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**RESEARCH ARTICLE**

# E-recruitment System for Schools and Hospitals in the Ecclesiastical province of Arusha in Tanzania

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## Abstract

The study was guided by two specific research objectives stated as: To examine the potentiality of e-recruitment system in Schools and Hospitals under the Catholic Diocese of Moshi, and to oversee e-recruitment system-related benefits gained by Schools and Hospitals under the Moshi Catholic Diocese. Additionally, the study employed a cross-sectional research design whereby 71 participants were obtained through purposive sampling from six Schools and Hospitals under the Catholic Diocese of Moshi. Furthermore, a questionnaire was used to collect data from the respondents. Validity and reliability of the instrument was considered. The adaptation of e-recruitment is a very complex phenomenon as it tends to address numerous organizational obstacles and overcoming operative costs. In this digital era, many organizations' human resource panels prefer to use a set of digital appliances to identify new employees and examine their credentials, certifications, and characteristics. This study was conducted to examine the Potentiality of the e-recruitment System in the Religious Schools and Hospitals in Moshi Catholic Diocese. The study used descriptive (frequency and percentages) to analyze the data with the aid of SPSS (Statistical Package for Social Science). The findings revealed that the Catholic Diocese of Moshi is using e-recruitment system in the whole process of hiring employees in their respective Schools and Hospitals higher than traditional approaches. Moreover, the method brought huge advantages to their institutions as most of the employees hired were found to be extremely reliable for the work assigned and effectively in the task implementation.

**Key words:** e-recruitment, internet, religious, school

## 1 | INTRODUCTION

E-recruitment/online recruitment is the use of web based resources to find temporary /permanent employees. Obtaining candidates for employment through the internet, so-called e-recruitment" is a dynamically developing group of recruitment methods (Belisari et al., 2020). The adaptation of e-recruitment is a very complex phenomenon as tend to address numerous organizational obstacles and overcoming operative cost (Listwan 2010). In this digitalized era, most of the organizations' human resources prefer to use a set of digital appliances to identify new employees and exam-

ine their credentials, certifications, and characteristics (Innocent & Kalaskar, 2016; Mohammed, 2013).

Many developed countries have been using this system of recruitment in finding and hiring highly skilled workers from different countries and thus directly benefiting from the use of the internet in finding better employees. This issue is particularly challenging for African countries and many developing countries where the e-recruitment issue seems to be emerging more and more for hiring and staffing companies. According to Melanthiou (2015), approximately 79% of the Global 500 of the world's firms with high gross sales hire staff

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## **E-recruitment System for Schools and Hospitals in the Ecclesiastical province of Arusha in Tanzania**

from their websites. The survey conducted by Kaur (2015) indicated that the percentage of corporations that use E-recruiting increased from 28% in 1997 to 95% in 2005.

There are online works boards, in addition to corporate websites such as HotJobs, Hire.com, Career-BUILDER, Monster.com, and Headhunter.net are some of the well-known work boards globally. Employment applicants submit their resumes to online job boards to adapt their qualifications to open positions. Organizations benefit from online recruitment because it is a current hiring tool that offers current intelligence, opens up regional boundaries for talent searches, and saves time and money (Chuong et al., 2017; Fred & Kinange, 2018; Melanthiou et al., 2015). Most organizations and institutions in Tanzania have websites that are also used for recruiting.

Some businesses may hire their employees or outsource to specialized recruiting firms. Several macro and microfinance organizations, including banks, use the internet to recruit employees (Thomas, 2019). Furthermore, commercial firms such as Vodacom Tanzania, Zantel, Mohammed Enterprises Tanzania Limited (METL), Coca-Cola Tanzania, social institutions, and non-governmental organizations (NGOs) are among the organizations that use online recruiting tactics. These organizations and businesses used to advertise job openings on their homepages to attract job searchers (Lipumba, 2018). For instance, Tanzania's public sector is consolidated under the Tanzania Public Service Recruitment Secretariat, which is in charge of publicizing all job openings in all government sectors, such as ministries (<http://www.ajira.go.tz>).

