jobs through the web (Black and van Esch, 2020). As a result, the volume of job applications received by companies grows. On one hand, it creates a more diverse pool of applicants (Wilson and Daugherty, 2018), while on the other hand, screening large amounts of CVs is not a small task. According to a report by Bersin and Associates, firms receive an average of 144 applications for each entry-level (O'Leonard, 2011). However, finding the right skills for these positions is challenging and therefore strategy should be crafted for more efficient and productive recruitment (ibid).

The world is experiencing a digital migration- with rapid technological advancements and very few organizational sectors are untouched by the influence of digital platforms. To assist in winning the war for talent in the digital age, it is imperative that organizations find ways to attract job applications from all over the world in quick and expedient ways. Thus, an organization's ability to quickly and efficiently recruit and hire capable employees is an important determinant of organizational effectiveness and competitive advantage. Prior to the introduction of information technology (IT), firms traditionally depended on low-technology methods, including newspaper advertisements, and

employee referrals, to locate and attract qualified candidates, but in the past two decades- the methods and processes which many firms follow to recruit talent has changed, as many organizations are transitioning to e-recruitment. The research question I pose herein is: How does the introduction of electronic recruitment (e- recruitment) affect the recruitment process in organizations, and what are the benefits of this.

The recruitment based on digital tools such as company websites, third party employment agencies and social media are being regarded as a more effective and efficient way of talent acquisition by more and more organizations. The digital trend accelerated tremendously during the COVID pandemic, as even reluctant organizations had to recruit via digital platforms to keep their organizations running. This forced change makes an interesting case on how online digital platforms have helped in recruitment.

The purpose of this paper will evaluate how digital recruitment (for example, through different online platforms) influence the recruitment process. It will also analyse how the pandemic helped shed light on how important digital platforms are in recruiting employees and it will give an outlook to the future developments. This research is going to help recruiters to understand the current situation of recruiting, how to handle it during unplanned crisis and how it will change in the future.

1.2 Statement of the Problem

Online digital platforms have emerged as a promising avenue for recruitment, offering scalable and cost-effective solutions that can tap into a diverse pool of potential candidates (Lepkowska-White & Rogers, 2021).

In recent years, the use of online digital platforms for recruitment has become increasingly prevalent, offering potential benefits such as wider reach, efficiency, and cost-effectiveness. However, despite the growing reliance on these platforms, there remains a lack of comprehensive understanding regarding their effectiveness in the context of non-governmental organizations (NGOs), particularly in regions such as Lusaka, Zambia. This study seeks to evaluate how online digital platforms have facilitated effective recruitment practices within John Snow Health Zambia, a prominent NGO in the region. By examining the utilization of online recruitment methods, the challenges encountered, and the policies around it, this research aims to provide insights into the overall effectiveness of online recruitment strategies in the NGO sector, thereby informing future recruitment practices and strategies within John Snow Health Zambia and similar organizations

1.3 Purpose of the Study

The purpose of the study was to evaluate how online digital platforms facilitate recruitment in a Non-Governmental Organization in Lusaka. This study addressed this critical knowledge gap by conducting a qualitative method case study at JSH-Z. Ultimately, this research aimed to bridge the existing knowledge gap and provide actionable recommendations to enhance the recruitment practices of NGOs like JSH-Z in leveraging online digital platforms effectively.

1.4 Study Objectives

Below are the objectives of the study;

1.4.1 General Objective

The general objective of this study was to critically evaluate the effectiveness of online digital platforms in the recruitment of staff members at John Snow Health Zambia.

1.4.2 Specific Objectives

- i. To assess the awareness of online recruitment platforms used at John Snow Health Zambia.
- ii. To examine the policies around online recruitment at John Snow Health Zambia.
- iii. To establish the challenges of using online recruitment at JSH-Z.

1.5 Research Questions

- i. What is the level of awareness among employees at JSH-Z regarding the various online recruitment platforms?
- ii. What are the existing policies governing online recruitment practices at JSH-Z?
- iii. What are the challenges encountered in the utilization of online recruitment methods at JSH-Z?

1.6 Significance of the Study

The study's importance lied in its potential to reshape recruitment through online platforms, facilitating efficient and systematic processes. By comprehensively examining the awareness, challenges and policies inherent in the adoption of online digital platforms for recruitment within the NGO sector, this study offers insights relevant to recruiters and human resource managers, aiding them in optimizing their approaches. The study's framework addresses the unique African and Zambian context and the critical role of E-recruitment in organizational success. It fosters the creation of effective strategies benefiting all stakeholders while also serving as a guide for future researchers interested in the field of E-recruitment strategies in the realm of NGOs.

1.7 Conceptual Framework

A conceptual framework comprises a network of interconnected ideas or theories that explain the functioning of a specific phenomenon or its relationship with its constituent elements. It elucidates the connections between the variables being studied, including the widely acknowledged association between dependent and independent variables (Svinicki, 2004). This framework forms the foundation for comprehending the causal or correlational patterns of connections among events, concepts, observations, interpretations, and other experiential components. It serves as the basis for understanding how various elements interact and enables individuals to predict the outcomes of intersecting situations, reflecting their understanding of reality (Cocking, 1999).

The dependent variable in this case is the effectiveness of recruitment processes, particularly in terms of the number of qualified applicants, the speed of hiring, or the overall satisfaction of both the organization and job seekers with the recruitment outcomes. This variable depends on the independent variable, which is the utilization and implementation of online digital platforms for recruitment purposes by John Snow Health Zambia.

The independent variable, in this case, is the use of online digital platforms for recruitment. It represents the factor that is manipulated or controlled by the organization and is hypothesized to influence the dependent variable. This variable includes aspects such as the type of online platforms used, the frequency and manner of their use, and any specific strategies or features implemented by the organization to enhance recruitment effectiveness.

Therefore, the relationship between the independent variable (utilization of online digital platforms for recruitment) and the dependent variable (effectiveness of recruitment processes), the research aims to assess the impact of online digital platforms on recruitment outcomes within the context of non-governmental organizations in Lusaka at John Snow Health Zambia.

The impact of the independent and dependent variables could be reported as follows;

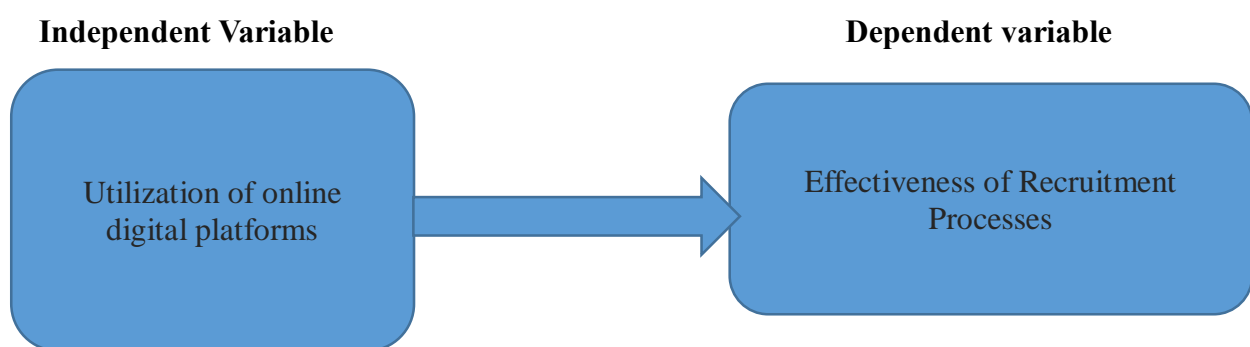
Dependent Variable (Effectiveness of Recruitment Processes):

- i. Provides a measure of the overall success or efficiency of recruitment efforts within John Snow Health Zambia.
- ii. Allows for the evaluation of specific outcomes such as the number of qualified applicants, time-to-fill vacancies, and satisfaction levels among both the organization and job seekers.
- iii. Helps to identify areas of improvement in the recruitment process and assess the effectiveness of interventions or changes implemented by the organization.

Independent Variable (Utilization of Online Digital Platforms for Recruitment)

- i. Enables the study to assess the impact of specific strategies and practices related to the use of online digital platforms on recruitment outcomes.
- ii. Provides insights into the effectiveness of different types of online platforms (e.g., job boards, social media, and company websites) in attracting qualified candidates.
- iii. Allows for the examination of how the frequency, methods, and features of online platform utilization influence recruitment success.
- iv. Helps to identify best practices and recommendations for optimizing the use of online digital platforms in recruitment processes within non-governmental organizations in Lusaka.

By analyzing the relationship between these variables, will enable determine the extent to which the utilization of online digital platforms affects the effectiveness of recruitment processes at John Snow Health Zambia. This information is valuable for both the organization and the broader field of recruitment in non-governmental organizations, as it provides evidence-based insights for improving recruitment strategies and leveraging digital technologies to attract and retain talent.



(Own generated, 2024)

1.8 Scope of the study

The study was conducted in Lusaka, the capital city of Zambia, where the case organization, John Snow Health Zambia, is located. The study focused on the period from January 2019 to December 2023, which represents the time frame during which John Snow Health Zambia has used online digital platforms for recruitment purposes.

The study focused on John Snow Health Zambia as a non-governmental organization in the healthcare sector. While the findings of the study may have implications for other non-governmental organizations in Lusaka, the scope of the study was limited to this specific organization.

1.9 Limitations of the Study

Below are some of the limitations of the study;

- i. **Limited generalizability:** The study's findings could not be generalizable beyond the specific context of John Snow Health Zambia or the nonprofit sector in Lusaka. The recruitment practices, organizational culture, and availability of online digital platforms may differ in other sectors or regions, limiting the transferability of the study's findings.
- ii. **Sample size:** The study's sample was small, depending on the number of staff members of John Snow Health Zambia and job seekers who have used online digital platforms for recruitment during the study period. A small sample size limits the representativeness of the study's findings and reduces the statistical power of the analysis.
- iii. **Social desirability bias:** Participants in the study felt pressure to present themselves and their organization in a positive light, which may lead to social desirability bias. This bias could impact the accuracy and reliability of the data collected.
- iv. **Limited access to data:** The study's access to data may be limited by the organization's policies and practices or the confidentiality concerns of the participants. This limitation impacted the comprehensiveness of the data collected and the validity of the study's findings.

1.10 Operational definitions

Operational definitions provide clear and specific descriptions of key terms used in a study. Here are some potential operational definitions for key terms in the study:

- i. **Online digital platforms:** For the purpose of this study, online digital platforms refer to websites, social media platforms, and other digital tools that John Snow Health Zambia uses to advertise and manage job postings, receive and review job applications, and communicate with potential candidates.
- ii. **Recruitment effectiveness:** Recruitment effectiveness refers to the ability of online digital platforms to attract and retain qualified candidates for job openings in John Snow Health Zambia. This could be measured by factors such as the number of qualified candidates who apply for a job opening, the length of time it takes to fill a job opening, and the retention rate of new hires.
- iii. **JSH-Z:** Is the acronym John Snow Health Zambia, which is the NGO where we are conducting our research.

- iv. **Non-Governmental Organization:** For the purpose of this study, a non-governmental organization (NGO) refers to a nonprofit organization that operates independently of any government and is dedicated to social, cultural, or environmental causes. John Snow Health Zambia is an example of an NGO in the healthcare sector.
- v. **Lusaka:** Lusaka is the capital and largest city of Zambia, located in the southern part of the country. The study will focus on the recruitment practices of John Snow Health Zambia in Lusaka, as the organization is located there.

1.11 Summary

In summary, this chapter presented the background of the research, statement of the problem, the purpose of the study as well as the specific objectives of the study and research questions. The chapter also includes the significance of the study, conceptual framework. In the next chapter, the study aimed at discussing previous works on recruitment using Digital platform. The chapter elaborated themes such as: The Global perspective, regional perspective and the Zambian perspective. This is in order to understand the digital Framework of Online recruitment in Zambian Organisations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter discussed a review of theoretical and empirical literature relevant to the subject matter. The purpose of the literature reviewed in this study was to reflect all the theories, schools of thought and research findings pertaining to online digital platforms and how they help in recruitment. As such, this chapter provides an empirical basis of the study by comprehensively evaluating what other scholars have already investigated on the online digital platforms in relation to recruitment. It analyzes literature on global, regional and local perspectives along with research gaps and themes aligning with the research objectives

2.1 GLOBAL PERSPECTIVE

This part of the literature review concentrates on research conducted outside Africa and their findings along with research gaps identified objectively.

Attracting talent presents a significant challenge for human resource managers, particularly with the proliferation of online recruitment channels leading to a surge in job applicants. Consequently, the process of identifying suitable candidates from this vast pool of applications has become more time-consuming, elongating the hiring cycle. In today's fiercely competitive labor market, employers must accentuate their brand image to capture the attention of potential job-seekers and increase the likelihood of securing top-tier talent that aligns with their organizational needs. (Banerjee, P., & Gupta, R, 2019)

This study investigated the extent to which web 2.0 technologies, such as podcasts, blogs, and online employee testimonials, can enhance an employer's brand perception among employed professionals. A multi-group moderated mediation analysis was conducted using a sample of 361 active users of online recruitment platforms who are working professionals. The analysis sought to elucidate the impact of perceived quality and credibility of career websites on job-seekers' perceptions of the employer and their subsequent intention to apply for positions.

The findings demonstrate a positive association between the presentation of video podcasts and authentic employee testimonials through third-party blogs and job-seekers' perceptions of the quality and credibility of job advertisements. This, in turn, translates into heightened attraction toward the employer and a greater intention among job-seekers to apply for positions within the organization. However, the gap that exists in study is lack of clarity on the research design. It is not very clear for future scholars and researchers to draw knowledge on it for further research refining.

Similarly, Adele and Dimitrois (2016) in a study on online and social media recruitment sought to delve into the intricacies surrounding online and social media recruitment within hospitality organizations, shedding light on its implications for both employers and prospective employees while exploring areas of mutual relevance.

