Effectiveness of Digital Platforms in Promoting Recruitment in Public Entities: A Case of TANESCO Mwanza City

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Abstract— This study was aimed at assessing the effectiveness of digital platforms in promoting human resources recruitment process in public entities. Specifically this study focused on four digital platforms commonly used in Tanzania including websites, portal and job boards. This study used a descriptive survey design method in order to achieve the study purpose, in which the study area was TANESCO administrative areas of Ilemela and Nyamagana districts, and the study population was employees of TANESCO from different levels. In this study, Krejcie and Morgan, (1970) table was adopted in sample size determination in which the optimum sample size was 152 from the study population of 248. Questionnaire method was used for data collection whereby quantitative data collected through the method were analyzed using descriptive statistics, correlation analysis, multiple regression analysis and ANOVA with the aid of Statistical Package for Social Science (SPSS version 23.0). Multiple regression analysis findings indicated that website, portal and job boards have positive significance influence on recruitment process. In contrary, social media has positive influence on recruitment process, however the effect was not supported by statistical significance. This study concluded that digital platforms including websites, portal and job boards are very effective in promoting recruitment process in public entities. This study strongly recommend that public entities should deploy digital platforms in recruitment process as it is evident that digital platforms has enormous contribution to the effectiveness of recruitment process. In addition, qualified employees should control digital platforms with much emphasize on transparency, integrity and adherence to the code of conduct. This will enable public entities realize the benefits of using digital recruitment.

Keywords— digital platforms, recruitment process.

I. INTRODUCTION AND BACKGROUND

Organizations in this planet where drastic advancement of technology is witnessed are recently striving to get highly qualified and competent candidates in order to win in a competitive economy. The recruitment process and tools has changed globally, significantly in recent years due to high levels of unemployment, advanced use of technologies and increasing skills shortages in many public entities areas which led to an increased competition in the recruitment of best candidates (Zalaghi and Khazaei, 2016). As the result of these development, public organization have been pushed to enhance their internal processes in order to meet requirement and compete in highly competitive market. As

a result, human resources policies and practices must be improved. The evolution of human resource recruitment in public entities toward more integrated strategies has been proceeding along with growing availability and use of digital platform. The realization of better recruitment service, cost efficiency, speed and creativity is becoming a main target to increase competitiveness in the recruitment market (Khillare and Shirsale , 2017).

Africa has been experimenting Technology since 1980s especially to manage Human resources, unfortunately, Human Resources function in Africa has not been proactive in its use of technology to provide integrated services including e-recruitment effectively. However e-recruitment

has been beneficial for some public entities in Africa, as many employers who said to have utilized the technology, it has been used for recruitment, performance management, career planning, determination of rewards and recognition, training and development, and employee relations (Ouirdi et al. 2015). For instance, initiatives originated from IT experts in Kenya and Kenyan Government deliberated to get the country to some higher technology levels and use technology as a driver towards country development (Mwangi and Reuben, 2018).

In Tanzania, digital platforms have emerged as recruitment platforms in public entities which target to enhance effectiveness and efficiency in recruitment process. With over 43 percent penetration of the internet in Tanzania (Statista 2020; Digital 2020), the Human Resource practitioners have to tap into the opportunities offered by online digital platforms to improve their performance. The growing popularity of online digital platforms has been seen over on government owned portal called "www.ajira.com" (Mumo, 2018). The more discovery of digital platform has been seen now due to the use of social media which brings employers and job seekers closer than before (Rani, 2016).

While some public entities have successfully integrated digital platform within their functions, research indicates that other public entities have encountered challenges in this regard (Mwangi& Reuben, 2019). It is noted that some public entities were not familiar with the technologies but most just simply failed to allocate the resources needed to integrate digital platform with organization functions (Fred and Kinange, 2018). The poor technical competence and slow management decision making contributed to the lack of or limited use of digital platform for effective recruitment purpose (Malik &Mujtaba (2018). This study is looking forward to assess the effectiveness of digital platforms in promoting recruitment process in order to make public entities realize the importance of using e-recruitment.

Despite the fact that Public entities including TANESCO have adopted the use of digital platform on its recruitment process and functions, the company have not abandoned the manual process which has a lot of setbacks including low accuracy, inadequacy and time consuming (Malik &Mujtaba, 2018). With the ongoing development of knowledge, economy and information technology use in public entities, the full realization of e-recruitment systems using digital platforms at TANESCO has not been comprehensively investigated (Gairola, 2019).