Despite the continuing discussion on the benefits of e-recruitment, there has been a paucity of study and development in terms of its acceptance. Some of the causes for this may be due to problems associated with individuals within the companies, which shows the lack of ability to adapt to the system. The overhead expenses associated with implementing this technology, as well as the difficulties associated with convincing companies to utilize e-procurement, indicate a low rate of system acceptance (Talluri et al., 2006; Puschmann and Alt, 2005). If the e-recruitment function is to be implemented strategically, it must evaluate how it may be strategically, economically, and technologically integrated. Orga-

nizations participating in the new economy must internally align themselves with the demands that the ever-changing competitive environment imposes on organizational strategic behaviour (Phillips 2003). This paper focused on evaluating the advantage brought by the e-recruitment system to the Moshi Catholic Diocese in the recruitment of employees in their respective Schools and Hospitals.

## **2 | STATEMENT OF THE PROBLEM**

As the amount of firms grows and the human resource climate becomes more competitive, the labour force becomes a crucial sector in Tanzania. Despite having a large wave of unemployed youth, finding a better worker is still a major challenge. According to the United Nations Conference on Trade and Development, foreign direct investment in Tanzania has increased rose from USD 938 million in 2017 to USD 1.1 billion in 2018 (UNCTAD, 2019). As a result, human resource administrators are concentrating on the right ways to hire new employees and keep existing ones in their organizations. Religious institutions has been facing severer hiring challenges specifically in getting the employees who corresponding to preliminary demographics requirements. Poor communication skills, a high rate of employee turnover, false representation, and a huge pond of unqualified candidates, as well as outdated recruiting techniques have been several reported by recruitment agencies in Tanzania (Lipumba, 2018). The Moshi Catholic Diocese operates several community-based firms like Schools, Hospitals and colleges. Such firms hire a large number of professional and unskilled labourers who are recruited from different angles of the country. Though the diocese has a large number of congregations in church sessions, however, it is not easier to recruit the best candidates from a single assortment. This causes complications and grateful competition once come to the issue of selecting the perfect candidate (Nkondola & van Deuren, 2017). With the period of 5 years ago, we have witnessed even the government using many online systems including the employment portal to simplify the process of analyzing and processing employment applications hence achieving recruitment of better best employees. This

study intends to examine the potentiality of the e-recruitment system in the religious Schools and Hospitals Moshi Catholic Diocese. More still other religious organizations have been processing job applications through these systems, although not enough research has been done to determine their impact. This study targets at viewing the potentiality of e-recruitment system in Moshi Catholic Diocese. This study is based on exploring how e-recruitment system has supported recruitment for Schools and Hospitals under Moshi Catholic Diocese.

### 3 | SIGNIFICANCE OF THE STUDY

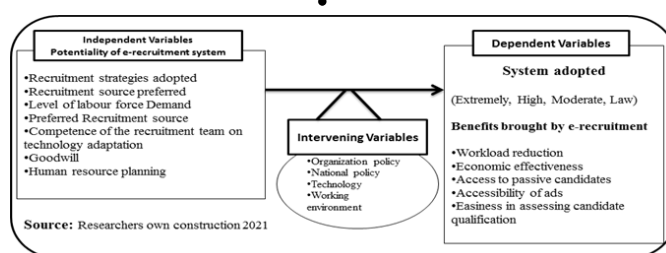
The significant of this seminar paper is the creation of a project that gives the concept of developing an online work-recruiting site to replace the old method of recruiting a candidate by generating various advertisements in papers. The key advantage is the creation of an online work site that provides an online framework for different organizations that helps to eradicate the manual recruitment process, cost savings, time-saving methods, and a straightforward framework. The seminar paper results are expected to shed some light on the private entities and religious-based institutions on the better strategies for using e-recruitment system in actively seeking out, finding, and hering candidates for the potential vacancies. The success of this seminar paper will further light on human resources experts outside and inside Tanzania on the importance of e-recruitment system in reducing the enlistment cost of new employees and simplification of analyzing applications through the best and reliable electronic techniques.