Drawing upon existing research, the paper examined the landscape of online and social media recruitment, utilizing secondary sources to establish a framework for understanding its application within the sector. A model is proposed to elucidate the dynamics of online- and social media-driven recruitment specific to the hospitality industry.

For employers, the paper discussed key considerations such as website attributes, fairness in the recruitment process, and the impact on brand reputation. Prospective employees are advised to contemplate the management of their public and private online profiles. Areas of mutual concern include the significance of maintaining an online presence, the blurred boundaries of online information, and the legal ramifications therein.

Ultimately, this paper contributed by offering a nuanced reflection on debates across various disciplines, presenting a dual perspective that considers the viewpoints of both employers and potential employees regarding emerging themes in online- and social media-driven recruitment within the hospitality industry.

While in Malaysia Hamed and Sajad (2016) observed that Electronic recruitment has become a crucial practice among competitive firms across various industries, recognizing the pivotal role of human resource capabilities in shaping competitive positioning. This study aimed to investigate how different aspects of information content quality (ICQ), vividness (VID), interactivity (INT), attractiveness and effectiveness (EFE), search engine optimization (SEO), website ranking (WER), and ease of navigation (EN) impact job seekers' perceptions and behavioral intentions (BI).

Using structural equation modeling (SEM) with a partial least squares (PLS) path modeling approach, the study empirically tested these relationships with a sample of 232 graduate students. Findings reveal positive associations between ICQ, VID, INT, EFE, SEO, and WER with graduate students' BI. However, easy of navigation was found to have no significant influence on behavioral intention.

A survey on Linking human resource to firm performance conducted by three experts in Human Resource, comparing over 400 global companies and their work systems, found that high performing businesses also had double the number of HR professionals, used more resources for recruiting and selection. And had more robust training programs (Becker et al, 2015 to 2023). In other words, an investment in their recruitment practices was resulting in competitive advantage and bottom-line value.

Another study on the effectiveness of adoption of E-recruitment method in IT industries in Bangalore City by Nikitha (2022) was done using research methodologies where the sample size was 6 and sampling technique was Random Sampling method, data collection tool was Structured Questionnaire and Telephonic interview with HR professionals in Bangalore city. Variables like time saved, organizational change, unqualified candidates, etc. were chosen to collect and analyze the data. In the study, how effective the adoption of E- recruitment is in IT industries in Bangalore city was measured. To measure and analyze this, a Structured Questionnaire with a set of questions was administered via Google Forms and received 50 responses from HR professionals who reside in Bangalore City. While the research was conclusive the research sample was quite low for a research of this magnitude.

The analysis for the study was carried out using SPSS Software and conclusions were drawn with the help of that analysis. This study concluded that there was good effectiveness of adoption of E-recruitment methods in IT industries in Bangalore city. HR professionals feel that time is saved in E-recruitment as many unqualified candidates do not apply to the unqualified job and the satisfaction of the candidates they hired, organization change in E-recruitment is important. HR professionals think that there is a need for good verification of candidates during online job postings. The limitation to this study is that its only focus was on IT industries and was limited to one location- Bangalore city, which limits its generality and therefore, the findings may not be applicable to the NGO sector. Further, the research sample of 50 is lower than what this present research is focusing on hence there is a guarantee of sample representativeness and superiority.

Furthermore, research by Almarashdeh and Al-Salti (2020) on e-recruitment practices in the Middle East and North Africa (MENA) region found that the use of online recruitment is widespread and has become an essential part of the recruitment process. Their research revealed that online recruitment methods have significantly reduced recruitment costs and improved the quality of hires. However, the study also highlighted the challenges that organizations face when implementing e-recruitment, such as a lack of technological infrastructure and skills, privacy concerns and the need for effective HR policies and procedures. The limitation of this study is the lack of generality. It is focused in the Middle East and North African region and therefore may not apply to NGOs found in the Southern African region where JSH-Z is based.

The adoption of online recruitment methods, including organisational websites, job boards and social media platforms, has become a common practice for organizations globally, including those in the MENA region. The benefits of online recruitment methods, such as cost savings and access to a wider pool of candidates, are widely recognized. However, there are challenges that organizations face when implementing e-recruitment strategies, which need to be considered carefully to ensure the effectiveness of the recruitment process.

Last, we are able to say that the web has been accepted as a most convenient & better tool to seek out roles by job applicants. Lakshmi S. L (2015), “e-recruitment: a boom to the organizations within the competitive world”. Online recruitment is additionally effective in terms of managing talent process that's also considered effective. It's also found that e-recruitment will likely to grow in coming years. Sieweke (2020) observed that recruitment assumes a pivotal role in the context of digital transformation, as companies across various industries seek to hire individuals with IT-related competencies to facilitate the digitization of their products, services, and processes. However, existing research has predominantly focused on the utilization of digital technology within recruitment processes and its resultant outcomes, with limited attention given to strategic considerations. Drawing on interviews with 26 recruiters from 22 organizations, this study delves into the interaction between recruitment and digital transformation, extending beyond the mere application of digital technology in recruitment to explore more strategic dimensions.

The research investigates the role of recruitment in driving organizations' digital transformation efforts. It uncovers that the recruitment of digital talent as a novel target demographic instigates organizational change in three key ways: Firstly, recruiters recognize the imperative to tailor their strategies and procedures to effectively engage with this new target group. Secondly, there emerges a redefined self-perception among recruiters. Thirdly, recruiters acknowledge the importance of facilitating the organization's digital transformation by assuming a bridging role.

This study offers two significant contributions: Firstly, it identifies two novel functions for recruitment within the realm of digital transformation. Recruitment serves as a 'sensory organ,' enhancing the organization's absorptive capacity, and also functions as a 'mediator' between external and internal stakeholders. Secondly, the study extends the existing human resources literature by analyzing the strategic implications of digital transformation on recruitment, emphasizing recruitment's role in rejuvenating an organization's human resource pool, which is crucial for its successful digital transformation.

The sample size of the study was seemingly small for a study of this magnitude. 22 organizations from which 26 interviews were drawn was quite low hence the present study with 92 sample size is ideal and may add more depth and insights to the body of knowledge on the subject matter.

In a research undertaken by Lorraine et al (2022) on digitalization and employment sponsored by the international labor organization (ILO) observed that the digitization of the job market presents promising prospects alongside significant hurdles. Advantages include enhanced productivity, new market avenues, job creation, improved work-life balance, and higher wages. It also serves as an opportunity for economic transition, industrial upgrading, and the generation of greener and more flexible employment opportunities. However, challenges encompass issues like access to social security, workers' association, control over work conditions, and health implications. Negative

impacts such as income instability, job insecurity, intensified work demands, and declining mental well-being are associated with digitalization. While digital labor platforms offer new job prospects and income streams, they also pose challenges regarding worker protection, representation, and equitable treatment, with women and youth being particularly vulnerable.

Recognizing these complexities, the International Labor Organization's (ILO) Centenary Declaration for the Future of Work, adopted in 2019, advocated for a human-centered approach to technological advancements in the workplace. While emphasizing the importance of maximizing technological progress and productivity growth, the Declaration underscored the need for policies and measures ensuring privacy protection, data security, and responses to evolving work dynamics.

Thus, the ILO welcomes reports like the one reviewing existing literature on employment digitization, which shed light on major challenges, opportunities, and research gaps. Such efforts align with the ILO's mission to assist member states in formulating gender-responsive employment policies that address the multifaceted aspects of ongoing digital transformations.

Governments are struggling to keep pace with the swift changes in the job market driven by digitalization and automation. Public policies aimed at safeguarding workers are falling behind this digital shift. The COVID-19 pandemic has reshaped our perception of work and workplaces, hastening the transition to virtual and digital platforms for government services and livelihoods. Decision-makers and workers now confront profound systemic changes that will shape their future work and communities.

This report surveyed available literature to explore the new job opportunities emerging from digital transformation, pinpointing gaps and potential research directions. It also delves into how policies might be crafted to mitigate the negative effects of labor market changes on individuals and communities.

Digitalization has transformed various occupations, from on-demand delivery services like delivering to highly skilled remote software developers and social media influencers earning through data transactions. These digital workers, predominantly young males, exhibit diverse skill levels, though highly skilled individuals are more prevalent. Digitalization has permeated nearly all economic sectors, reshaping the labor market structure.

Digitalization presents new challenges for employment, blurring traditional job structures and straining social protections tied to formal employment. Labor markets demand advanced digital skills, yet shortages and skill mismatches prevail. While digital work offers flexibility, it often entails precarious and unpaid labor, contributing to social isolation and work-life imbalance. Discrimination based on location, ethnicity, religion, and gender is evident in digital employment, exacerbated by increased work surveillance through smartphones and tracking technologies.

The impact of digitalization varies among social groups, with women facing greater obstacles in transitioning across occupations and acquiring high-demand digital skills. Efforts to enhance job opportunities for young people, refugees, ethnic minorities, and people with disabilities through digitalization are hindered by regulatory gaps, inadequate infrastructure, and education systems.

Various stakeholders are working to ensure a fair digital work environment through policies addressing occupational safety, social security, and skills training programs targeting underrepresented groups. However, regulatory gaps persist, necessitating further research, especially on digital employment in developing countries and the impact of emerging technologies like Web3, the metaverse, and block chain on the future of work.

While this research had an opportunity to unearth important insights, there was lack of theoretical orientation and guide making it difficult for the reader to understand and be able to connect. Further, there was lack of clarity on the connection of themes and objectives in a logical manner.

Anna (2017) in her study on recruitment policy vs. recruitment process espoused theory and theory-in-use observed that policies and procedures are crucial for organizational effectiveness, as they are geared towards both present and future tasks and activities. Recruitment and selection serve as pivotal tools for Human Resource Management (HRM) to enhance the effectiveness and competencies of an organization and enhance recruitment policies.

The findings of this study underscore the substantial impact of recruitment and selection policies and procedures on organizational effectiveness. Furthermore, it highlights that employee capability and expertise significantly contribute to organizational performance, and these skilled employees are sourced through effective recruitment and selection policies and procedures.

However, the research gap which exists in this study is the fact that the study lacked clarity on how these policies culminate into higher motivation levels within Pakistan and how these findings could be generalized.

Advancements in technology have reshaped the landscape of job application and selection processes and policies (Derous and de Fruyt, 2016, Ryan et al., 2015), with multimedia tools (Hunter, Shortland, Crayne, & Ligon, 2017), online applicant tracking systems (Eckhardt, Laumer, Maier, & Weitzel, 2014), and self-aware/self-learning computing systems (Herbst et al., 2017) playing crucial roles. These developments have led to the emergence of what we now refer to as AI recruitment.

AI encompasses any intelligent agent or device capable of discerning between various environments and taking actions to achieve predetermined objectives (Oana, Cosmin, & Valentin, 2017). In the context of job application and selection, AI can integrate behavioral and physiological characteristics (e.g., biometrics) into the decision-making process. Physiological traits include facial recognition (Bevilacqua et al., 2014), DNA analysis (Leckart, 2012), hand geometry (Frey & Osborne, 2017), iris recognition (Searle, 2009), micro expressions (Roulin, 2016), odor/scent (Brivittello, Fabio, Nucera,

& Plebe, 2016), and retina scanning (Buettner, 2013), primarily utilized for authentication purposes by companies. Behavioral attributes involve patterns such as gait (Damaševičius, Maskeliūnas, Venčkauskas, & Woźniak, 2016), typing rhythm (Chang et al., 2013), and voice modulation (Strohmeier & Piazza, 2015).

Human resources (HR) practitioners increasingly advocate for the adoption of technology-driven macros to improve accuracy, reduce costs, and save time (McDonald, Fisher, & Connelly, 2017) as recruitment policies overtime. However, the specifics of such macros remain somewhat unclear, and research on data security, appropriate testing materials, and validity lags behind traditional assessment and recruitment tools (Derous and de Fruyt, 2016, Goodman, 2017).

2.2 REGIONAL PERSPECTIVE

Regional perspective highlights research studies conducted in Africa, their findings and established gaps in relation to the topic under study.

The regional perspective on e-recruitment shows that many organizations in Southern Africa still rely on traditional paper-based methods for recruitment. For instance, a study conducted in Namibia revealed that despite the speed of e-recruitment, it can also present challenges, particularly when database is large and the organization is not technologically prepared, leading to the risk of resource loss (Hashiyana et al, 2021).

However, Imam (2013) emphasizes the importance of having a website designed in a way that makes information easily accessible to job seekers. This can attract qualified and suitable candidates to the organization. Additionally, the traditional method of recruitment used by the Namibian government is very costly and time-consuming, especially when dealing with a large number of applicants. Sorting through hard documents and employment forms can lead to delays in the job selection and ranking process.

Automating recruitment tasks and practices is transforming the traditional paper-and-pencil, labor-intensive HR tasks, into efficient, fast-response activities that enable organizations to anticipate and break even from environmental shifts to create a much needed competitive advantage. Even though the e-recruitment concept is widely used today, there is a missing link between the e-recruitment practices and service quality delivery in public universities in Western Region of Kenya. It is on this basis that the study undertook to assess the influence of electronic recruitment on service quality delivery and to investigate the moderating role of organizational factors on the relationship between e-recruitment practices and service quality delivery. The study used mixed methods research design which included exploratory, correlational and survey research designs. The target population of this study comprised of 5,467 staff and student leaders drawn from the six (6) public universities in the Western Region of Kenya. Accessible population comprised of 360 respondents drawn from teaching

and administrative staffs. Purposive sampling method was used for sampling Human Resource Officers and student leaders while stratified random sampling was used for sampling teaching and administrative staff. The study used structured questionnaire for data collection from the teaching and administrative staff; interview schedules for collecting data from HROs, while nominal group discussions were used on student leaders. Descriptive and inferential techniques were used to analyze quantitative data while themes were identified from qualitative data. The results indicated that electronic recruitment had a significant positive influence on service quality delivery ($\beta = 0.0467$; $p < 0.05$). On moderation, the results indicated that organizational factors had a negative significant effect on the relationship between electronic recruitment and service quality delivery ($\beta = -0.077$; $p < 0.05$). The study recommends that management of public universities in Kenya upgrade their commitment towards supporting implementation of e-recruitment practices; review policies so as to align them with the changing technological environment to realize better quality service delivery and also create supportive organizational environment to enhance use of e-recruitment. The study also recommends that further studies be carried out on e-HRM practices in production industry and other institutions in Kenya.