On the other side, the role of digital platforms in the recruitment process has led to a rise in a number of issues compared to the expected benefits to public entities (Mwangi& Reuben, 2019). For instance misuse of applicants' information is a common existing challenge

facing public entities since the deployment of digital platforms in the recruitment process. Boşcai, (2017) added that the use of digital platforms has also been associated with problems such as exposing employers and employees to legal, economic and social suites such as unfairness, discrimination and privacy infringement.

In Tanzania, the issue of effectiveness of digital platforms in promoting recruitment process is not well addressed. There are few studies conducted in the country such as Mwasha, (2013) which spotlighted the topic of online recruitment in public and private sector in general. Taking consideration to the time passed from 2013 to 2021 things has supposedly being changed. Empirical evidence is needed to establish the effectiveness of digital platforms such as websites, portal and job boards in promoting recruitment process.

II.   LITERATURE REVIEW

2.1 E-Recruitment

E-recruitment is current known by different terms such as digital recruitment as its popularity is highly grown. This type of recruitment involves deployment of digital platforms in the process of recruitment in order to attract mob of candidates as well as qualified staffs. In recent years as when competition between the organizations doing the same activities have experienced, the organizations also compete to have access to more qualified recruits in order to win in a competitive environment. This has also been experienced in public sectors as recently service delivery by public entities is highly emphasized (Fazlin et al 2016).

Organizations that wish to recruit across a broad geographic area, those that recruit frequently or on short notice, those looking for internet-savvy employees, those concerned with recruitment time and cost, and for those who are comfortable to work in an online environment find value in e- recruitment facilities and expenses, according to Kar and Bhattacharya (2009). The digital era is here, with roots dating back to the mid-twentieth century and for the future that stretches as far as anybody can conceive. Constant breakthroughs and changes that seem to happen at breakneck speed remind us that the most significant technological changes are still to come (Hunt, 2014). The recruitment process has been revolutionized by internet-enabled tools and technologies, making it more productive and efficient. The effectiveness, on the other hand, is determined by the type of software used and the level of operationalization used (Pfieffelmann et al., 2010).

2.2 Utilization of digital platforms in recruitment process in Tanzania

The use of digital platforms in different professional activities including management, daily communication, marketing, sales and employment has been essential in recent years (Gougou & Paschal, 2022). There are newly developed and applied methods of recruitment including video applications like Skype have been in place. These digital platforms provide a link between job seekers and employers who are looking for qualified staffs. Several public entities in Tanzania have adopted digital recruitment however studies are still needed to measure effectiveness of these platforms in achieving positive results in the recruitment process (Fazlin et al 2016). For the purpose of this article, the researcher focused on three e-recruitment platforms namely websites, portal and job boards.

2.2.1 Websites: In many public entities, the most popular method for employees' recruitment is through the company's websites. A lot of organizations available Tanzania have advanced their digital platforms by deploying websites which are used in different activities including recruitment. Example of these organizations include Vodacom Tanzania and banks including Bank of Tanzania, National Microfinance Bank (NMB), CRDB PLC and National Bank of Commerce (NBC). The public entities such as Bank of Tanzania uses the websites to post the vacancies so as job applicants can see them and apply based on the qualifications including academic and job experience qualifications (Mujtaba& Malik ,2018).

In Tanzania , Tanzania Public Service Recruitment Secretariat is in charge of posting all jobs opening in all government sectors including as ministries in its website (http://www.ajira.go.tz)besides organization's themselves can also advertise accordingly(Mehta, S. & Sharma,2016).

In comparison to small businesses, larger businesses are more likely to find this strategy successful (Barber, 2006). It was evident that corporate websites could not be utilized to successfully recruit individuals in organizations that were not already well-known unless the corporation used additional promotional channels to lead people to the site, such as job boards or print media (Parry and Tyson, 2008). The benefit is that positions are promoted with information about the organization's products and services (Torrington et al., 2008).

2.2.2 Job boards: This method of digital recruitment has also been applied in Tanzania. These job boards are very useful in showing the list of jobs through different outlets such as internet, recruitment agencies or university Commercial employment boards are used by organizations in the recruitment process which facilitate interactions between organizations as well as organizations and job

seekers (Parry and Tyson, 2008). The study done by Dessler (2008), many job boards do little to evaluate the employers' legitimacy, as a result many job applicants disclose their important information without being assured of the confidentiality of their information as the sites are run by commercial organizations other than the actual employers who seek to recruit new applicants. Therefore, the use of job boards in the recruitment process pose some security considerations, since that the organization which advertise the jobs are not the real recruiters, they are posting the job vacancy on behalf of an employer.