### 4 | RESEARCH OBJECTIVES

[noitemsep,nolistsep,topsep=5pt]To examine the potentiality of e-recruitment system in Schools and Hospitals under Moshi Catholic Diocese. To assess e-recruitment system-related benefits gained by Schools and Hospitals under the Moshi Catholic Diocese.

## 5 | CONCEPTUAL FRAMEWORK

The potentiality of the e-recruitment system in Moshi Catholic Diocese can be attained through investigating the extent of adoption of e-recruitment system; benefits brought and technological competence of the institutions and staffs who are the main implementers. In addition, all this cannot be reached without examining the influence of the institutional policies toward human management and decision-making strategies. Therefore based on those highlighted clues, this study has independent, dependent, and intervening variables that linked to each other based on the conceptual framework given in Figure 1.1



This diagrammatic illustration shows how variables of the study independent, dependent, and intervening variables interact to affect the study, therefore providing validity for it to be carried out. The illustration gives the relationship between the independent, which covers the recruitment strategies adopted, recruitment source preferred, and level of labour force demands, preferred recruitment sources, the competence of the recruitment team on technology adaptation, institutional goodwill, and human resources planning. The dependent variable is much relied on the longitudinal influence of the independent variable based on the study objectives. Having competent and well-trained staff facilitates the organization to overcome unnecessary expenses hence in addition increase productivity and maximize organizational profit. That's why in this study the researcher considered the extent of e-recruitment system adoption to rely on Likert scale items (extremely, highly, moderately, or lower) based on the extent to which the diocesan recruitment team utilize the e-recruitment system. Moreover, the study sought to examine the benefits of e-recruitment adoption based on workload reduction, economic

## **E-recruitment System for Schools and Hospitals in the Ecclesiastical province of Arusha in Tanzania**

effectiveness, access to passive candidates, accessibility of advertised vacancy and easiness in accessing candidate qualification or additional information. Moreover, the conceptual framework illustrated in Figure 1, gives the connection of intervening variables (organization policy, national policy, working environment and technology) to the identified independent and dependent variables under investigation. This is because there is nothing in this world that can operate without the pressure of the surrounding environment (Macarthur, 2001).

### **6 | REVIEW OF EMPIRICAL STUDIES**

#### **6.1 | Extent of e-recruitment system adoption**

Meijer, s (2015) conducted a study in India on the implementation of e-recruitment. He further revealed that MNCs depend more on the Internet with the support of human resources teams. Most MNCs favour online recruiting through social media because it hits a large number of individuals at once. Pick profiles are attracted as a result and work is made easier to choose applicants from a wider pool. The use of e-technology and web-based sources for sourcing, scanning, filtering, and cross-examining candidates allows choosing the right candidate at a reduced cost and with less effort. The study was not well indicated the research methodologies used in conducting the study, for instance, the sample size was not well-formed some of the results were summing up differently. In the current study, the researcher will ensure that the correct sample size is determined by using Yamane (1967) sampling formula, in which one among the major parameters are population size and confidence level required.

Gronmo (2020) assessed the role of social media on the e-recruitment process based on existing literature. According to most prior studies, social media is employed as a secondary source of e-recruitment rather than as the primary one. Furthermore, it has been found that the use of social media as a complementary source is becoming more popular as a result of the low cost of information. Most profit-oriented companies relied on social Media in finding the best employees. However, the current study will examine how social media as the part of the online sources

assisted MCD to get best employees

George (2017) in South Africa explored the strategies to be taken to increase the effectiveness of the recruitment and selection process in automobile industries in Cape-town province. The researcher employed a descriptive survey research design; Data was collected through an in-depth personal interview, whereby purposive sampling was employed to select a sample of 75 respondents. The study revealed that the government has to review labour laws and remove some of the conditions, which found to pull down the power of companies in employees selections basis on their demands. The study finds suggested that for effective recruitment and selection process the automobile industries must think about adopting the e-recruitment system which will help to minimize overrunning recruitment costs and also widen the applicant market since it will be easier to get the applicant from the wider areas in the country. Though the study was conducted in more than one automobile industry, the researcher did not indicate how many entities were involved and how many respondents were selected from each entity. In the current study, the researcher will use a case study design and only staffs who are involved in the recruitment process in Moshi Catholic Diocese.