Research gap that exist in understanding the awareness and usage of online recruitment platforms among underrepresented groups, such as rural job seekers, older adults, or individuals with disabilities. Therefore, this research shall ensure that all key variables identified as gaps are taken into consideration so as to produce a quality research that stands a test of time.

Odhiambo (2021) in a study which focused on evaluating how the recruitment process affects overseas employment rights, particularly among Kenyan migrant workers employed through private recruitment agencies (PRAs). Employing a mixed-method research design allowed for comprehensive data collection, summarization, presentation, and analysis, ensuring the inclusion of diverse experiences and viewpoints. The study revealed significant gaps in Kenya's recruitment landscape, such as corruption facilitating the operation of illegal and unregistered agencies that exploit workers. Despite the establishment of regulatory bodies like the National Employment Agency (NEA), transparency remains lacking, especially when contracts are drafted in Arabic, enabling exploitation and contract substitution. High agency fees and underpayment are common issues faced by Kenyan migrants in the Gulf region, along with the pervasive problem of human trafficking, particularly targeting vulnerable youth. Closing these gaps requires collaborative efforts between the Kenyan government and destination countries to enact policies protecting migrant workers from dishonest agencies and exploitative employers. While Kenya has implemented measures like accrediting PRAs and signing bilateral labor agreements (BLAs), unethical recruitment persists, leading to issues like improper documentation, excessive fees, and deception, which increase

the risks of human trafficking and smuggling. The consequences of unethical recruitment vary, with positive effects including increased remittances and economic development but also potential diplomatic strains between Kenya and destination countries due to challenges faced by Kenyan migrants.

Abia (2020) observed in his research study whose purpose was to identify the main concern of jobseekers and recruitment agencies in electronic recruitment (e-recruitment) and determine how it was resolved. The country of Namibia was chosen for the study because many of its jobseekers and recruitment agencies are adopting e-recruitment to overcome challenges in their recruitment context. In order to meet the purpose of the study, Classic Grounded Theory Methodology (classic-GTM) was used. Through the application of classic-GTM it emerged that jobseekers' and recruitment agencies' perspectives on e-recruitment are varied and shifting, which together with the dynamics in information technology bring many possibilities and fluidity of stakeholders' behaviour. Therefore, jobseekers and recruitment agencies are mainly concerned about Fit or lack thereof between their conceptualizations of Objects of Concern (namely information technology, jobseekers, job providers (recruitment agencies and employers) and jobs) in such a dynamic environment. Pursuing Fit emerged as the core variable (core category) representing how the participants continuously resolved their main concern. Two sub-categories constituting Pursuing Fit are Interpreting Fit and Positioning for Fit and they explain how stakeholders interpret e-recruitment concepts and position themselves and other Objects of Concern based on interpretation. Recruitment is likely to take place when Objects of Concern relate in a desirable (fitting) manner. The study's contribution to knowledge is through the theory of Pursuing Fit that suggests a systematic way of understanding e-recruitment and of conceptualizing information technology in e-recruitment to increase chances of recruitment. Implications common for both jobseekers and recruitment agencies are context awareness and flexibility. Context awareness allows stakeholders to interpret Objects of Concern based on the context and flexibility makes it possible to change from a previously held position. The study can be used as the foundation for research involving multiple stakeholders in e-recruitment. In conclusion, e-recruitment is processes of meaning creation in which stakeholders interpret concepts and based on the meanings relate the concepts with each other.

This study could not thoroughly explore how the use of electronic platforms influences communication, trust, and satisfaction levels between agencies and job seekers, as well as the role of personalization and human interaction in electronic recruitment processes.

In today's fiercely competitive business landscape, organizations are striving to enhance efficiency by recruiting highly skilled professionals and effectively managing talent. While the establishment of clear and relevant HR policies has long been a corporate objective, modern successful organizations

must also focus on retaining talented individuals, fostering their development, and cultivating a work environment where HR policies are transparent and fair. The findings of this study uncover several connections, notably highlighting the statistically significant moderating role of talent management efforts in the association between recruiting highly skilled employees and HR policies, with noticeable variations across genders. (Bassem, 2016).

Similarly, Okeke et al (2015) The provision of goods and services by the public sector in developing countries has often been criticized for its perceived weakness or inadequacy. In pursuit of the World Bank Millennium Development Goals, aimed at poverty eradication by 2015, numerous countries, both developed and developing, have initiated various policies to enhance the quality, efficiency, and effectiveness of public services. This paper focuses on public service delivery through the lens of recruitment policies in Nigeria and South Africa. Its objective is to assess the quality of services rendered and explore the relationship between public service delivery and the competence of the personnel involved. The research methodology relies on secondary data. The findings indicate that while well-intentioned, the current recruitment policies, influenced by socio-political factors or sentiments, contribute to subpar service delivery. Recommendations include modifications to promote a greater emphasis on merit-based recruitment policies, ensuring that the most suitable candidates are selected for positions, thereby fostering effective and efficient service delivery.

While these studies by Okeke (2015) and Bassem (2016) had their research design properly structured, they never addressed the extent to which employees in organizations are important tools in as far as development of recruitment policies as motivation factors are concerned.

2.3 LOCAL PERSPECTIVE

This perspective brings out related literature conducted in Zambia, findings and observed gaps in understanding the research under study.

Sikalumbi (2020) on recruitment and selection practices on the performance of ZESCO employees in Zambia asserted that in today's increasingly interconnected and complex global marketplace, recruitment and selection have emerged as indispensable tools for organizations, ensuring they acquire the most qualified human capital to fulfill their current strategic objectives and sustain growth and innovation in the future. This is either done in a traditional or through online digital recruitment means.

Despite the growth of E-recruitment platforms, traditional recruitment methods are still commonly used by many organizations in Zambia. This may be attributed to factors such as limited access to technology and internet connectivity in some areas of the country, as well as a lack of awareness and knowledge of the benefits of online recruitment among employers.

Nevertheless, the potential benefits of online recruitment in Zambia are significant. As noted by Benson (2016), online recruitment has the potential to improve the efficiency and effectiveness of the recruitment process, increase the pool of qualified candidates, and reduce recruitment costs. Moreover, the use of online recruitment platforms can facilitate a more diverse and inclusive recruitment process by reaching candidates from different regions and backgrounds.

Recent studies in Zambia have shown that online platforms are becoming more popular among job seekers. For instance, a survey conducted by Go Zambia Jobs in 2021 found that 54% of job seekers in Zambia use online platforms to search for job opportunities, while 46% still rely on traditional methods such as newspaper ads and word of mouth. This suggests that there is a growing demand for online recruitment platforms in Zambia, and employers who embrace this trend may have a competitive advantage in attracting top talent. While this study highlighted the benefits of e-recruitment, it did not look at the challenges of E-recruitment and focused mostly on the applicants and recruitment platforms.

This is not only prevalent in the NGO sector but the government as well has adopted the use of online platform for service delivery including recruitment and selection. In a research by Mukanu (2020) observed that the Government of the Republic of Zambia (GRZ) is modernizing its approach to citizen, business, and interagency interactions, aiming to enhance service delivery by leveraging e-Government initiatives. This transformation seeks to make government services more accessible, efficient, user-friendly, transparent, and cost-effective. The e-Government framework comprises three main categories, government-to-government (G2G), government-to-citizens (G2C), and government-to-businesses (G2B). Existing research has primarily focused on G2C interactions, with citizens benefiting from a wide array of services through e-Government platforms.

This particular study concentrates on the G2G aspect of e-Government, specifically from the perspective of government employees. It evaluates the utilization of e-Government systems within the Zambian government, emphasizing system usage by government personnel. Utilizing a modified version of the DeLone and McLean model, an e-Government systems assessment Model was developed for this study. An online survey was administered to 30 line ministries in Lusaka, targeting employees who interact with e-Government systems.

The study findings underscored the paramount importance of system quality among the various quality dimensions. Both system quality and information quality significantly influenced User Satisfaction, while service quality fell short in meeting user expectations. Moreover, the study identified a moderate level of Use/Intention to Use e-Government systems among government employees. Overall, respondents expressed moderate satisfaction with the e-Government systems.

Significantly, this research contributes to the existing body of knowledge by expanding the information systems (IS) success model to accommodate Zambia's civil service context, incorporating a Change Management construct, and testing its relevance in the utilization of e-Government systems. Firstly, the study reveals that Change Management is influenced by System quality, information quality, and service quality. Secondly, Change Management impacts both Use/Intention to Use and User Satisfaction. Finally, the study examines the interplay between the quality dimensions and Change Management, as well as their combined effects on Use/Intention to Use and User Satisfaction.

Mweemba et al (2022) observed that priority setting has widely been used in healthcare systems to justify allocation of limited resources such as health services against a huge demand. Zambia, a low-income country is faced with a critical shortage of health workers whose distribution is skewed towards urban areas. This affects effective health service delivery and creates a gap in skills mix. This study therefore sought to explore the priorities in setting up of policies and its fairness in the planning for recruitment and distribution of health workers in Zambia.

The study found that district-level management expressed concerns about their limited involvement in decision-making processes concerning the recruitment and allocation of healthcare personnel. They felt marginalized because most decisions regarding human resources and policies for health were centralized at the national level. At the national level, vacant positions in districts were often filled with workers who were subsequently transferred elsewhere, exacerbating shortages in rural districts. Decentralization could address this issue by empowering districts to make decisions and policies tailored to their specific human resource challenges. However, achieving the conditions of fairness, transparency, and accountability outlined in the A4R framework for priority setting proved challenging, as participants held mixed opinions on each condition. Consequently, determining fairness and transparency was not straightforward. The review of documents revealed ongoing misalignment between national and district recruitment and distribution of healthcare personnel, despite efforts to enhance transparency and accountability through various strategies.

The identified gap in this research is the small sample of the ministries indicated as 30. The focus should have been extended to quasi government institution and grant aided institution such as parastatals so as to have a much larger sample. Conversely, the present research sample size is 92 which are favourable.

In a research study by Nchimunya (2016) on evaluation of the Impact of ICTs on HR Service at Barclays Bank Zambia whose objective was to assess the influence of ICTs on human resource management policies at Barclays Bank PLC Zambia. The research employed a mixed-method approach, utilizing both qualitative and quantitative methodologies. Data collection methods included the administration of questionnaires and conducting interviews. Additionally, a review of existing

literature on similar studies was conducted, revealing an increasing trend in the utilization of ICTs for human resource service delivery.

The findings indicated that Barclays Bank PLC Zambia had extensively embraced ICTs for human resource service delivery. However, the study revealed that the existing ICT tools are not effectively utilized to enhance service delivery to employees within the bank. Consequently, the paper proposed a framework that the bank could adopt to fully realize the potential benefits of ICTs.

While this research adopted the purposeful sampling, the present research proposes to use the stratified sampling method to accommodate all the organizational strategic department or divisions within John Snow Health Zambia.

In conclusion, although there is limited literature on online recruitment in Zambia, the growth of independent online recruitment platforms and the increasing popularity of these platforms among job seekers suggest that online recruitment has the potential to revolutionize the recruitment process in Zambia. Employers who adopt online recruitment methods may benefit from a more efficient, cost-effective, and diverse recruitment process.

2.8 Summary of Literature Review

This chapter reviewed literature on Recruitment and E-recruitment at global, regional and Zambian level and discussed the challenges and the benefits of using online platforms in the Hiring Process.

The major gap that has been observed with most of the literature is- there is little to no literature on the study of E recruitment in NGOs.

From the literature review, previous studies in Zambia did not sufficiently focus on online recruitment which creates little understanding of how effective recruitment via online platforms is in a Zambian set Organization. To better understand the linkages between Recruitment and digital platforms, this study looked at the various perspectives and how Recruitment is linked to technology globally, regionally and in Zambia.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter looked at the various steps the researcher adopted in studying the research problem. It brought out the research design, study area, study population, sample size, sampling techniques, and data collection tools, methods of data collection and methods of data analysis. Section 3.1 looks at the research design; section 3.2 the target population; section 3.3 the study sample size; section 3.4 section the Data collection technique, section 3.5; Data Analysis; section 3.7 brings out the ethical considerations.

3.1 Research paradigm

The research adopted an epistemological standpoint, focusing on understanding the nature and various forms of human knowledge, particularly how we discern reality (Cohen et al., 2007). This is significant as it shapes how the researcher approaches the study and uncovers insights within the specific context being examined. Epistemology delves into the essence and extent of knowledge (Creswell & Poth, 2018), essentially exploring how individuals acquire knowledge and ascertain truth (Slevitch, 2011). The qualitative methodology employed in this study aligns with interpretivist.

This philosophical framework that emphasizes understanding human behavior and social phenomena through the subjective meanings that people attach to them and further benefits it brings in research is that of flexibility, subjective understanding, hermeneutics, contextual understanding and inductive reasoning.

3.1.1 Research Design

The qualitative study adopts case study approach. The case study approach is particularly useful to employ when there is a need to obtain an in-depth appreciation of an issue, event or phenomenon of interest, in its natural real-life context as observed by Crowe (2011). This method is particularly useful for exploring complex phenomena or understanding the intricacies of a particular situation. Among the benefits of this approach is contextual understanding, focus on specificity, multiple data sources, holistic analysis, inductive reasoning, rich description and theory building. (Hoover, 2021).

Overall, the case study approach offers a flexible and powerful method for exploring complex phenomena in their natural context, providing valuable insights into individual cases and contributing to broader theoretical understanding.