Through job boards, employers can announce a job vacancy showing the requirements needed including academic qualifications, job description, experience and so in which a job seeker can view and match with his/her qualifications. Job boards available in Tanzania includes Zoom Tanzania, Ajira.com and Tanzania Online Gateway (Monteiro, Correia, &Gonçalves, 2019).

2.2.3 Portals: There are digital platform for recruitment can use portal and application programs such as ajira .com owned by the government of Tanzania. The digital platform clearly offers explicit benefits to employers in terms of creating economies and targeting recruitment, utilization of social media to reduce costs and risks but also the digital platforms tools has been used at the initial enlisting stage, to advertise job vacancies that are already being publicized through a lot of typical recruitment routes and hence bring a significant benefits both to the employees and employers (Parker,Broeck& Holman,2017).

The use of social media in digital recruitment is useful as it facilitate interaction between people in the society as well as employers and job applicants as the information flow from employers to job applicants or from job candidates to employers is simplified (Mindia& Hoque,2018; Gougou, , Paschal & Shamaieva, 2023). This also make it easy to filter and screen the job applicants, which makes it easy for employers to weed out the unqualified job applicants easily. Even on the side of job candidates, the social media sites make it easy for job applicants to view the requirements posted by the employer and relate it with his or her qualifications and reach to the decision on whether to apply or not apply for the job which have been advertised (Iqbal, et al, 2018).

There is growing evidence that public entities are using digital recruitment and some benefits have already been experienced including improvement of organization image, simplifying the duties for recruitment team as well as time and cost saving (Reddy, Mamatha & Balaram, 2018). Moreover, this increase a wide range of recruitment options for both employers and job candidates. This is because, an employer get majority of applicants which after screening

and filtering can have access to highly competent staffs to employ. On the side of job applicants, the social media sites enables them to have access to different job opportunities which they may calmly choose the jobs which are suitable for them to apply. Therefore, it increase satisfaction of both employers and job applicants in the recruitment process (Fazlin et al 2016).

2.3 Effectiveness of Online Recruitment

A company that chooses to list job opening on the internet reaps various benefits. Despite how some may see it, studies demonstrate that online recruitment enables for the collection and processing of job applications at all hours of the day and night (Holm, 2012), as well as serving as a realistic job preview and a smart way for the organization to sell itself. Online recruitment is effective in lowering recruitment expenses, increasing access to more people, and reducing turnaround time, among other benefits.

2.3.1 Cost Effectiveness: In large-scale recruitment, online testing has the important of weeding out unsuitable candidates early on (Barber, 2006). The topic of whether online recruitment success is tied to the type of organization that uses the method or if it is just a function of the nature and implementation of the online method utilized remains unanswered (Parry and Tyson, 2008). The usage of Internet technologies also enables a business to promote its employer brand while reducing advertising expenses. In the United Kingdom, the average job ad on the internet costs 250 pounds, compared to 5,000 pounds for a quarter page in a big newspaper (Barber, 2006).

2.3.2 Access to More People: The internet is available 24 hours, seven days a week, and it reaches a global audience (Barber, 2006). When you advertise on the internet, it opens the floodgates to applications come in from all over the world. Whatever you state in the advertisement about having a work visa, you will have applications from all around, which might be difficult to deal with at times (Parry and Tyson, 2008). People can email their CV to an employer within seconds after reading about an opening, and shortlisting can be done fast using CV-matching software or online application forms (Torrington et al., 2008)

2.3.3 Ability to Target the People Needed: Candidates' data can be gathered automatically, and the organization can save it as a form of "talent pool" that can be checked at a later date if another position arises (Parry and Tyson, 2008). The organization's capacity to attract a broad and qualified more talent pool depends on how it introduce a positive image in the minds of the applicants (Dutta, 2014).