Kamala (2019) researched Mwanza, Tanzania, on the efficacy of career portal and networking web recruitment. According to the results of the report, recruiters obtain applicants via career portals as well as personal recommendations. They compensated for referring those candidates, but if the applicant leaves the organization, the individual who referred the candidate must find a substitute. Employees are put under strain as a result of this. To stop a situation like this, job boards and networking pages lend a helping hand in this case. Finally, he makes several recommendations for HR to follow to improve their recruitment teams or working workers. Although technology is rapidly evolving, he agrees that the use of career portals and networking has its benefit. Recruiters must receive separate training to build good sites. The current study will help to determine if religious-based institutions like Moshi Catholic Dioceses are using career portals in recruitment and if so what are the gains benefited from e-recruitment.



## 6.2 | The benefits of e-recruitment system

Van Doesum, (2016) researched the recruiting efficacy of career portals and social media platforms in Germany. He publishes actual photographs with workers of an organization in this report. In other words, the problems/issues that workers who serve in a recruiting unit face. Often multinational corporations hold online interviews to screen applicants. Recruiters, according to the author, find applicants through career platforms and personal recommendations. They compensated for referring those candidates, but if the applicant leaves the organization, the individual who referred the candidate must find a substitute. He finally, suggested some steps that they can take to improve their recruitment teams or working workers in this study. Although technology is rapidly evolving, he agrees that the use of career portals and networking, which is part of e-recruitment, has its benefit in human resources management. That is to say, Recruiters must receive separate training to build more sites and know how to use e-recruitment for the betterment of their institution. This study was conducted in well-developed nations, which have advanced multimedia and social media network, this influence the researcher to think about conducting the relevant study in Tanzania to see to what extent do e-recruitment is adopted in religious-based institutions particularly the Moshi Catholic Diocese.

Bogatova (2017) in Finland investigated the good approaches for improving the recruitment and selection process in private institutions. The study adopted both qualitative and quantitative approaches. Interview schedules, questionnaires, and focus group discussions were used for data collection. The study findings have shown that most of the interviewees emphasize companies adopting electronic recruitment systems, which are also able to perform preliminary selection processes to reduce the burden of passing through a bulk of application letters. The study also found that HRs was also insisted to abide by their professional principles by ensuring that candidates got an equal chance of being selected unless otherwise the condition not meet. Concerning Tanzania the strategies adopted by the private sectors in reviewing and determining best candidates for the advertised job is not well investigated, therefore in this study, the researcher will

assess how do religious-based institution particularly Moshi Catholic Dioceses are affected by the bulk set of applied candidates and if the e-recruitment system has assisted to deal with.

Irabor and Okolie (2017) conducted a study on the challenges associated with the e-recruitment system in Nigeria. The study involves 63 HR's from different private-owned institutions. The researcher used tools like questionnaires, and documentary review to collect data and finally analyzed through descriptive statistics. The study findings revealed that, despite its many advantages, the e-recruitment process has some drawbacks. As the result of an emerging trend in technology and process, also known as globalization, organizations should focus on the process to improve the superiority of their staff enlistment utilities. The study found that cost and time savings, an increased pool of candidates, and a worldwide catchment opportunity are all big advantages of using deep core ICT in recruitment. This study was cantered on privately owned institutions that are profit-oriented. The current study will major cantered on the none-profit institution (Moshi Catholic Dioceses).

Innocent and Kalaskar (2016) examined the impact of the e-recruitment system on selected telecommunication companies' in Kigali Rwanda. The research included both qualitative and quantitative methods. Data were collected through interview schedules and questionnaires. The study revealed that Just as it is simple for a company to hire skilled individuals via the internet, it is also simple for competitors to hire the company's employees. Recruiters will seek out people who are good at what they do. Furthermore, many firms are eager to hire qualified candidates, and everything moves swiftly in the Internet world. This study involved telecommunication companies which are profit-oriented companies the current study will assess how religious-based institutions, particularly Moshi Catholic Diocese, benefit from a large number of applicants and whether the e-recruitment system has helped to deal with this challenge.