The research subjects were selected from key business divisions at John Snow Health Zambia using a purposeful sampling particularly a criterion sampling which entail selecting participants who meet specific criteria or characteristics identified as important for the research. These divisions encompass

middle and upper management personnel within the organization. Upon obtaining research approval from John Snow Health Zambia, physical research questionnaires were administered to the departments. These questionnaires, which featured open-ended questions, adopted the thematic theme analysis using NVIVO application program to enhance understanding of concepts and responses from respondents. Additionally, SPSS will be utilized for quantitative data elements in the study.

3.2 Study Population

The study population consisted of approximately 120 employees currently working at John Snow Health Zambia, including HR professionals, managers, and senior officers from across departments and recently recruited personnel who have experienced the online recruitment process (Employee Directory, 2024). The research will be conducted within the premises of John Snow Health Zambia, a non-governmental organization located in Lusaka, Zambia. The choice of this specific NGO is based on its relevance to the research topic and the availability of data and participants.

3.3 Study Sample

Given the nature of the research and the desire to capture diverse perspectives, a purposive sampling technique was employed. The sample size was calculated as follows;

- **Sample Size**

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

- Where:

n= sample size

N= Population (120)

e= Margin of error (5%)

- Therefore;

$$n = \frac{120}{1 + 120 * (0.05)^2}$$

$$n = \frac{120}{1 + 120 * 0.0025}$$

$$n = \frac{120}{1.3025}$$

$$n = \underline{\underline{92}}$$

The following groups of participants were included in the sample:

Human Resource professionals responsible for recruitment and employees that have conducted recruitment in the past 2 years. Current employees who were recruited through online platforms. The

selected participants will be contacted via email or telephone, and informed consent will be obtained from the participants before the administration of the survey.

3.4 Sampling technique

Sampling techniques pertain to the methods used for selecting cases to be observed in a study. In this research, the chosen method is criterion purposeful sampling. Within this approach, the researchers randomly selected samples from each division in proportion to their representation in the population at John Snow Health Zambia. This approach ensures that every subgroup is sufficiently represented in the final sample, thereby enhancing the accuracy and reliability of estimates for the entire population.

3.5 Research Instruments

Using questionnaires as the primary data collection method allowed for efficient gathering of data from a relatively large sample size, in this case, 92 candidates. Questionnaires provide structured responses that can be easily analyzed in order to assess the awareness of online recruitment platforms, explore policies, and establish challenges comprehensively. Questionnaires are suitable for this group as they provide standardized data across a large number of respondents, helping to gauge general trends and patterns.

On the other hand, conducting focus group discussions with a subset of 15-20 respondents provided depth to the research. Focus groups allow for open-ended discussions where participants can share insights, experiences, and perspectives, providing rich qualitative data to supplement the findings from the questionnaires. Focus groups will allow for deeper exploration of the themes identified in the questionnaire responses, providing nuanced insights into the awareness, policies, and challenges of online recruitment at John Snow Health Zambia.

3.6 Data collection

The study used both primary and secondary data. Primary data was collected using structured questionnaires and a focus group discussion. The questionnaire consisted of both open and closed ended questions. According to Creswell (1994), data collection methods for primary data include; structured questionnaires, mailed questionnaires, observation, and focus group discussions. Questionnaires are the most commonly used methods when respondents can be reached and are willing to co-operate.

3.7 Procedure for data collection

In order to meticulously capture and analyze pertinent information, our data collection procedure begins with a comprehensive framework meticulously designed to gather precise and insightful data

points. Data was collected using structured questionnaires and a focus group discussion. The participants who were administered the questionnaires are the 92 candidates who were randomly selected from JSH-Z. This large sample size allowed for a broad understanding of the issues related to online recruitment within the organization. Questionnaires were distributed electronically to a random subset of the study population, and respondents had the option to complete them online (via Google sheets). It took approximately 45- 60 minutes to complete the questionnaire.

The participants selected for the focus group discussions were a subset of the questionnaire respondents, specifically 15-20 individuals. These participants will be chosen based on factors such as their level of engagement with online recruitment platforms, diversity in roles within the organization, and willingness to participate in a group discussion.

The focus group was conducted face-to-face or via video conferencing, depending on the participants' availability and preferences. It was expected to last approximately 45-60 minutes and was audio-recorded with participants' consent.

Finally documents were collected and reviewed at the organization's premises and relevant information will be extracted and incorporated into the analysis.

3.8 Data Analysis

Thematic analysis was adopted as an analysis technique which involves identifying, analyzing, and reporting patterns or themes within the data. Researchers systematically code the data to identify recurring patterns, concepts, or ideas, which are then organized into overarching themes. Thematic analysis can be deductive, where themes are predefined based on existing theories or literature, or inductive, where themes emerge directly from the data. Qualitative data was analyzed to identify themes related to the research questions, narratives from observations, descriptions of incidents, and opinions expressed by respondents. Quantitative aspect of data, on the other hand, was analyzed using the Statistical Package for Social Sciences (SPSS). The collected data was subjected to analysis using SPSS software, and the findings were presented using descriptive statistics (ie, tables) summarizing the results. Additionally, NVIVO Software was utilized for thematic analysis, particularly for open-ended responses in the questionnaires.

Following data collection, the subsequent step involves analyzing the data to extract meaningful insights that can inform the study. Interview recordings were transcribed verbatim to ensure accuracy and completeness, followed by thematic analysis to identify recurring themes, patterns, and insights within the collected data-set.

Triangulation was employed to validate findings across different data sources such as interviews, surveys, and document analysis, thereby enhancing the validity and reliability of the study's results.

The results were then compared with the literature review to draw conclusions and formulate recommendations for John Snow Health Zambia.

3.9 Ethical Considerations

Ethical considerations encompass guidelines and principles that the researcher followed during the course of their research (Bachelor Print, 2023). These principles emphasize the importance of respecting the rights and privacy of individuals and govern the manner in which researchers interact with respondents, ensuring that the research is conducted in accordance with established rules and principles. In this case, ethical considerations included obtaining informed consent, maintaining the confidentiality of respondents, and ensuring anonymity (Kaddoura & Husseiny, 2023). Trust, respect, transparency and confidentiality was upheld at all cost.

This study conducted with a stringent commitment to research ethics. Participants were informed how long it would take to complete the questionnaire and to be interviewed. Discussions were held at a place and time convenient to the participants. Participant consent was treated with utmost care and professionalism by clearly explaining the study's objectives and assuring respondents of confidentiality. Participants were not be coerced, forced, or deceived into participating; instead, the provision of honest and valid information was ensured. Respondents were also guaranteed that the information they provide be used solely for academic purposes and was not be sold or exploited for personal gain. In essence, the study aimed to uphold respondents' rights to informed consent, privacy, and protection. The findings were reported accurately and truthfully based on the observations in the field.

Moreover, data collection only commence upon obtaining approval from UNZA's Directorate of Research and Graduate Studies (DRGS). This additional step ensures that the research is conducted in compliance with institutional guidelines and standards.

After consent is obtained from the University of Zambia, permission will be sought from John Snow Health Zambia.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Overview

This chapter methodically outlined the findings, which were analyzed and interpreted to align with the research objectives. The data is presented in multiple formats such as themes, pie charts, tables, line charts, and histograms, facilitating a thorough comprehension.

4.1 Age of respondents

Below is Table 1 depicting the age distribution among the 92 respondents surveyed at John Snow Health Zambia for this study. The findings indicate that respondents aged between 36-45 years comprised the largest proportion at 44.5%, followed by those above 46 years at 29.3%. Respondents in the age range of 26-35 years accounted for 19.6%, while the smallest percentage, 6.5%, was observed among respondents aged 18-25 years.

Table 1: Age of respondents

AGE GROUP	FREQUENCY	PERCENTAGE (%)
18 – 25	6	6.5
26 – 35	18	19.6
36-45	41	44.5
46+	27	29.3
TOTAL	92	100%

Source: field data 2024

4.2 Gender of respondents

The study inquired on the distribution of respondents. The results in table 2 below as male dominated with 60.9% while female respondents accounted for 39.1%. These results indicate that study was male dominated at John Snow Health Zambia.

Table 2: Gender of respondents

Sex of respondents		Distribution	Percent	Valid Percent	Cumulative Percent (%)
	Female	36	39.1	39.1	39.1
	Male	56	60.9	60.9	100
	Total	92	100%	100. %	100%

Source: field data 2023

4.3 Level of Role/position within JSH-Z

The study inquired on the level of position or roles of respondents within JSH-Z's study sample of 92 conducted at their premises. The results reveal 50% were at operational level while 42% at middle management level with the least being top management accounting for 8% only of the 92 respondents.

Table 3 below shows the findings in a pie chart form.

Table 3: Level of Role/position within JSH-Z

Level of role/position		Distribu- tion	Percent	Valid Percent	Cumulative Percent (%)
	Top management	7	8	8	8
	Middle management	46	50	50	58
	Operational level	39	42	42	100
	Total	92	100%	100. %	100%

Source: field data 2024

4.4 Length of time working in the organization

Figure two reveal results from the sampled respondents on the length of time they had been working at JSH-Z, findings indicate 44 participants out of 92 had served for over 5 years, 37 respondents had served between 3-5 years, 8 respondents represented those that had worked between 1-3 years while 1 year and below accounted for 3 only.

Table 4: Length of time working in the organization

Length of time at JSH-Z		Distribu- tion	Percent	Valid Percent	Cumulative Percent (%)
	0-1 years	3	3.2	3.2	3.2
	1-3 years	8	8.7	8.7	11.8
	3-5 years	37	40.2	40.2	52
	5 years and above	44	47.8	47.8	100
	Total	92	100%	100. %	100%

Source: field data 2024

4.5 Educational Background

The level of education in the study was assessed and the results indicate the highest as having attained a tertiary level indicating 96.7% respondents had been to either college or university while 3.3% had only been to secondary level of education. This is depicted in table 4 below;

Table 5: Level of education of respondents

Level of education	Frequency	Percent %
No Formal education	0	0
Lower Primary (1-7)	0	0
Upper Primary (8-9)	0	0
Secondary	3	3.3
Tertiary	89	96.7
Total distribution(respondents)	92	100%

Source: field data 2024

4.5.1 Current recruitment process in place for posting job vacancies on online recruitment platforms at John Snow Health Zambia

This inquiry was made to reveal the existing recruitment process at JSH-Z. Findings were obtained revealed that the organizations first draft the vacant positions, drafting the summary of the vacancy post and sharing online ,send out the job vacancies to different platforms to attract a large number of applicants, post the positions on social media platforms and some posted on www.gozambiajobs.com recruitment Portal. The other study results indicated that others were not sure of the existing processes.

From these findings, results reveal that job adverts are created internally and after the all processes of approvals are done within the organization posts to different recruitment platforms for a wider pool of candidates. It was further observed that JSH-Z drafts and creates a link which applicants fill in and submit by way of use of recruitment platforms where jobs are posted.

4.5.2 Perceived strengths of the existing policies and procedures for online recruitment at John Snow Health Zambia

Perceived strengths of the existing policies and procedures for online recruitment revealed findings from the study which included transparency with 39 responses, recruitment made easy 21, helps recruit candidates of higher quality 4 and ability to reach a wider variety of people with 27. Interestingly, one of the responses with 1 response indicated that it is weak as it does not show details of the job description. This has been tabulated in a line chart below as table 5 below.

Table 6: perceived strength of online recruitment policies and procedures

Perceived strength of existing policies and procedures	Fre- quency	Percent %
Transparent	39	42.3
Wider catchment area	27	29.4
Recruitment made easy	21	22.8
it helps recruit people of high quality	4	4.4
Weak as they do not show details of the job descriptions	1	1
Total distribution(respondents)	92	100%

Source: field data 2024

4.5.3 Challenges of using online recruitment at JSH-Z

This study inquiry revealed challenges and limitation for the current approach to recruitment. Among the challenges are too many applicants, the organization has low numbers of followers hence not reaching to as many people as possible, hard to know who is genuine or really knows how to read and write, majority of the candidates who apply do not qualify for the position advertised which lengthens the shortlisting process. From these findings, the researcher observed that these challenges if not properly managed could prolong the recruitment process hence the need for management to take a closer look at them and devise appropriate strategies as mitigation measures.

The researcher further sought to establish challenges through interview guides if any associated with the current online recruitment approach. The results indicate that there are usually too many applicants, the organization has low numbers of followers hence not reaching as many people as possible and hard to know competent applicants. The majority of the candidates who apply do not qualify for the position advertised which lengthens the shortlisting process.

It was further found that the NGO utilize online digital platforms for staff recruitment more often and the respondents were of the view that for improvement purposes there is need to make it more user friendly, grow online visibility and the organization need a system that automatically remove the unqualified candidates, these are the candidates that do not meet the minimum qualifications.

The focus group discussion established findings on the specific challenges encountered by respondents when using online platforms. Online platforms attracts a large number of applicants for a single job posting therefore platforms experiences technical glitches or downtime, which disrupted the recruitment platforms process and lead to delays in communication regarding recruitment outcome and lack of the personal touch of face-to-face interactions potentially lead to a less engaging recruitment experience.

In comparing how online recruitment compare to traditional methods of recruitment in terms of efficiency and effectiveness, it was found that online recruitment is faster in terms of posting job

openings, receiving applications, and communicating with candidates as automation tools streamline processes and reduce turnaround time while traditional recruitment takes longer lead times, especially for activities like printing and distributing job advertisements or scheduling in-person interviews. Further, online recruitment offers a wider reach as job postings are accessed by a global audience 24/7. It's accessible to a diverse pool of candidates regardless of geographical location while traditional recruitment is limited by geographic constraints, such as local newspapers or job fairs and usually does not reach as broad of an audience as online methods.

Further study results show that among the challenges of using online recruitment 50% accounted for being hard to know who the competent candidates are, 42.2% pointed to having too many applicants and 9.8% for low numbers of followers online.