2.3.5 Quicker Response and Turnaround Times: The internet is very potential to be used in the recruitment process as it speed up the process. The time used to complete the application process from uploading the resumes and filling all the segments in the application process is simply streamlined in contrary to the manual way which involves writing a letter, printing the CV to the stationary and travel to the office or postal offices (Barber, 2006). These platforms also facilitate multiple posting of the jobs to the internet at any time which the organization need to have new employees. The digital platforms also speed up the response rate as instead of using weeks for job application to reach to the employer, it may take minutes for a job applicant to complete the application form, upload his or her credentials and send the application through emails or portal to reach an employer within minutes (Parry and Tyson, 2008).

2.3.6 Economy: The ability to integrate enormous volumes of information in various formats on corporate recruitment web sites has helped organizations to reduce the number of unsuitable applications. Reading watching videos, text and listening to audio files can all help potential employees learn more about the firm and the job role. This enables candidates to determine whether or not they are qualified for a specific position (Parry and Tyson, 2008). A standard newspaper ad lasts 10 days, however an online ad can last up to 30 days in order to attract candidates. This allows advertisers to receive nine times the number of applications via the internet at a lower cost (Dessler, 2008).

2.4 Theoretical Framework

Three theories were adopted to guide the study. These theories include Technology Acceptance Model (TAM) and two Human Resource related theories which are; Objective Theory and Subjective Theory. This part shows the way TAM applies on the issues concerning the acceptance of technology like digital platforms use in the recruitment process in two different perspectives provided by Objective Theory in one hand and Subjective Theory on the other hand.

2.4.1 Technology Acceptance Model

Davis is the creator of this model (1986), and it is considered as the mostly cited model explaining technology acceptance behavior among users. This theory was developed from social psychology theory and in particular Theory of Reasoned Action (TRA) (Fishbein, & Azjen, 1975). TRA asserts that beliefs influence attitudes, which lead to intentions and therefore generate behavior. In the same way, Davis (1986, 1989) asserts that perceived usefulness and perceived ease to use determines attitude towards the use, which influence behavior intentions to use and finally the actual system usage can be accomplished (see Figure 1). Therefore, this defines the attributes of deploying digital platforms in the recruitment process in public entities.
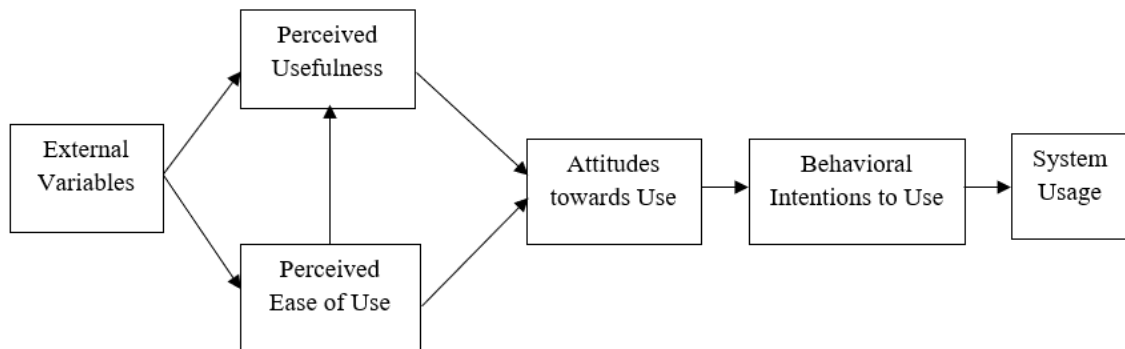
Fig.1: The Original Technology Acceptance Model

Source: Davis, (1989)

2.4.2 Objective Factor Theory

This is a rational method used by applicants to make decision about a certain job opportunity (Behling, 2018). This theory is mostly applied for applicants seek for more tangible employment benefits factors such as pay and perks, career development opportunities, location, working conditions, benefits and nature of job as well as career growth. On the side of employers, this theory applies for more rational employers who seek for special employee qualifications, years of experience as well as academic qualifications (Anand & Devi, 2016). Expectations of employees are high when using objective theory, for instance through this theory, job seekers expect to get better working conditions from employers, better salary, compensation, benefits and promotions, the requirements that public sector organizations like TANESCO possess (Deering et al (2019). The weaknesses of objective theory occurs for some job vacancies such as customer care which require subjective factors such as confidence and personality (Anand& Devi , 2016).