## 7 | METHODOLOGY

The study adopted a cross-sectional research design with quantitative approaches. This design was

## E-recruitment System for Schools and Hospitals in the Ecclesiastical province of Arusha in Tanzania

adopted based on the fact that; the study mainly focuses on looking the Potentiality of e-recruitment System in Schools and Hospitals under Moshi Catholic Diocese in which a variety of strategies have to be undertaken to establish well-organized facts within the particular time interval. The study targeted schools and Hospitals administrative boards including heads of Schools and Hospitals, academic teachers from eight primary and fifteen secondary Schools. The study used the purposive sampling method to select three persons (Head of hospital, second master/mistress, and academic master) administrative staff from each School and Hospital and the diocesan human resources officer hence make the total of 71 participants involved in this study. Data was collected through a structured questionnaire with open and closed-ended questions. The study used descriptive (responses frequency and percentages) in analyzing data with the aid of SPSS (Statistical Package for Social Science) version 23. The computed Cronbach's Alpha reliability coefficient from the Likert scale was 0.799. All ethical issues were considered in the whole stages of conducting this study.

## 8 | STUDY FINDINGS

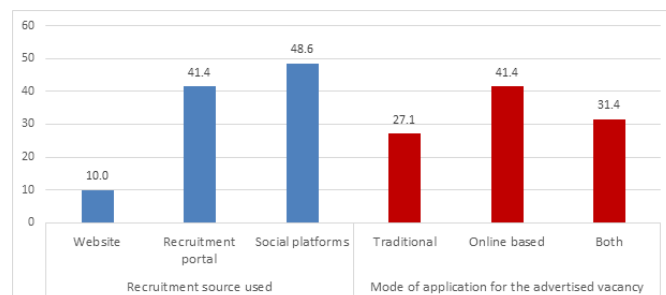
In this part, the researcher examined school and hospital recruiting methods and techniques, as well as how administrative boards evaluate e-recruitment system technologies and their advantages. The findings assisted in further evaluating the changes that e-recruitment system technologies are bringing to organizations' recruiting strategies and practices. The answers to the questions were analyzed to see if any common themes supported the repeating topics in the literature study.

### 8.1 | The extent of using e-recruitment system

In this objective, the researcher sought to examine the extent to which Moshi Catholic Diocese uses e-recruitment system in acquiring new employees in their respective Schools and Hospitals. The data collected from the administrative staff (heads of Schools and Hospitals and academic teachers that relate to this objective have been analyzed using percentages

then presented in form of figures (Figure 2). Moreover, the results from the Diocesan Human Resource Officer (HR) were presented within relevant administrative responses in the quotation form.

**Figure 2 . Participants Responses on the Recruitment Source and Mode of Application used**



Source: Field (2021)

### 4.3.5 Recruitment source used

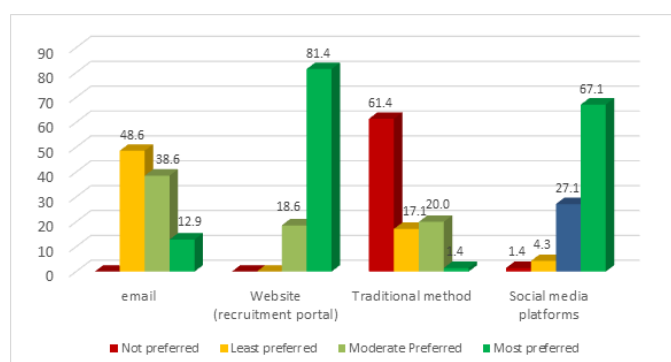
Concerning the findings summarised in Figure 2, it has been revealed that the Moshi Catholic Diocese uses a website, recruitment portal, and social media platforms such (LinkedIn, WhatsApp groups, Facebook, and others) to promote the free vacancies in their respective Schools and Hospitals. The findings show that Social Medias (48.6%) and recruitment portals (41.4%) are highly used compared to websites (10%). One of the school heads argued that, "Given the current state of technology, a large percentage of educated people use smart phones and I am a major customer of social media. This facilitates the dissemination of information rather than the use of newspapers, posters or advertisements in places with social gatherings such as churches and so on."