Table 7: Challenges of using online recruitment at JSH-Z

Challenges of using online recruitment at JSH-Z	Distribution	Per-cent	Valid Per-cent	Cumulative Percent (%)
Too many applicants	37	42.2	42.2	40.2
Low number of followers	9	9.8	9.8	52
Hard to know competent candidates	46	50	50	100
Total	92	100%	100. %	100%

Source: field data 2024

4.5.4 Specific instances where the organization's policies or procedures for online recruitment have been particularly effective or ineffective

From the responses obtained as study findings on the specific instances where the organization's policy or procedures for online recruitment have been effective or not reveals a number of observations that it is ineffective as there was a case where an under qualified person was employed hence the need for another recruitment strategy not the usual procedure. Policies and procedures are effective in a sense that when recruiting the current workers it worked well because all are able to read and write. Most of the time company policies and procedures are effective when they get good candidates but in few instances when hiring a higher position such as a country director is usually a challenge due to the tenure of contract being short. Other views and findings were that it was effective in that they provide a guideline.

4.5.5 Current policies and procedures for online recruitment alignment with industry best practices or standards

Findings reveal the organization has not put up a specific policy in the company current policies and procedures for online recruitment however it was observed that despite this guide the company follows a standard format and guidelines for all online recruitment matters.

Internal notices regarding job vacancies

Prior to any online job posting, it was established and found that emails and sent to all as notices for available positions being considered for online public where internal qualified employees are encouraged to apply and look forward to the online job posting.

Job Posting Guidelines

The organizations sticks to clear guidelines on how job postings are created, reviewed, and approved before being posted on online platforms. This includes ensuring that job descriptions accurately reflect the role's responsibilities, qualifications, and expectations.

Use of Online Platforms

Identification of the online platforms and channels to be used for recruitment purposes, such as job boards, social media platforms, and the organization's website. This also includes guidelines on how to effectively utilize each platform to reach the target audience. Notables among online platforms are www.gozambiajobs.com , www.jobsearchzm.com, LinkedIn, Facebook and company website.

Candidate Screening and Selection

Procedures for screening and selecting candidates who apply through online channels involve establishing criteria for shortlisting candidates based on their qualifications, skills, and experience outlined in their online applications. The systems screens job requirements against the candidate qualification if it's found that the candidate does not meet the required criteria the system automatically sends a regret autoreply.

Privacy and Data Protection

Policies to ensure the protection of candidate data collected during the online recruitment process. This includes compliance with data protection regulations and guidelines for handling and storing candidate information securely.

Equal Employment Opportunity

Commitment to equal employment opportunity principles and guidelines to prevent discrimination in the recruitment process. This includes ensuring that job postings are accessible to all qualified candidates and that selection decisions are based on merit.

Employer Branding

Strategies to promote the organization's employer brand and attract top talent through online channels. This may involve highlighting the organization's values, culture, and employee benefits on its website and social media platforms.

Training and Compliance

Training programs for HR staff involved in the online recruitment process to ensure compliance with internal policies and legal requirements. This may include training on conducting fair and unbiased candidate evaluations and maintaining confidentiality.

4.5.5.1 Existing policies governing online recruitment practices at JSH

The researcher aimed to comprehend the existing recruitment policies to enhance the depth of the research findings. Before initiating any hiring process, it is crucial to assess the necessity of the position and formulate a comprehensive job description. Moreover, it is essential to determine whether the prospective employee will be categorized as regular full-time, part-time, or contract/temporary. Once these aspects are clarified, the hiring manager should submit a request to the COP (Central Operations Panel) for recruiting the new staff, specifying the duties, required qualifications, and employment terms within the approved budget and authorized positions. Upon endorsement from both the relevant Line Director and COP, recruitment procedures, including vacancy announcement, application reception, shortlisting, selection, reference checks, and compilation of recruitment files, are executed. Subsequently, job offers are extended, salaries are determined, employment terms are finalized, and orientations are conducted, defining the initial employment or orientation period. However the researcher observed that these were general policies on recruitment matters and not linked to online recruitment.

4.5.6 Awareness of online recruitment platforms that John Snow Health Zambia use.

This inquiry was designed to assess the level of awareness among members of staff on the online recruitment platforms that JSH-Z uses in the hiring process. The results indicate that members of staff are aware of the online recruitment platform. Among the recruitment platforms JSH-Z uses includes www.gozambiajobs.com , www.jobsearchzambia.com, company website, LinkedIn platforms and Facebook.

It was found that most jobs are posted on www.gozambiajobs.com accounting for 33.7%, JSH-Z website with 32.6%, Facebook with 13%, www.jobsearchzm.com at 9.7% and LinkedIn and newspaper on 5.4% apiece as depicted in a table below.

Further, it was found that respondents became aware of these online recruitment platforms through in-house trainings, colleagues, during onboarding the company, company announcement and personal research. In terms of respondents understanding of the online recruitment platforms, results show that they are used to attract applicants, employers or recruiters post job vacancies on the platform, providing details such as job title, description, requirements, and application instructions. These postings are typically categorized based on industry, location, job type, etc., to facilitate easier navigation for job seekers and they are used to alert the general public on the vacancies with the organization

Findings further reveal that respondents had visited or used any of the online recruitment platforms mentioned and that the process was good. ‘Yes, I have visited and used online recruitment platforms and my experience with these platforms has been positive and straight-forward’, said one of the respondents. The user interface of Go Zambia Jobs, in particular, is intuitive and easy to navigate. ‘I found it simple to search for job listings based on my preferences, such as industry, location, and job type. The ability to filter search results made it convenient to find relevant job opportunities quickly’. Others indicated that it was a good experience and insightful.

On the factors that influenced respondents decision to use or not use online recruitment platforms for job search purposes the results show that it is easy to use, they have many lists of different Job advertisements, the variety and relevance of job listings, the efficiency of the application process, and the platform's reputation for connecting job seekers with reputable employers and the effectiveness of the platforms.

Further, majority of the respondents indicated that they have used these online platforms to apply and expressed that it was a great experience, despite applying others never get feedback, straight-forward process, user-friendly, and convenient of being able to apply for multiple positions with just a few clicks. Overall, it makes the job search process efficient and effective and these online platforms gives an equal opportunity to everyone interested.

Table 8: Type of online recruitment platform known

Type of online recruitment platform known	Distribution	Per-cent	Valid Per-cent	Cumulative Percent (%)
www.gozambiajobs.com	31	33.7	33.7	33.7
JSH-Z website	30	32.6	32.6	66.3
Newspaper	05	5.4	5.4	71.7
Facebook	12	13.	13	84.7
www.jobsearchzm.com	09	9.7	9.7	94.4
LinkedIn	05	5.4	5.4	100
Others	0	0	0	100
Total	92	100%	100. %	100%

Source: field data 2024

4.6. Respondents experience with online recruitment platforms at John Snow Health Zambia and frequency of utilization of these platforms

The experiences of respondents with online recruitment platforms at John Snow Health Zambia and the frequency of utilization of these platforms were assessed. Findings reveal that they are very much aware of the recruitment platforms and approach which JSH-Z uses and the online job portals the organization uses in attracting talent pool to join the company. One such prominent portal includes Go Zambia jobs and job search as well as the company website. The feeling was that it is efficient to use online platforms to apply for jobs and regular check for posted jobs across sectors.

Respondents indicated they regularly check the online portal for jobs so they could check for possible upgrades in their line of duty or role.

4.7 Perceived as the benefits and drawbacks of using online recruitment in the organization

The findings of the study revealed a number of benefits and drawbacks. These include the following;

Benefits

It was established that online recruitment allows access to a larger pool of candidates beyond geographical limitations, increasing the chances of finding qualified talent, compared to traditional methods like print advertising, online recruitment is often more cost-effective, especially for reaching a broader audience and online recruitment processes can be automated, saving time for recruiters and streamlining the hiring process. Further, online recruitment platforms often provide analytics tools that allow organizations to track and analyze recruitment metrics, helping in decision-making and process optimization and a strong online presence through recruitment platforms can enhance the organization's employer brand, attracting top talent who are actively searching for opportunities.

Drawbacks:

The vast number of applications received through online recruitment can be overwhelming for recruiters to manage and sift through, leading to potential candidate fatigue, online recruitment processes may lack the personal touch of traditional methods, potentially leading to a disconnect between candidates and the organization and the automated screening processes in online recruitment may inadvertently introduce bias based on keywords or algorithms, leading to discrimination against certain candidates. Further, the findings indicate security concerns were online recruitment platforms may be vulnerable to security breaches, risking the exposure of sensitive candidate data and technical glitches or system failures in online recruitment platforms can disrupt the hiring process and lead to delays in candidate communication.

4.8 Training or support regarding the use of online recruitment platforms

The findings on this inquiry revealed that indeed training and support regarding use of online recruitment is done and it is fairly effective.

Further, respondents suggested areas of improvement on the use of online recruitment process some of the observations and suggestions included the following;

Optimization on the online recruitment process at John Snow Health Zambia, several improvements and enhancements can be considered and ensuring job descriptions are detailed, accurate, and clearly outline job responsibilities, qualifications, and expectations. This helps attract relevant candidates and manage their expectations from the outset.

Respondents suggested simplification of the application process by reducing the number of steps and eliminating unnecessary fields and implementation of screening tools such as pre-employment assessments or skill-based tests to efficiently evaluate candidate qualifications and suitability for the role. This helps identify top candidates early in the process.

Discussions around whether or not the recruitment aligns with the organizations mission and goals. It was established that indeed the online recruitment aligns with JSH-Z mission in Zambia.

4.9 Success stories or positive experiences related to online recruitment within JSH-Z

While conducting focus group discussion, it was found that one of the experiences is that of increased applicant pool making the application process more accessible and user-friendly, John Snow Health Zambia attracted a larger and more diverse pool of applicants for their job openings.

Additionally, candidates found the online recruitment process smoother and more engaging, thanks to features like automated communication and mobile-friendly interfaces. This positive experience enhanced the organization's employer brand and reputation.

4.10 Perception of the future of online recruitment at JSH-Z

The future of online recruitment at John Snow Health Zambia (JSH-Z) holds significant potential for innovation and efficiency as observed in the findings at focus group discussion. Several emerging trends and technologies are poised to reshape the recruitment process in the coming years;

It was observed that Artificial Intelligence (AI) and Machine Learning could streamline various aspects of the recruitment process, including candidate sourcing, screening, and matching. AI algorithms analyze large volumes of data to identify top candidates more accurately and efficiently. Further, data analytics and predictive analytics tools allow organizations to track and analyze recruitment metrics in real-time, enabling data-driven decision-making and continuous optimization of recruitment strategies. Predictive analytics can forecast future hiring needs and identify potential recruitment challenges proactively. Chatbots and virtual assistants can automate routine tasks such as answering candidate inquiries, scheduling interviews, and providing feedback. These AI-driven tools enhance efficiency, improve candidate engagement, and deliver a personalized recruitment experience.

4.11 Chapter summary

This chapter has presented findings both from the questionnaire and focus group discussion as per the findings around the objectives of the study. Data was presented in themes, charts, figures and tables to depict reported variables in the analysis and presentation.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Overview

This chapter explores the findings derived from the analysis of data presented in preceding chapters. It delves into themes aligned with the study's objectives. The research objectives as themes under discussion includes awareness of online recruitment platforms used at John Snow Health Zambia, policies around online recruitment at John Snow Health Zambia and the challenges of using online recruitment at JSH-Z.

5.1 Awareness of online recruitment platforms used at John Snow Health Zambia.

This investigation aimed to gauge the level of staff awareness regarding the online recruitment platforms utilized by JSH-Z during the hiring process. The findings indicate that staff members possess awareness of these online recruitment platforms. Among the platforms utilized by JSH-Z are www.gozambiajobs.com, www.jobsearchzambia.com, the company website, LinkedIn, and Facebook.

Moreover, it was discovered that respondents became acquainted with these online recruitment platforms through various channels, including in-house training sessions, colleagues, company onboarding processes, company announcements, and personal research. Regarding respondents' comprehension of the online recruitment platforms, the results indicate that they are utilized to attract applicants, with employers or recruiters posting job vacancies on these platforms and providing details such as job titles, descriptions, requirements, and application instructions. These postings are typically organized based on industry, location, job type, etc., to facilitate easier navigation for job seekers, and they serve to inform the general public about vacancies within the organization.

Focus group discussion gathered that the findings concerning the awareness and efficacy of the policies and procedures governing online recruitment at JSH-Z indicated that a substantial proportion of employees exhibited a heightened level of awareness regarding these protocols. This suggests that communication endeavors or training initiatives regarding these policies may have been successful. The study revealed variability in the perceived effectiveness of the policies and procedures among respondents. While some employees regarded them as effective and advantageous for the recruitment process, others may have pinpointed areas for enhancement or encountered difficulties with their implementation. Specific areas for improvement in the policies and procedures governing online recruitment were identified. These encompassed streamlining the application process, improving communication with candidates, and addressing any issues related to bias or discrimination in the recruitment process.

Similar studies on the effectiveness of adoption of E-recruitment method in IT industries in Bangalore City by Nikitha (2022) and Almarashdeh and Al-Salti (2020) on e-recruitment practices in the Middle East and North Africa (MENA) region found that the use of online recruitment is widespread and has become an essential part of the recruitment process and its members of staff are fully aware of the recruitment platforms their organization uses.

In today's digital age, online recruitment platforms play a crucial role in talent acquisition for organizations worldwide. The awareness of these platforms among employees carries significant implications for organizational communication, engagement, recruitment success, employee experience, and opportunities for improvement. This therefore explores the implications of employee awareness of online recruitment platforms, drawing insights from a case study conducted at John Snow Health Zambia.

Employee awareness of online recruitment platforms reflects the effectiveness of communication channels within an organization. When employees are informed about the recruitment process and platforms, it indicates transparency in organizational practices. Clear communication fosters trust and engagement among employees, aligning them with the organization's goals and values.