2.4.3 Subjective Theory

In contrary to Objective theory, Subjective theory assumes that job applicants have no rational decisions towards a job, they only look for irrational factors such as achievements, reputation, security, work together with friends and other psychological needs. Correspondently, employers' also seek for irrational factors such as personality, confidence and competence in the recruitment process (Alsultanny, &Alotaibi, 2015)

The image of an organization highly matters when a job seeker is using subjective theory looking for a job. This applies to most of job seekers, most of them are looking for companies which have positive public image like TANESCO. This involves good relationship between employees in different levels especially how managers treat their subordinates, the assets that employee possess such as cars and houses (Holm & Haahr, 2019).

2.4.4 Relevance of the selected theories to the study

Technology Acceptance Model (TMA) is relevant to this study as it addresses important issues concerning acceptance of technology use like digital platforms such as websites, portal, job boards and social media used to promote recruitment process. Most of vacancies recently have been uploaded in digital platforms like websites, portal, job boards and social media; hence acceptance of technology use is vital for employees to get a job and employers to have potential and qualified employees. In the process, when employees perceive that it is useful and ease to use digital platforms seeking for job opportunities and employers perceive it is useful and ease to seek for qualified and potential staffs through digital platforms it will create positive attitude subsequently create behavioral intentions to use digital platforms. This theory is connected to Human Resource related theories of recruitment including Objective Theory and Subjective Theory as its parameters can be announced easily through digital platforms. For instance, through objective theory, employers expect to get educational qualified staffs which through the use of digital platforms the employers can get a wide range of qualified staffs applying for a job. On the side of subjective theory, one can be attracted to work with a particular organization just because of its public image, which through the use of digital platforms like websites and social media an organization can create its positive public image and attract more qualified employees seeking to work with them.

Objective Theory is relevant to this study as employers like TANESCO expect different things from workers including academic qualifications, job experience as well as special qualifications or achievements (Kaur, 2015). On the side of employees, candidates may be attracted by the working condition, high salary, compensation, opportunity for training, benefits, and promotion which TANESCO offer.

Subjective theory is relevant to this study because TANESCO has a positive public image especially to job

seekers, most of candidates are attracted to apply for job when TANESCO announces a vacancy. Candidates may subjectively being attracted by the working environment, the office buildings, attractiveness of TANESCO employees, the assets that TANESCO employees poses such as loaned cars and so on.

2.5 Empirical Literature Review

This part covers the review of previous studies related to this topic in accordance to the study's specific objectives. This part shows what has been done by other researchers and what remains to be done.

2.5.1 Effectiveness of websites in promoting recruitment process

Different studies have been conducted worldwide concerning the influence of digital platforms such as websites in promoting recruitment process. Navdeep (2010) says that internet allows every organization to reach number of mobs very easily end effectively. In his study he found that communicating with possible applicants through company website brings about more advantages such as attraction of an organization and simplifies connection of an organization with competent employees that helps an organization achieve its goals and objectives. The use of individual company's website has several benefits including recruitment of mob of candidates and cost saving.

In Tanzania, according to Mwasha, (2013) websites are commonly used in the recruitment process in most of private and public companies. The websites installed in different organizations are used for different purposes including recruitment and marketing. Example of the companies commonly use their company websites in recruitment process include Bank of Tanzania (BOT), National Microfinance Bank (NBC, CRDB Bank Limited and National Bank of Commerce (NBC).

In a study on how organizational website characteristics influence applicant attraction, Cober, Brown, Keeping, and Levy (2004) found that the way a website is designed, which includes its appearance and contents makes job candidates attracted to apply for a job through website like the way people finds a building attractive. This influence both initiatl reaction as well as future job applicants' attitude towards using websites to seek and apply for jobs advertised by different organizations.

Musa, Junaini, and Bujang (2006) conducted a study on enhancing the usability of the Sarawak Government WebsiteMalaysia's E-recruitment website, and found that the length of website page facilitate successful use of websites in the job application process. This is because the job applicants use to complete the sections in the job application sheet by tracing back and forth in order to ensure that they have felt relevant information on the website page.

Holm (2012) in her study contends that digital recruitment through website is vital as it play human resource duties as well as showing the whole process of hiring employees. The use of website in recruitment process create a good atmosphere of talent search as the recruiters have majority of options as these platforms facilitate gathering of mob of candidates. Hence, for the organizations which have not yet adopted digital platforms in the recruitment process needs to review their recruitment strategy and consider the benefits of deploying digital platforms in the recruitment process.