These responses reveal a greater reason for many employers to use e-recruitment system than traditional methods as described by Fred and Kinange (2018). In this study, it was found that most job advertisements spread faster through social Media than even the websites of the organization concerned. The rapidity of disseminating information through social media has made these networks important in not only connecting people but also in meeting people and their future employers.

### Mode of Application used

Apart from the issue of dissemination of employment information to be able to find qualified applicants promptly, the issue of the method of submitting employment applications is even more important. This is because one can meet the job advertisement and he/she possesses all the qualifications to get the position but fail to apply due to various challenges such as distance, lack of funds to cover application costs, or even difficulty accessing the prescribed application methods. This study revealed that Moshi Catholic Diocese is mostly using online application methods (41.4%) for the advertised vacancies than traditional methods (27.1%). About the findings presented in figure 2, it has been revealed that the diocesan recruitment team does not ignore the contribution of traditional methods that is why it does not limit those who are willing to use conventional methods such as writing applications and submitting them directly to the employer using such systems. This helps the institution to have a wider scope to find prospective staff in various fields in Schools and Hospitals under the diocese. These results are directly related to Dhamija (2012) who found that using a variety of ways to receive job applications allows the institution to find productive employees on time.

**Figure 3 Participants Response on the Preferred Recruitment Mode**



Source: Field (2021)

### E-mail Usage

Through the results in Figure 3, this study found that Moshi Catholic Diocese uses e-mails to receive job applications, although this system is used to at least an extent of 48.6%. Moreover, 38.6 percent of the participants in this study, all of whom were

senior administrators of the entire school and hospital system, acknowledged that email is moderately preferred while 12.9% mostly preferred to use email. These results show that the e-mail system sending job applications is popular and also used in receiving job applications in various advertised positions in Schools and Hospitals under the Moshi Catholic Diocese although not to a large extent. There have been many challenges preventing many institutions from using the email system such as the presence of spams viruse and data storage. One of the school heads argued that,

”Unless you install a firewall and anti-spam software, unsolicited email might overwhelm your email system. Other difficulties with internet and email security may occur, especially if you use the cloud or remote access.”

In the research conducted by Kaur (2015) he found that an email can go to the wrong person accidentally, hence potentially leaking confidential data and sensitive business information can leak out. Despite that, it is still suggested that, before approaching a passive applicant, find out what motivates them and what makes them apply in the current position. Using this information, tailor your sourcing emails to describe what you can provide them rather than what they can do for your firm.

### Preference Concerning Recruitment Portal Usage

A career (recruitment) portal, often known as a job board, assists applicants in finding jobs and businesses in their search for prospective candidates. Job portals are the quickest way for employers to post job openings and job seekers to find them. In other terms, it is a website where companies can advertise job opportunities and job seekers may post their abilities. The findings presented in Figure 3 show that most of the participants agreed that the recruitment portals were mostly preferred (81.4%). It's only 18.6% indicated a moderate preference for recruitment portals while none of the participants shows the least interest in recruitment portals. These findings collide with Skerfving (2016) who revealed that this system (recruitment portals) greatly simplifies the task of simplicity. It is easier to collect information and once available you can immerse it directly in excel and perform feasibility studies until you

## E-recruitment System for Schools and Hospitals in the Ecclesiastical province of Arusha in Tanzania

find the right employee. Through this research, it has been found that e-recruitment system is more closely related to the use of recruitment portals which increases the efficiency of application and even filters candidates to find the right person for the job advertised.

### Preference for Social Media's Usage

In line with the usage of email and career portals, Social Media platforms are also not left behind. The results of this study shows that 67.1 percent prefer the usage of a social media platform to be used in sending job applications. This system was supported at least by 27.1% of partners with 1.4% rejecting it. One of the staff at these institutions admitted saying that,

”The growth of technology has now led to Social Media such as Face book and LinkedIn being used for recruitment due to the creation of recruitment pages systems that are easier to find staff due to a large number of users of these platforms”.