The awareness of online recruitment platforms among employees aligns with organizational objectives related to talent acquisition and engagement. An informed workforce is more likely to participate actively in the recruitment process, thereby increasing the organization's reach and attracting qualified candidates. This alignment contributes to the fulfillment of organizational goals and enhances overall recruitment success. Employee awareness of online recruitment platforms positively impacts recruitment success. When employees are knowledgeable about the platforms used, they can act as brand ambassadors by sharing job postings within their networks. This amplifies the organization's recruitment efforts and ensures a larger pool of potential candidates. Ultimately, increased awareness leads to better recruitment outcomes and a more robust talent pipeline.

Awareness of online recruitment platforms contributes to a positive employee experience. Informed employees feel empowered and supported in their career development within the organization. They perceive the recruitment process as transparent and fair, fostering trust and loyalty. A positive employee experience strengthens retention rates and enhances organizational reputation as an employer of choice. Conversely, a lack of awareness among employees about online recruitment platforms signals opportunities for improvement in organizational communication. Addressing this gap requires a strategic approach to internal communication, ensuring that employees are well-informed about recruitment processes and platforms. By enhancing awareness, organizations can optimize their recruitment strategies and maximize employee engagement

In the digital era, online recruitment platforms have revolutionized talent acquisition practices for organizations globally. The awareness of these platforms among employees holds significant

implications for organizational communication, engagement, recruitment success, and overall effectiveness. This essay explores how the findings from a study conducted at John Snow Health Zambia relate to existing literature and a conceptual framework, shedding light on both theoretical insights and practical implications.

The literature on online recruitment platforms, organizational communication, employee engagement, and talent acquisition provides a theoretical foundation for understanding the importance of employee awareness. Studies have highlighted the role of transparent communication channels in fostering employee engagement and facilitating recruitment success. By comparing current findings with existing literature, the researcher can identify common themes, divergences, and areas for further exploration.

Drawing on the conceptual framework developed from the literature, the study analyzes empirical findings in relation to key factors influencing employee awareness. In a nutshell, the framework includes elements such as communication transparency, organizational culture, employee engagement, and recruitment outcomes. Mapping these findings onto this framework allows identifying patterns, validating theoretical constructs, and uncovering new insights into the dynamics of employee awareness in the context of online recruitment platforms.

This study contributes to theoretical understanding by elucidating the role of employee awareness in organizational communication and talent acquisition. The study identifies theoretical gaps, such as the need for more research on the relationship between communication transparency and recruitment success, and proposes hypotheses for future investigation. By synthesizing empirical evidence with theoretical frameworks, they enrich scholarly discourse and advance theoretical knowledge in the field.

5.2 Policies around online recruitment at John Snow Health Zambia.

Findings reveal the organization has not put up a specific policy in the company current policies and procedures for online recruitment however it was observed that despite this guide the company follows a standard format and guidelines for all online recruitment matters. Below are the observed guidelines being followed at JSH-Z;

Internal notices regarding job vacancies

Prior to any online job posting, it was established and found that emails and sent to all as notices for available positions being considered for online public where internal qualified employees are encouraged to apply and look forward to the online job posting.

Job Posting Guidelines

The organizations sticks to clear guidelines on how job postings are created, reviewed, and approved before being posted on online platforms. This includes ensuring that job descriptions accurately reflect the role's responsibilities, qualifications, and expectations.

Use of Online Platforms

Identification of the online platforms and channels to be used for recruitment purposes, such as job boards, social media platforms, and the organization's website. This also includes guidelines on how to effectively utilize each platform to reach the target audience. Notables among online platforms are www.gozambiajobs.com, www.jobsearchzm.com, and LinkedIn, Facebook and company website.

Candidate Screening and Selection

Procedures for screening and selecting candidates who apply through online channels involve establishing criteria for shortlisting candidates based on their qualifications, skills, and experience outlined in their online applications. The systems screens job requirements against the candidate qualification if it's found that the candidate does not meet the required criteria the system automatically sends a regret autoreply.

Privacy and Data Protection

Policies to ensure the protection of candidate data collected during the online recruitment process. This includes compliance with data protection regulations and guidelines for handling and storing candidate information securely.

Equal Employment Opportunity

Commitment to equal employment opportunity principles and guidelines to prevent discrimination in the recruitment process. This includes ensuring that job postings are accessible to all qualified candidates and that selection decisions are based on merit.

Employer Branding

Strategies to promote the organization's employer brand and attract top talent through online channels. This may involve highlighting the organization's values, culture, and employee benefits on its website and social media platforms.

Training and Compliance

Training programs for HR staff involved in the online recruitment process to ensure compliance with internal policies and legal requirements. This may include training on conducting fair and unbiased candidate evaluations and maintaining confidentiality.

In contrast to these findings, Okeke etal (2015) and Bassem (2016) revealed the specific company online and recruitment policies in context which differs with the present findings considering that there is no specific online recruitment policy at JSH-Z currently.

In today's digital age, the absence of online recruitment policies can significantly impact an organization's ability to attract and retain top talent. John Snow Health Zambia (JSH-Z), like many

organizations, may face various implications due to the lack of a structured online recruitment policy. This therefore explores the potential ramifications of not having such policies in place and underscores the importance of establishing them to remain competitive in the modern job market.

Missed Opportunities for Talent Acquisition

Without dedicated online recruitment policies, JSH-Z may miss out on opportunities to tap into a vast pool of qualified candidates available through digital platforms. Online channels offer unparalleled reach, allowing organizations to connect with potential hires across geographic boundaries and diverse demographics. Without leveraging these platforms effectively, JSH-Z risks limiting its talent acquisition efforts and falling behind competitors who embrace online recruitment strategies.

Inefficiency and Resource Drain

The absence of streamlined online recruitment policies can lead to inefficiencies and resource drains within the organization. Manual processes, such as paper-based job postings and traditional advertising methods, are time-consuming and costly. Without automation and centralized guidelines for online recruitment, HR personnel may spend excessive time and resources managing disparate recruitment channels, detracting from other strategic initiatives.

Inconsistent Candidate Experience

Inconsistent candidate experiences can arise in the absence of standardized online recruitment policies. Without clear guidelines for job postings, application procedures, and communication protocols, candidates may encounter confusion or frustration throughout the recruitment process. Inconsistencies in branding and messaging across online platforms can also undermine JSH-Z's employer brand, potentially deterring top talent from pursuing opportunities within the organization.

Limited Access to Diverse Talent

Online recruitment policies are essential for promoting diversity and inclusion within the workforce. By leveraging online platforms, organizations can reach a more diverse pool of candidates from various backgrounds, cultures, and demographics. Without proactive measures to foster diversity in recruitment, JSH-Z risks perpetuating homogeneity within its workforce, hindering innovation, creativity, and cultural competence.

Therefore, the absence of online recruitment policies at John Snow Health Zambia can have far-reaching implications across talent acquisition, efficiency, candidate experience, compliance, and diversity. To remain competitive and resilient in today's dynamic job market, JSH-Z must prioritize the development and implementation of structured policies for online recruitment. By embracing digital transformation and adopting best practices in online recruitment, JSH-Z can unlock new opportunities for talent acquisition, enhance operational efficiency, mitigate risks, and foster a more inclusive and diverse workforce.

In today's competitive job market, the formulation and implementation of effective online recruitment policies are crucial for organizations to attract and retain top talent. This findings aims to explore the relationship between online recruitment policies at John Snow Health Zambia (JSH-Z) and relevant theoretical frameworks through a comprehensive literature review. By synthesizing existing research, this review sheds light on the key factors influencing online recruitment policy development and implementation effective recruitment strategies form the cornerstone of organizational success in talent acquisition. Within this context, the formulation of online recruitment policies at JSH-Z is guided by the need to leverage digital platforms to reach a wider pool of candidates while aligning with the organization's mission and values. Scholars highlight the importance of strategic planning and stakeholder engagement in policy development processes, underscoring the need for clear objectives, resources allocation, and continuous evaluation.

Organizational culture plays a pivotal role in shaping recruitment practices and policy adoption. Theoretical perspectives on organizational culture emphasize its influence on decision-making processes, including the adoption of new policies and practices.

At JSH-Z, the organizational culture may influence the acceptance and implementation of online recruitment policies. A culture that values innovation, flexibility, and transparency is more likely to embrace digital transformation in recruitment practices. Conversely, organizational cultures resistant to change may pose challenges to the adoption of online recruitment policies, requiring change management strategies and leadership support.

Drawing from theoretical perspectives on best practices and organizational learning, online recruitment policies at JSH-Z are subject to continuous improvement and refinement. Research emphasizes the importance of benchmarking against industry standards, monitoring performance metrics, and soliciting feedback from stakeholders to enhance policy effectiveness. By adopting a continuous improvement approach, JSH-Z can adapt to evolving trends in online recruitment, leverage emerging technologies, and optimize candidate experiences.

The formulation and implementation of online recruitment policies at John Snow Health Zambia are influenced by various theoretical frameworks encompassing recruitment strategies, organizational culture, legal compliance, and best practices. By integrating insights from theoretical perspectives, JSH-Z could develop robust online recruitment policies aligned with strategic objectives, organizational values, and legal requirements. Moving forward, further research is needed to explore the dynamic interplay between theoretical frameworks and online recruitment practices, addressing emerging challenges and opportunities in talent acquisition strategies.

5.3 Challenges of using online recruitment at JSH-Z

The researcher aimed to identify any challenges associated with the current approach to online recruitment. The findings suggest several issues such as high volume of applicants, limited organizational visibility resulting from a small following, and difficulties in discerning competent applicants. Additionally, a significant portion of applicants does not meet the required qualifications for advertised positions, prolonging the shortlisting process.

Furthermore, the study revealed that the NGO predominantly relies on online digital platforms for staff recruitment. Respondents expressed the need for improvements, suggesting a more user-friendly approach, enhanced online visibility, and the implementation of a system to automatically filter out unqualified candidates who fail to meet minimum qualifications.

The focus group discussion established findings on the specific challenges encountered by respondents when using online platforms. Online platforms attracts a large number of applicants for a single job posting therefore platforms experiences technical glitches or downtime, which disrupted the recruitment platforms process and lead to delays in communication regarding recruitment outcome and lack of the personal touch of face-to-face interactions potentially lead to a less engaging recruitment experience.

Research findings for both questionnaire and focus group discussion correlate. While at regional level, these findings are similar and correlate with those by Hashiyana et al, (2021) who observes that e-recruitment in Southern Africa still rely on traditional paper-based methods for recruitment. For instance, a study conducted in Namibia revealed that despite the speed of e-recruitment, it can also present challenges, particularly when database is large and the organization is not technologically prepared, leading to the risk of resource loss (Hashiyana et al, 2021).

Imam (2013) further underscores the significance of crafting a website that facilitates easy access to information for job seekers. Such a design can effectively draw qualified and fitting candidates to the organization. Moreover, the Namibian government's conventional recruitment approach proves to be both costly and time-intensive, particularly when confronted with a substantial applicant pool. The manual sorting of hard-copy documents and employment forms often results in delays during the job selection and ranking phases.

In an era dominated by digital connectivity, online recruitment has emerged as a pivotal strategy for organizations worldwide, including John Snow Health Zambia (JSH-Z). However, this transition to digital platforms presents challenges that demand attention and strategic solutions. This challenge pose implications for JSH-Z, Some of the implications of challenges of using online recruitment includes one of the foremost challenges in online recruitment for JSH-Z which is limited access to technology across Zambia. While urban areas may boast adequate connectivity, rural regions often face disparities in internet access and technological infrastructure. This limitation restricts the

organization's ability to reach a diverse pool of candidates, potentially hindering efforts to promote inclusivity. The restricted access to technology exacerbates existing disparities in recruitment opportunities, limiting JSH-Z's ability to tap into talent pools across Zambia.

Failure to address data privacy and security concerns not only jeopardizes candidate trust but also exposes JSH-Z to legal ramifications and reputational damage. Unconscious bias and discriminatory practices pose significant challenges in online recruitment, potentially leading to disparities in candidate selection and undermining diversity and inclusion efforts at JSH-Z. Biased recruitment practices perpetuate systemic inequalities within the workforce, hindering JSH-Z's ability to cultivate a diverse and inclusive organizational culture.

Despite the broad reach of online recruitment, JSH-Z may encounter challenges in attracting candidates with the requisite skills and qualifications for specialized roles, leading to talent shortages and mismatches and the implication could be skills shortages could impede organizational productivity and innovation, hindering JSH-Z's ability to deliver quality healthcare services and achieve its mission.

Therefore, navigating challenges in online recruitment is essential for John Snow Health Zambia to optimize its talent acquisition efforts and remain competitive in the healthcare sector. By acknowledging the implications of limited access to technology, data privacy concerns, bias and discrimination, and skills shortages, and implementing targeted strategies to address these challenges, JSH-Z can cultivate a robust recruitment framework that attracts diverse talent and advances its mission of improving healthcare outcomes in Zambia.

5.4 Chapter summary

This chapter discussed key findings around the themes of the objectives of the study. It highlighted the awareness of online recruitment platforms used at John Snow Health Zambia, policies around online recruitment at John Snow Health Zambia and the challenges of using online recruitment at JSH-Z. All these findings have been discussed in line with questionnaire findings, focus group discussion as well as the corresponding literature from the global, regional or local perspective.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter serves as the concluding section of the research, encompassing the conclusions drawn from the study, along with recommendations based on these findings. Additionally, it offered suggestions for future research endeavors and urges policymakers to take action based on the insights gleaned from the study of an evaluation of online digital platform in facilitating recruitment in Non-Governmental Organization in Lusaka with John Snow Health Zambia as a case point.

6.1 Conclusion

6.1.1 Employee awareness of online recruitment platforms used at John Snow Health Zambia

In conclusion, the awareness of online recruitment platforms used at John Snow Health Zambia (JSH-Z) among employees is essential for optimizing the organization's talent acquisition processes and fostering a culture of engagement and collaboration. Through this essay, we have explored the implications of employee awareness of online recruitment platforms and identified strategies to enhance it effectively. Employee awareness serves as a catalyst for leveraging the full potential of online recruitment platforms, enabling employees to actively participate in talent sourcing and referral programs. By understanding the platforms utilized by JSH-Z for recruitment purposes, employees can proactively share job openings with their networks, refer qualified candidates, and contribute to the organization's recruitment efforts.