2.5.2 Effectiveness of portal in promoting recruitment process

Kamalasaravan (2019) conducted a study on the effectiveness of job portal & networking sites recruitment. This study revealed that the use of digital platforms in recruitment process especially telephone interview has shown some weaknesses such as employing less qualified candidates. This is because it is too hard to filter job applicants well through telephone interviews. The study revealed that this kind of interview should not be encouraged, instead employers should remain in using face to face interviews. On the other hand the study shown that job portals and networking sites are too potential in promoting effectiveness of recruitment process. Hence, the study highly emphasized the use of job portals and networking sites in the recruitment process.

Mindia and Hoque (2018) conducted an empirical study on entities of Bangladesh in order to find out the effect of e-recruitment and the Internet on the recruitment process. This study found that effectiveness of e-recruitment can be realized if proper trained personnel for this job have been in charge of the recruitment system. Therefore, organizations should properly invest in long term digital recruitment plans such as deployment of portal and websites in the recruitment process.

2.5.3 Effectiveness of job boards in promoting recruitment process

Pessis and Frederick (2012) in their study they assessed different ways of electronic recruiting and their impact on the Human Resource Department in comparison to traditional recruitment methods and tools. The findings of this study revealed that e-ruitment is effective in some aspects of recruitment process such as time and cost saving, and searching for mob of candidates, but in some aspects such as recruitment of qualified staffs, e-recruitment has the same effectiveness as that achieved in the traditional recruitment process. The online recruitment through digital platforms like job boards has many benefits, in which the

key benefit is it can attract suitable candidates for job, and this will help public and private entities achieve their selective targets and goals in future.

According to Mwasha, (2013), job board is one of the popular internet recruitment platforms available in Tanzania. Job boards plays a great role in advertising job list and efficient in communicating the needs of an employer. This platform is useful as it a meeting point that an employer can identify its needs and job candidate's match with his or qualification. The Boards which an often allocated in the recruitment agencies, job list that posted by universities in the internet. In these boards the employers can submit the jobs and relevant information so that the job seekers match the available jobs with their qualifications.

For instance, the world famous job boards include Career Builder and Hot Jobs (Noe, 2007). Examples of job boards in Tanzania are Zoom Tanzania and Tanzania Online Gateway.

2.6 Conceptual framework

This part shows the envisaged relationship between independent variables and dependent variable. The study's independent variables are digital platforms including websites, portal and job boards and the dependent variable is recruitment process. Therefore, this study envisaged that digital platforms such as websites, portal, job boards and social media have positive influence on recruitment process (See Figure 1).
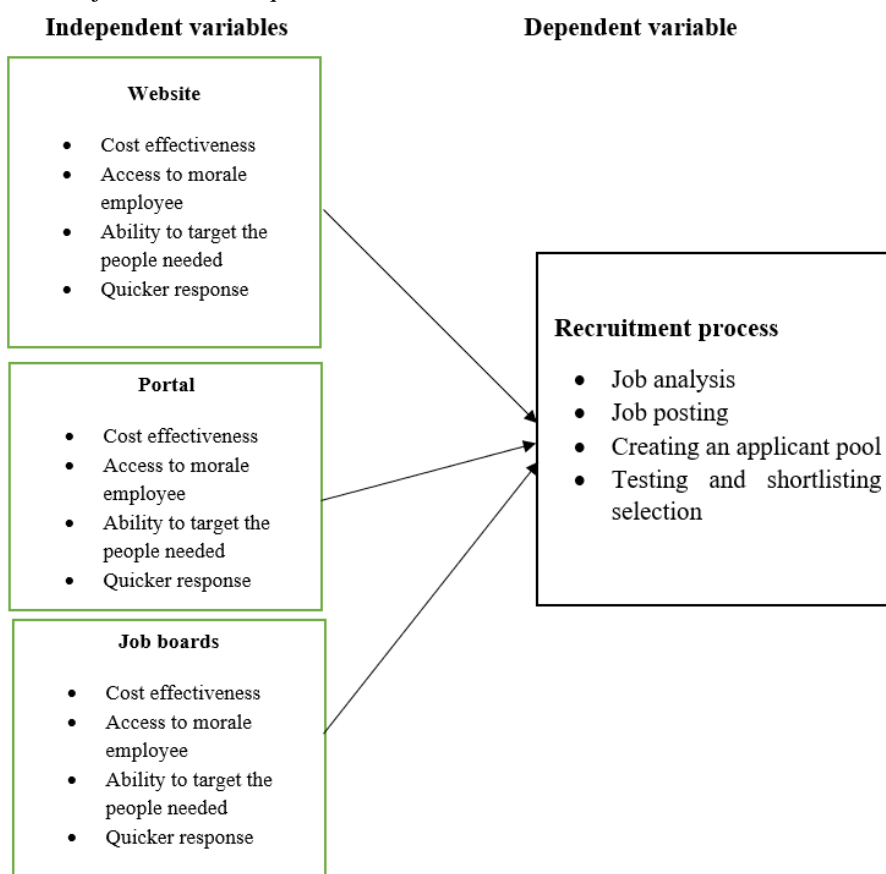
Independent variables   **Dependent variable**