Social networking is not a novel technique for recruiting. With the surge in popularity of LinkedIn, Twitter, and Facebook in recent years, you may expect a big number of recruiters and HR professionals to use them for recruitment advertising. Social networking is an excellent tool for reaching out to that sought-after pool of potential applicants who aren't actively looking for a new job but would be willing to change if the appropriate opportunity presented itself. Other social media methods, like Twitter hash tags, or asking any workers who currently work in a comparable function to share the vacancy with their connections, can also be used to reach the prospective employees.

In a study conducted by Melanthiou and Constantine (2015), it was found that although many employers have had a negative attitude towards the use of social networks, basically these networks have a lot of benefits in the whole issue of finding productive employees due to the large wave of young people using it.

### 8.2 | The benefits of e-recruitment system

In this objective, the researcher thought to examine the benefits gained by the Moshi Catholic Diocese recruitment team after implementing e-recruitment methods. The responses gathered from the study par-

ticipants who are the part and parcel of the diocesan recruitment board were coded, effectively cleaned, and analyzed in form of frequencies, percentages, mean and standard deviations. The researcher presented the summary of the findings in form of tables (Table 1, Table 2).

**Table 1 Participants Perceptions toward the Cost Analysis in Using E-recruitment**

Variable	Less costly		Equally		costly		High costly		Mean	STD
	f	%	f	%	F	%	F	%		
Advertising	45	64.3	19	27.1	4	5.7	2	2.9	1.47	.737
Selection	16	22.9	44	62.9	8	11.4	2	2.9	1.94	.679
Enlisting	48	68.6	18	25.7	2	2.9	2	2.9	1.40	.689
Conducting	24	34.3	26	37.1	7	10	13	18.6	2.13	1.089

Source: Field (2021)

### E-recruitment Expenses in Advertising

The study findings as summarised in Table 1 indicate that 64.3% of the participants involved in this study, agreed that e-recruitment is economically effective as it uses fewer expenses in advertising compared to traditional approaches. In addition to this 27.1% argued that the expenses of advertisement are the same for traditional and modern recruitment approaches while only 5.7 said that e-recruitment system is costly and 2.9% declared that it is highly costly. Concerning these findings, the Diocesan HR argued that,

“You can't compare the cost of advertising jobs through online sources and other systems. Online sources are cheaper and easier to use because they do not have many limitations. Advertise a job advertisement in a newspaper you pay per square meter while on radio or television stations you pay for hours. When using your Face book page, Twitter, or LinkedIn there are no deductions for that system unless you have decided to promote ads where the cost starts from 1usd for the whole day i.e. 24hrs”.

These findings are parallel with Holm (2014) who reported that some social networking features cost money. Paid advertising, such as LinkedIn Job Posts and Job Slots, as well as a recruiter licence, have a cost. However, it is free to post your job openings on your LinkedIn company page, Twitter, or Face book.



In addition to this, the organization can use its social media profiles to take advantage of free advertisement.

### E-recruitment Expenses in Selection

After job advertisements are advertised by qualified people to apply what follows is a selection to get one to fill the advertised soul. In this study, it was found that almost half of the participants (62.9%) said that the cost of analysis to find a qualified applicant is not very different from traditional methods. This is due to the process being done through an individual profile and to determine if he or she deserves the position. However, these findings are not in line with other researchers where according to a study conducted by Belisari (2020) it was found that e-recruitment is very helpful in the whole issue of selection as screening begins at the first stage of job creation by blocking unqualified people. Mentioned inability to submit their application. Plus. Faliagka, Tsakalidis, and Tzimas (2012) added that e-recruitment simplifies the whole process of preparing data in an excel sheet and thus provides it quick analyst in the whole process of finding a productive applicant for a company or institution. You can analyze a candidate's skills, previous experience, and personal traits when evaluating their application. You cannot, however, check for alignment with your company's culture and principles. This is where the social media audit takes place.