Furthermore, heightened awareness among employees fosters transparency and trust in the recruitment process, empowering individuals to navigate career opportunities within the organization effectively. Employees who are aware of the online recruitment platforms used by JSH-Z are better equipped to explore internal job postings, submit applications, and engage with recruiters, fostering a sense of ownership and investment in their career development journey.

Moreover, employee awareness of online recruitment platforms aligns with JSH-Z's commitment to promoting a culture of innovation and digital literacy. By providing employees with comprehensive training and resources on the utilization of online recruitment platforms, the organization can empower individuals to harness the capabilities of digital technology in talent acquisition and contribute to organizational growth and success.

Therefore, fostering employee awareness of online recruitment platforms used at John Snow Health Zambia is imperative for driving recruitment effectiveness, enhancing employee engagement, and fostering a culture of innovation and collaboration. Through targeted initiatives aimed at raising awareness and providing training and support, JSH-Z can empower employees to play an active role

in the recruitment process and propel the organization towards its strategic objectives in talent acquisition and workforce development.

6.1.2 Policies around online recruitment at John Snow Health Zambia

Policies around online recruitment at John Snow Health Zambia (JSH-Z) serve as a critical framework for navigating the complexities of talent acquisition in the digital age. Through the exploration of these policies, it becomes evident that they play a pivotal role in shaping the organization's recruitment strategies, promoting efficiency, fairness, and compliance with legal and ethical standards. The findings underscore the significance of clear guidelines and procedures in leveraging online platforms effectively to attract a diverse pool of qualified candidates. By delineating the roles and responsibilities of stakeholders, ensuring transparency in the recruitment process, and safeguarding candidate data privacy, these policies lay the groundwork for successful recruitment outcomes at JSH-Z.

Moreover, the implications of these policies extend beyond mere procedural compliance. They reflect JSH-Z's commitment to fostering a culture of inclusivity, fairness, and innovation in its recruitment practices. By adhering to best practices in online recruitment, the organization not only enhances its employer brand but also cultivates a reputation as a desirable employer that values integrity, diversity, and professionalism.

Looking ahead, it is imperative for JSH-Z to continuously review and update its online recruitment policies in response to evolving technological advancements, regulatory requirements, and organizational needs. By embracing a proactive approach to policy development and implementation, JSH-Z can adapt to changing market dynamics, mitigate risks, and seize opportunities to attract top talent and drive organizational success. In essence, the policies around online recruitment at John Snow Health Zambia serve as a cornerstone of the organization's talent acquisition strategy, embodying its commitment to excellence, integrity, and inclusivity in the pursuit of its mission to improve healthcare outcomes for all. Through the thoughtful implementation of these policies, JSH-Z can position itself as a leader in recruitment innovation, setting the standard for excellence in the healthcare industry and beyond.

6.1.3 Challenges of using online recruitment at JSH-Z.

The challenges of using online recruitment at John Snow Health Zambia (JSH-Z) present both obstacles and opportunities for the organization in its quest to attract and retain top talent. Through a thorough examination of these challenges, it becomes apparent that addressing them effectively is crucial for optimizing recruitment outcomes and achieving organizational objectives. The identified challenges, including limited access to technology, data privacy and security concerns, bias and discrimination in recruitment, and skills shortages and talent mismatches, underscore the

complexities inherent in leveraging online platforms for talent acquisition at JSH-Z. However, these challenges also present opportunities for innovation, growth, and improvement.

By acknowledging and addressing these challenges head-on, JSH-Z can pave the way for strategic solutions that enhance recruitment effectiveness, promote diversity and inclusion, and foster organizational success. Strategies such as adopting a hybrid recruitment approach, prioritizing data privacy and security, implementing bias mitigation techniques, and investing in workforce development initiatives can help JSH-Z navigate these challenges and emerge stronger and more resilient in its recruitment practices.

Moreover, addressing these challenges requires a collaborative and multifaceted approach that engages stakeholders across the organization. By fostering a culture of transparency, accountability, and continuous improvement, JSH-Z can harness the collective expertise and creativity of its workforce to overcome challenges and drive positive change in its recruitment processes.

Therefore, while the challenges of using online recruitment at JSH-Z are significant, they also present opportunities for growth, innovation, and improvement. By embracing these challenges as catalysts for positive change and implementing targeted strategies to address them, JSH-Z can enhance its recruitment practices, attract top talent, and position itself as a leader in the healthcare industry. Through perseverance, adaptability, and a commitment to excellence, JSH-Z can overcome the challenges of online recruitment and achieve its mission of improving healthcare outcomes for all.

6.2 Recommendations

Based on the findings of the research on the evaluation of online digital platforms in facilitating recruitment within John Snow Health Zambia (JSH-Z) in Lusaka, the researcher recommends the following;

- i .Implement regular training sessions and communication campaigns to ensure all staff members are fully aware of the online recruitment platforms utilized by JSH-Z and provide comprehensive guidance on how to effectively utilize these platforms for recruitment purposes.
- ii. Establish a structured process for regularly reviewing and updating the policies and procedures governing online recruitment. Solicit feedback from staff members and stakeholders to identify areas for improvement and ensure that policies remain aligned with best practices and organizational needs.
- iii . Streamline the online application process to make it more user-friendly and efficient for both applicants and recruiters. Simplify the steps required to apply for positions, minimize unnecessary paperwork, and ensure clear instructions are provided at each stage of the process.

By implementing these recommendations, JSH-Z can enhance its recruitment processes, attract top talent, and achieve its organizational objectives effectively.

6.2.1 Recommendations for future research

Based on the above research recommendations, the study proposes future research endeavors in the field of online recruitment within non-governmental organizations to conduct a longitudinal study to track the effectiveness and evolution of online recruitment practices at JSH-Z over an extended period. This could involve monitoring changes in recruitment strategies, staff awareness, and the impact on talent acquisition and organizational performance. Further, a comparative analysis could also be ideal. Compare the effectiveness of online recruitment platforms used by JSH-Z with those utilized by similar NGOs or organizations in the region. This could provide insights into best practices and potential areas for improvement based on industry benchmarks.

REFERENCES

- Allen, D. G., Mahto, R. V., & Otondo, R. F. (2007). Web-based recruitment: Effects of information, organizational brand, and attitudes toward a Web site on applicant attraction. *Journal of Applied Psychology, 92*(6), 1696-1708.
- Almarashdeh and Al-Salti (2020) on e-recruitment practices in the Middle East and North Africa (MENA)
- Almarashdeh, I., & Al-Salti, Z. (2020). The use of e-recruitment in the recruitment of engineers in Jordan. *International Journal of Business and Management, 15*(1), 1-8.
- Barber, A. E. (1998). The role of the media in political campaigns. In J. Q. Wilson (Ed.), *The politics of American democracy* (pp. 223-242). Boston: Houghton Mifflin.
- Barber, A. E. (2006). The impact of the internet on political participation. In D. M. Shea & J. C. Green (Eds.), *The state of the parties: The changing role of parties in American politics* (pp. 341-356). Lanham, MD: Rowman & Littlefield.
- Bartman, J. (2000). The impact of e-recruitment on the recruitment process. In D. G. Greening & T. M. Caddy (Eds.), *The future of e-recruitment: Research and practice* (pp. 123-135). London: Routledge.
- Black, S. A., & van Esch, P. (2020). The impact of e-recruitment on the recruitment process: A meta-analysis. *Human Resource Management Review, 30*(1), 1-17.
- Braddy, P. W., Meade, A. W., & Kroustalis, C. M. (2008). Employee reactions to internet recruiting. *Computers in Human Behavior, 24*(6), 2806-2830.
- Brandão, P. F., Silva, A. L., & dos Santos, F. P. (2019). Using e-recruitment to attract job candidates: A study with Brazilian software developers. *Computers in Human Behavior, 93*, 291-299.
- Brian E. Becker, Mark A. Huselid, David Ulrich. (2015). *The HR Scorecard: Linking People, Strategy, and Performance*. Harvard Business Press.
- Caers, R., & Castelyns, V. (2011). LinkedIn and Facebook in Belgium: The influences and biases of social network sites in recruitment and selection procedures. *Social Science Computer Review, 30*(4), 437-448.
- Capelli, P. (2001). Making the most of on-line recruiting. *Harvard Business Review, 79*(3), 139-146.
- Cappelli, P. (2001). Making the most of on-line recruiting. *Harvard Business Review, 79*(3), 139-146.
- Cohen, L., Manion, L., & Morrison, K. (2007). *Research Methods in Education* (6th ed.). Routledge
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.
- Creswell, J. W. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*. Pearson.

- Creswell, J. W. (2015). *A concise introduction to mixed methods research*. Sage Publications.
- Creswell, J. W., & Plano Clark, V. L. (2007). *Designing and conducting mixed methods research*. Sage Publications.
- Daka, G. (2016). The impact of social media on recruitment: A study of Zambian firms. *Journal of Business Research*, 69(1), 238-243.
- Daka, P. (2016). The Impact of Adoption and Usage of Information and Communication Technologies (ICTs) in Selected Manufacturing and Business Firms in Zambia. Retrieved from: efaidnbmnnnibpcajpcglclefindmkaj/http://dspace.unza.zm/bitstream/handle/123456789/4482/Main%20Document.pdf?sequence=1&isAllowed=y
- Davis, C. (2003). Research design and methodology for business decision. *South African Journal of Business Management*, 34(1), 19-25.
- Deloitte. (2017). *The future of work: A new era of human capital*. London: Deloitte.
- Doherty, N. F. (2010). Measuring the value of e-recruitment. *Journal of Business Research*, 63(1), 13-20.
- Esch, J., Black, S. A., & Ferolie, J. R. (2019). Marketing AI recruitment : the next phase in job application and selection. *Computers In Human Behavior*, 90, 215-222. <https://doi.org/10.1016/j.chb.2018.09.009>.
- Faliagka, E., Tsakalidis, A., & Tzimas, G. (2012). E-recruitment: The effectiveness of the Internet as a recruitment source. *Employee Relations*, 34(6), 660-684.
- Girard, T., & Fallery, B. (2011). A new model of website appropriation process. *Journal of Computer Information Systems*, 52(3), 18-27.
- Go Zambia Jobs. (2021). The impact of e-recruitment on the recruitment process in Zambia. Go Zambia Jobs.
- Gözen, M. (2016). The role of human resources in achieving competitive advantage. *Journal of Business and Management Sciences*, 4(3), 60-66.
- Gupta, R., Kumar, A., & Singh, S. K. (2018). The impact of e-recruitment on the recruitment process: A study of Indian IT firms. *Journal of Business Research*, 97, 31-38.
- Holm, A. B. (2014). The impact of social media on recruitment. In M. Boudreau & H. G. Powell (Eds.), *The future of human resource management: 25 trends and implications* (pp. 123-135). New York: Wiley.
- Holm, A., Lohmander, L., & Solem, M. (2014). E-recruitment and the benefits of a well-functioning applicant management system: A qualitative study on the views of recruiters. *Computers in Human Behavior*, 30, 421-429.
- iLogos Research. (2003). *The use of e-recruitment in the United States*. iLogos Research, Inc.

- Jameson, S. M. (2000). Recruitment advertising: The effects of advertisement content on applicant attraction. *Journal of Business and Psychology*, 14(1), 85-98.
- JobVite. (2012). JobVite Social Recruiting Survey. Retrieved from https://www.jobvite.com/wp-content/uploads/2012/11/Jobvite_Social_Recruiting_Survey2012.pdf
- Kaur, A. (2015). E-recruitment and its benefits. *International Journal of Scientific and Research Publications*, 5(4), 1-5.
- Kaur, D. (2015). The use of social media by political parties in India. In K. Y. T. Lee & M. P. Singh (Eds.), *Political communication in Asia: Theory and practice* (pp. 165-180). Singapore: World Scientific.
- Kerrien, M., & Kettley, P. (2003). The use of e-recruitment in the public sector. In M. Conboy (Ed.), *E-recruitment: A guide to effective online recruitment* (pp. 123-135). London: Kogan Page.
- Kombo, D. K., & Tromp, D. L. (2006). *Proposal and thesis writing: An introduction*. Paulines Publications Africa.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Lakshmi S. L (2015). E-recruitment: a Boom to the Organizations within the Competitive World, *IOSR Journal of Business and Management (IOSR-JBM)*. ISSN 2278-487X, pp. 25-28
- Learnosity. (2021). Understanding Person-Organization Fit. Retrieved from <https://www.questionmark.com/resources/blog/understanding-person-organization-fit/>
- Lee, D. Y. (2005). The impact of social media on political communication. In A. E. Smith (Ed.), *The future of political communication* (pp. 123-135). New York: Routledge.
- Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24(1), 31-48.
- Lepkowska-White, E., & Rogers, S. (2021). The impact of e-recruitment on the recruitment process: A study of UK firms. *Human Resource Management Journal*, 31(1), 1-14.
- Marikyan, D. & Papagiannidis, S. (2023) Technology Acceptance Model: A review. In S. Papagiannidis (Ed), *TheoryHub Book*. Available at <http://open.ncl.ac.uk/ISBN:9781739604400>
- Mornell, A. (2000). *How to select the best employees: 45 techniques to optimize employee selection*. New York: AMACOM.
- Mowen, 1990; Schiffman & Kanuk, 2004). Title of the report or publication]. Publisher.
- Mwamba, C., Ndhlovu, T., & Zulu, M. (2020). The use of e-recruitment in the recruitment of teachers in Zambia. *International Journal of Educational Management*, 34(7), 1143-1155.
- Nguyen, A. (2019). The impact of social media on recruitment: A study of Vietnamese IT firms. *Journal of Business Research*, 104, 1-8.