Fig.1: Conceptual framework

Source: Researcher's own construct, (2021)

III.   METHODOLOGY

This study targeted employees of TANESCO stationed in Ilemela and Nyamagana district offices who were sampled using stratified sampling method. The study population was grouped from heterogeneous populations into homogenous subsets, and then the samples were selected in each homogenous subset. This method was suitable because it is unbiased and ensures representation in each individual

subset. One hundred and fifty two (152) samples were drawn from the total study population of 248 using Krejcie and Morgan, (1970) table. Since this study was merely quantitative, questionnaire was the only data collection method deployed whereby quantitative data collected was analyzed using Statistical Package for Social Science (SPSS version 23.1). With the aid of SPSS, regression analysis was undertaken to estimate the strength and the direction of the relationship between the dependent and independent

variables, establishing whether there existed a positive or a negative relationship.

The assumption of the linear regression equation is:

Y= β1X1 + β2X2 + β3X3 + e

Where: Y= Recruitment process

β1, β2 and β3 are constants or unknown parameters

X1= Websites;

X2= Portal;

X3= Job boards

e = Error term

3.1 Demographic profile

Four variables were considered in highlighting the characteristics of respondents included in this study. These variables included age, gender, department and work experience. As specified earlier, data was collected from 152 respondents in which majority of them were aged between 40 and 50 years old (See table 1). More than half of respondents (59.2%) were male while the remaining were female respondents. More than half of respondents (57.2%) were from engineering and maintenance department. Furthermore, almost half of respondents (48.1%) have experience between 6 and 10 years, followed by those with experience of 1 to 5 years (See Table 1).

Table 1: Characteristics of respondents (n=152)

Variable	Variable categories	Frequencies	Percentage
Age	18-28	33	21.7
	29-39	46	30.3
	40-50	64	42.1
	51-60	9	5.9
Gender	Female	62	40.8
	Male	90	59.2
Department	Human resource department	12	7.8
	Finance	9	5.9
	Procurement Management Unit	5	3.3
	Engineering and maintenance	87	57.2
	Sales and Marketing	34	22.4
	Planning	3	1.9
	Health and Safety	2	1.3
Work experience	Less than one year	14	9.2
	1 to 5 years	46	30.3
	6 to 10 years	73	48.1
	Above 10 years	19	12.5

IV. RESULTS

The current study confirmed that digital platforms including websites, portals and job boards are very effective in promoting recruitment process in public entities especially TANESCO. Hence, this study concedes that the deployment of digital platforms in recruitment process in public entities is vital, hence it's time for all public entities to stop using manual recruitment and consider e-recruitment.

4.1 The effectiveness of websites in promoting recruitment in Public Entities

Multiple regression analysis findings indicated that organization website have significant positive influence on recruitment process (β= 0.372, t= 7.868, p = 0.000) (See Table 2). This implies that organization website is very effective in promoting recruitment in Public Entities. In this context, it was evident that organization websites are very useful in identification of needs of the employer, communication of job description to the job candidates, searching for mob of candidates, promoting recruitment of qualified staffs, developing effective employer brand and ensuring transparency in the recruitment process. These findings are in line with the findings of Navdeep (2010) who revealed company website contributes to effective recruitment process. Holm, (2012) added that online recruitment through digital platforms like website enables

collection and processing of job applications at all hours of the day and night as well as serving as a realistic job preview and a smart way for the organization to sell itself. The author went further and asserted that the use of website in a

recruitment process is effective in lowering recruitment expenses, increasing access to more people, and reducing turnaround time, among other benefits.