### E-recruitment Expenses in Enlisting

In the process of declaring eligible applicants for simplification, the results of this study showed that a large percentage of respondents (68.6%) admitted that e-recruitment is easier than traditional approaches. one of the participants added that,

"By e-recruitment, only one ad can be prepared and posted on social media. The information will spread quickly to reach the people closest to the person who often informs them and arrive early for convenience."

A study conducted by Meijer (2015) showed that, if the simplification was done online it is easy to notify the applicant through the same platform because his information is directly on his job application something that is not easy in traditional methods. Despite social media, there is a great deal of flexibility to notify the applicant by email or through the career

portal he used to apply for the job. So the presence of many alternatives ways to reach a competent creator makes this method easier and cheaper compared to traditional methods.

Table 2 Benefits Brought by E-recruitment Compared to other Sources

Variable	SD	D	N	A	SA	Mean	STD
Access to vacancies 24 hours a day	-	9 (12.9)	6 (8.6)	19 (27.1)	36 (51.4)	4.17	1.049
online recruitment is affordable	6 (8.6)	4 (5.7)	5 (7.1)	34 (48.6)	21 (30)	3.86	1.171
Online recruitment is easy	2 (2.9)	4 (5.7)	7 (10)	29 (41.4)	28 (40)	4.1	0.995
Shorten hiring process	6 (8.6)	4 (5.7)	12 (17.1)	29 (41.4)	19 (27.1)	3.73	1.179
Broader scope for candidates	-	9 (12.9)	6 (8.6)	26 (37.1)	29 (41.4)	4.07	1.012

Source: Field (2021)

The results in Table 2. show that a large percentage of participants admitted that e-recruitment has helped the job advertisement to be open for more than 24 hours a day and thus provide a broad space for anyone qualified to apply (mean = 4.17). In addition, 81.4% have acknowledged that e-recruitment is much easier to coordinate compared to traditional recruitment which consumes a lot of resources such as money, time, and so on and thus adds more work to process applications. These findings have also shown that e-recruitment reaches more people more quickly and easily than traditional methods (mean = 4.07). Among other visible benefits include speed in the entire recruitment process where 68.5% believed that e-recruitment is better than traditional approaches.

## 9 | CONCLUSION

The findings offered further evidence to support several assertions regarding e-recruitment in the works of literature. Overall, the data indicated that the internet is a beneficial and cost-effective source of recruiting for organizations. The study found that Schools and Hospitals under Moshi Catholic Diocese use e-recruitment methods as a recruiting tool at a higher rate than traditional recruitment methods. The most prevalent e-recruitment tools include recruiting agencies, social networking platforms, and

## E-recruitment System for Schools and Hospitals in the Ecclesiastical province of Arusha in Tanzania

job boards, which have transformed the way potential applicants, apply for vacant positions. If HR managers want to compete for talent, they must start taking e-recruitment wisely and work on it as an essential part of their company strategy. The findings revealed that Moshi Catholic Diocese utilized e-recruitment system effectively as a hiring tool. E-recruitment system offers several advantages, and these common advantages have been identified in numerous e-recruitment works of literature, as addressed in the empirical review section such as accessibility to passive candidates, affordability, time-saving and limited resources used. Moreover, the stability of internet connection to both parties had also interfered with an online conversation to some extent hence influence some of the interviews to be postponed. The study had also exposed that, during advertisement of empty vacancies sometimes it happened that, many candidates apply for the job in which majority of them do not follow application instructions given hence leads to the existence of a large number of unqualified applicants.

## 10 | RECOMMENDATIONS

So often it has been noticed that, once email is used, applicants are applying for the outdated vacancies hence leads to great distraction during the application sorting process. Therefore the study recommends those who wish to apply for the advertised posts through online sources read instructions given properly and ask for assistance from the experienced person during the application stage. Moreover, the study advises the organization to try to create the checklist in the application platforms they use to facilitate easier checkout for the prospective employee and to the recruitment team during reviewing stage.

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