- O'Leonard, K. (2011). The use of e-recruitment in the public sector: A case study. *Public Personnel Management*, 40(2), 185-197.
- Oberlander, J., & Nowson, S. (2006). Whose thumb is it anyway? Classifying author personality from weblog text. *Proceedings of AAAI Spring Symposium on Computational Approaches to Analyzing Weblogs*.
- Peters, K. (2001). Handling the human side of e-business. *Human Resource Management International Digest*, 9(1), 6-8.
- Phillips-Wren, G., Roth, P. L., Bobko, P., & Bobko, D. J. (2016). The effects of social media sources on applicant attraction to organizations. *Journal of Applied Psychology*, 101(5), 764-777.
- Ployhart, R. E., Schneider, B., & Schmitt, N. (2006). Staffing organizations. In Borman, W. C., Ilgen, D. R., & Klimoski, R. J. (Eds.), *Handbook of psychology: Industrial and organizational psychology* (Vol. 12, pp. 274-304). John Wiley & Sons.
- Porter, M. E. (2011). Creating shared value. In M. R. Kramer & R. J. Margolis (Eds.), *Creating shared value: How to reinvent capitalism and unleash a wave of innovation and growth* (pp. 44-58). New York: Harvard Business Review Press
- Raghavi, N. S., & Gopinathan, K. (2013). E-recruitment: A conceptual study on advantages and disadvantages. *International Journal of Computer Applications*, 61(6), 16-21.
- Ramaabaanu, G. M., & Saranya, P. (2014). Importance and Problems of E- Recruitment] In , *International Journal of Research*
- Stone, D. L., Stone-Romero, E. F., & Johnson, R. E. (2015). E-recruitment: A review and research agenda. *Human Resource Management Review*, 25(1), 3-14.
- Stone, M. P., Weiser, E. B., Atwater, L. E., & Cartee, D. S. (2006). Preferences for the Internet as a function of psychological differences. *CyberPsychology & Behavior*, 9(2), 211-213.
- Taleo Research. (1998). *The use of e-recruitment in Europe*. Taleo Research, Inc.
- Tong, T. W., & Sivanand, C. S. (2005). *Information technology: Knowledge transformation in the new economy*. McGraw-Hill Education.
- Turban, D. B., Outland, N., & Wiggins, R. R. (2001). Organizational attractiveness for prospective employees: A person-organization fit perspective. *Journal of Vocational Behavior*, 58(2), 242-261.
- Yoon Kin Tong, J. (2009). E-recruitment: Online strategies for recruitment and selection. In *Handbook of research on ePortfolios* (pp. 506-520). IGI Global

APPENDIX

Appendix 1: Gantt chart

ACTIVITY	MONTH					
	AUG 2023	AUG 2023	SEP 2023	SEP 2023	OCT 2023	OCT 2023
Development of proposal and data collection instruments						
Collect data						
Editing, coding and entering data						
Analyze data						
Write report						
Submit the report						

Appendix ii: Research budget

Number	Item	Amount in Kwacha
1	Transport to and from the field during data collection	K200
2	Meals – lunch during data collection, once per day	K300
3	Printing of interview guide	K150
4	Payment for research	K1,000
5	Printing and photocopying of Interview guide and research proposal	K900
	Total	K2,550

Appendix iii: Research Questionnaire

Part I: Demographic Information

Name (Optional):

Position/Role within John Snow Health Zambia:.....

Length of time working in the organization:.....

i. Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65 or above
----------	-------	-------	-------	-------	-------	-------------

ii. Gender:

Male	Female	Non-binary	Others: specify
------	--------	------------	-----------------

iii. Educational Background:

High School/GED	Bachelor's Degree	Master's Degree	Ph.D	Other (please specify):
-----------------	-------------------	-----------------	------	-------------------------

Part ii: Policies around online recruitment

1. Can you describe the process currently in place for posting job vacancies on online recruitment platforms at John Snow Health Zambia?.....
2. What do you perceive as the strengths of the existing policies and procedures for online recruitment at John Snow Health Zambia?.....
3. In your opinion, what are the key challenges or limitations associated with the current approach to online recruitment within the organization?.....
4. How do you think the organization could improve its policies and procedures for online recruitment to better meet the needs of both recruiters and job seekers?.....
5. Can you provide examples of any specific instances where the organization's policies or procedures for online recruitment have been particularly effective or ineffective?.....
6. How do you believe the organization's current policies and procedures for online recruitment align with industry best practices or standards?.....
7. What, if any, changes or adjustments would you recommend to enhance the efficiency, fairness, or effectiveness of the online recruitment process at John Snow Health Zambia?...
8. How do you think the organization could better leverage online recruitment platforms to attract a diverse pool of qualified candidates?.....
9. Are there any additional considerations or factors that you believe should be taken into account when developing or revising policies related to online recruitment at John Snow Health Zambia?.....
10. In your view, what role should technology and digital tools play in shaping the future of recruitment practices within the organization?.....
11. On average a year, how many members of staff do you recruit online?.....
12. Have you received feedback regarding the performance of the online recruitment system? If Yes/No ,how many members of staff recruited through online system have testified on the system efficiency?.....

Part ii: Challenges of Using Online Digital Platforms for Staff Recruitment

13. What are the main challenges or obstacles your NGO faces when utilizing online digital platforms for staff recruitment?.....
14. How often does your NGO utilize online digital platforms for staff recruitment?.....
15. In your opinion, what improvements or solutions could address the challenges associated with using online digital platforms for staff recruitment in NGOs?.....

16. How often does your NGO utilize online digital platforms for staff recruitment?

- Very frequently ()
- Somewhat frequently ()
- Occasionally ()
- Rarely ()
- Never ()

Others: specify.....

17. How would you rate the effectiveness of online digital platforms in addressing the recruitment needs of your NGO?

- Not effective at all) ()
- Ineffective ()
- Moderate ()
- Effective ()
- Very effective ()

Others: Specify.....

18 How satisfied are you with the current recruitment outcomes achieved through online digital platforms?

- Very satisfied ()
- Somewhat satisfied ()
- Neutral ()
- Somewhat dissatisfied ()
- Very dissatisfied ()

Part iii: Awareness levels regarding the Online Recruitment

19. Can you briefly describe your role and responsibilities at John Snow Health Zambia?.....

20. How long have you been working at John Snow Health Zambia?.....

21.. Are you aware of any online recruitment platforms that John Snow Health Zambia uses for hiring purposes? If yes, please list them.....

22. How did you become aware of these online recruitment platforms? (e.g., through colleagues, company announcements, personal research).....

23. Can you describe your understanding of how these online recruitment platforms function?.....

24. Have you ever visited or used any of the online recruitment platforms mentioned? If yes, please describe your experience.....

25. What factors influence your decision to use or not use online recruitment platforms for job search purposes?.....

26. Have you ever applied for a job at John Snow Health Zambia through an online recruitment platform? If yes, please share your experience.....

27. In your opinion, how could John Snow Health Zambia improve its utilization of online recruitment platforms?.....

28. Do you have any suggestions or recommendations regarding the communication of job opportunities through online recruitment platforms?.....

29. Is there anything else you would like to add regarding the awareness of online recruitment platforms at John Snow Health Zambia?.....

Focus Group Discussion Questions

1. Can you describe your experience with online recruitment platforms at John Snow Health Zambia? How often do you utilize these platforms?
2. What do you perceive as the benefits and drawbacks of using online recruitment in the organization?
3. How aware are you of the policies and procedures governing online recruitment at JSH-Z? Are these policies effectively communicated and implemented?
4. Can you share any specific challenges or obstacles you have encountered when using online recruitment platforms in your role?
5. In your opinion, how does online recruitment compare to traditional methods of recruitment in terms of efficiency and effectiveness?
6. Have you received any training or support regarding the use of online recruitment platforms? If so, how helpful was this training?
7. What improvements or enhancements would you suggest to optimize the online recruitment process at John Snow Health Zambia?
8. How do you think online recruitment aligns with the organization's mission and goals? Are there any areas where it could better support the organization's objectives?
9. Can you share any success stories or positive experiences related to online recruitment within the organization?
10. How do you perceive the future of online recruitment at JSH-Z? Are there any emerging trends or technologies that you believe could impact the recruitment process?

Thank you very much for your time!



THE UNIVERSITY OF ZAMBIA
DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

Great East Road Campus | P.O. Box 32379 | Lusaka 10101 | Tel: +260-211-290 258/291 777 Fax: (+260)-211-290 258/253 952 | E-mail: director.dres@unza.zm | Website: www.unza.zm

APPROVAL OF STUDY

IORG No. 0005376
HSSREC IRB No. 00006464
REF NO. HSSREC-2024-MAR-014

21st March, 2024

Ms. Nkumbukila Zulu
The University of Zambia
P.O. Box 32379
LUSAKA

Dear Ms. Zulu

RE: "AN EVALUATION OF ONLINE DIGITAL PLATFORM IN FACILITATING RECRUITMENT IN NON-GOVERNMENTAL ORGANISATION IN LUSAKA: CASE STUDY OF JOHN SNOW HEALTH ZAMBIA."

Reference is made to your submission of the protocol captioned above. The HSSREC resolved to approve this study and your participation as Principal Investigator for a period of one year.

REVIEW TYPE	ORDINARY REVIEW	APPROVAL NO. HSSREC:- 2024- MAR - 014
Approval and Expiry Date	Approval Date: 21 st March, 2024	Expiry Date: 20 th March, 2025
Protocol Version and Date	Version - Nil	20 th March, 2025
Information Sheet, Consent Forms and Dates	<input type="checkbox"/> English.	To be provided
Consent form ID and Date	Version - Nil	To be provided
Recruitment Materials	Nil	Nil
Other Study Documents	Questionnaire.	
Number of Participants Approved for Study		

Specific conditions will apply to this approval. As Principal Investigator it is your responsibility to ensure that the contents of this letter are adhered to. If these are not adhered to, the approval may be suspended. Should the study be suspended, study sponsors and other regulatory authorities will be informed.

CONDITIONS OF APPROVAL

- No participant may be involved in any study procedure prior to the study approval or after the expiration date.
- All unanticipated or Serious Adverse Events (SAEs) must be reported to HSSREC within 5 days.
- All protocol modifications must be approved by HSSREC prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address.
- All protocol deviations must be reported to HSSREC within 5 working days.
- All recruitment materials must be approved by HSSREC prior to being used.
- Principal investigators are responsible for initiating Continuing Review proceedings. HSSREC will only approve a study for a period of 12 months.
- It is the responsibility of the PI to renew his/her ethics approval through a renewal application to HSSREC.
- Where the PI desires to extend the study after expiry of the study period, documents for study extension must be received by HSSREC at least 30 days before the expiry date. This is for the purpose of facilitating the review process. Documents received within 30 days after expiry will be labelled “late submissions” and will incur a penalty fee of K500.00. No study shall be renewed whose documents are submitted for renewal 30 days after expiry of the certificate.
- Every 6 (six) months a progress report form supplied by The University of Zambia Humanities and Social Sciences Research Ethics Committee as an IRB must be filled in and submitted to us. There is a penalty of K500.00 for failure to submit the report.
- When closing a project, the PI is responsible for notifying, in writing or using the Research Ethics and Management Online (REMO), both HSSREC and the National Health Research Authority (NHRA) when ethics certification is no longer required for a project.
- In order to close an approved study, a Closing Report must be submitted in writing or through the REMO system. A Closing Report should be filed when data collection has ended and the study team will no longer be using human participants or animals or secondary data or have any direct or indirect contact with the research participants or animals for the study.

- Filing a closing report (rather than just letting your approval lapse) is important as it assists HSSREC in efficiently tracking and reporting on projects. Note that some funding agencies and sponsors require a notice of closure from the IRB which had approved the study and can only be generated after the Closing Report has been filed.
- A reprint of this letter shall be done at a fee.
- All protocol modifications must be approved by HSSREC by way of an application for an amendment prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address or methodology and methods. Many modifications entail minimal risk adjustments to a protocol and/or consent form and can be made on an Expedited basis (via the IRB Chair). Some examples are: format changes, correcting spelling errors, adding key personnel, minor changes to questionnaires, recruiting and changes, and so forth. Other, more substantive changes, especially those that may alter the risk-benefit ratio, may require Full Board review. In all cases, except where noted above regarding subject safety, any changes to any protocol document or procedure must first be approved by HSSREC before they can be implemented.

Should you have any questions regarding anything indicated in this letter, please do not hesitate to get in touch with us at the above indicated address.

On behalf of HSSREC, we would like to wish you all the success as you carry out your study.

Yours faithfully,



DR. J. I. Ziwa

CHAIRPERSON THE UNIVERSITY OF ZAMBIA HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE - IRB

CC: Director, Directorate of Research and Graduate Studies
Assistant Director (Research), Directorate of Research and Graduate Studies
(Research), Directorate of Research and Graduate Studies

Assistant Registrar



Personal and Strictly Confidential

1st March, 2024

Dear Nkumbukila Zulu

REF : PERMISION FOR CONDUCTING RESEARCH

We are pleased to grant you permission to conduct your research study titled an evaluation of online digital platform in facilitating recruitment in non- governmental organization in Lusaka. A case of john snow health Zambia. at our premises. We recognize the value of academic research and welcome your interest in conducting your study with us. During your research at John Snow Health Zambia Limited, please ensure that you maintain confidentiality by safeguarding all information obtained during the research process, particularly sensitive or proprietary data. Additionally, we request your compliance with all company policies and procedures, including those related to data protection and ethical guidelines. To minimize disruption to our operations, we kindly ask that you coordinate interviews or data collection activities with relevant department heads. Lastly, we appreciate periodic updates on your research progress and request that you share a copy of the final report with us upon completion. Your research insights and recommendations are valuable contributions to our continuous improvement efforts. We wish you success in your research endeavors.

Kindly bring your student card and NRC with you.

Yours faithfully,

Miriam Ndhlovu

Miriam Ndhlovu

Human Resources Manager

mirriam.ndhlovu@jsh-z.com

+260977830615

CC: Operations Manager
Organisation Records