Table 2: Multiple regression results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.437	.108		4.069	.000		
	Website	.375	.048	.372	7.868	.000	.398	2.511
	Portal	.134	.045	.153	2.977	.003	.338	2.959
	Jobboards	.365	.055	.383	6.607	.000	.265	3.774

a. Dependent Variable: Recruitment process

4.2 The effectiveness of portal in promoting recruitment in Public Entities

The findings through multiple regression analysis indicated that portal have positive significant influence on recruitment process (β= 0.153, t= 2.977, p = 0.003) (See Table 2). This implies that portals are effective in promoting recruitment process in Public Entities. These results confirmed that organization recruitment portals are very useful in identification of needs of the employer, communication of job description to the job candidates, searching for mob of candidates, promoting recruitment of qualified staffs, developing a clear employer brand and ensuring transparency in the recruitment process. These findings concur with the findings of Mwasha, (2013) which revealed that portal is among the digital platforms mostly used in Tanzania and has enormous contribution to effectiveness in recruitment process. This is among the typical digital recruitment platform highly utilized in Tanzania public sector with a popular name of ajira portal. This link is visited by thousands of job seekers who wish to be public servants, hence, it gives majority of qualified people an opportunity to seek and apply for various job opportunities in different disciplines.

4.3 The effectiveness of job boards in promoting recruitment process

Multiple regression analysis results revealed that job boards have positive significant influence on recruitment process (β= 0.383, t= 6.607, p = 0.000) (See Table 2). This implies that job boards are effective in promoting recruitment process in Public Entities. Therefore this study concedes that job boards are very useful in identification of needs of the employer, communication of job description to the job candidates, searching for mob of candidates, promoting recruitment of qualified staffs and ensuring transparency in

the recruitment process. These findings concur with the findings by Pessis and Frederick (2012) who pointed out that e-recruitment through job boards is very effective as it has multiple advantages including helping employers to get qualified candidates for a job. The authors further highlighted that the job boards are not the actual employers, they post the job vacancies on behalf of the employers, hence the job boards are independent agencies which participate in the recruitment process by linking the employers and job seekers. Despite the milestone witnessed in connecting the employers and job seekers, like any other recruitment platform its negative side occurs if there is misuse of job applicants' confidential information.

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study concludes that the use of digital platforms including organization websites, portal and job board in recruitment process in public entities is significantly effective. A lot is yet to be done in order to encourage all public entities to adopt digital platforms in recruitment process like TANESCO did although the company has not abandoned the manual recruitment process yet. This is because some contents of recruitment process still require face to face interaction, for instance face to face interview enables the employers filter the quality of candidates intensively such as confidence, smartness and attitude. As Technology Acceptance Model specified that system usage requires a process from perception of ease to use and usefulness which create attitude towards system usage, behavior intentions to use then acceptance of system usage. Hence, even the context of application of digital platforms in recruitment process requires some sort of process, public

entities as well as their staffs needs time to adopt digital recruitment. In this context, it is vast important to promote the use of digital platforms in the recruitment process through research, strategies, policy and other interventions.

5.2 Recommendations

In response to the findings, the study recommends that:

i. All public entities are encouraged to deploy digital platforms in recruitment process as it is evident that digital platforms such as websites, portals and job boards have significant positive contribution to the recruitment process. Through proper application of the suggested digital platforms, public entities can realize multiple benefits including effective identification of their needs, communication of job description to the job candidates, searching for mob of candidates, promoting recruitment of qualified staffs, developing their brand effectively and ensuring transparency in the recruitment process

ii. The digital platforms used in public entities should be managed and controlled by qualified personnel in order to realize the benefits of deploying these platforms in the recruitment process. This will help in addressing the quandaries associated with digital recruitment such as leakage of confidential information of job candidates which may cause damage to the companies.

iii. Integrity, transparency and all codes of conduct should be adhered in the use of digital platforms in the recruitment process because the platforms facilitate transparency, hence the responsible personnel should also do the same. This will address the problem of possible misuse of confidential information of job candidates who entrusted them at first place.

iv. The job boards should be well monitored by responsible authorities as they possess confidential information of job applicants in their agency role connecting employers and job applicants. This will curb misuse of job applicants' confidential information and increase trust among the stakeholders involved (employers and job applicants) as these job boards are independent agencies, they are not actually the employers.

5.3 Area for further study

This study opens a way for further study for future researchers interested to conduct further study related to this. This study suggest that the same study can be conducted, but they should include more than one case study with specific focus on representation of both public and private entities. This will enable the researcher to

establish different perspectives concerning effectiveness of digital platforms in recruitment process in both private as well as public entities.

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