

**GOOD GOVERNANCE PRACTICES IN E-RECRUITMENT
ADOPTION IN NIGERIAN PUBLIC SERVICE**

AHMAD SANUSI

**DEGREE OF DOCTOR OF PHILOSOPHY
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Title Page

**GOOD GOVERNANCE PRACTICES IN E-RECRUITMENT
ADOPTION IN NIGERIAN PUBLIC SERVICE**

By

AHMAD SANUSI

**Thesis Submitted to Ghazali Shafie Graduate School of Government,
Universiti Utara Malaysia in Fulfilment of the Requirement for the
Degree of Doctor of Philosophy**

2012

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ABSTRAK

Desakan global untuk tadbir urus yang baik dalam mengendalikan hal ehwal awam memberi jaminan kepada beberapa organisasi sektor awam di Nigeria untuk mengguna pakai teknologi sebagai strategi perekrutan yang telus, mempunyai akauntabiliti, responsif, bersifat kebolehcapaian serta mempunyai kecekapan dalam menyampaikan perkhidmatan. Pengenalan kepada kerajaan elektronik memaksa beberapa organisasi awam untuk lebih cenderung melaksanakan strategi perekrutan konvensional jettison dalam perekrutan elektronik. Namun, aduan daripada individu-individu dan kumpulan-kumpulan yang berbeza mewujudkan percanggahan yang berpunca daripada amalan pelaksanaan e-perekrutan dalam perkhidmatan awam Nigeria. Kajian ini menyelidik kesesuaian dimensi-dimensi tadbir urus e-perekrutan yang baik dalam beberapa organisasi sektor awam terpilih di Nigeria. Kaedah kuantitatif dan kualitatif telah digunakan untuk mengumpul data daripada dua buah organisasi yang dipilih selaras dengan soalan-soalan penyelidikan. Selepas saringan awal data, 326 soal selidik telah digunakan dalam menganalisis data kuantitatif manakala kira-kira 13 orang responden telah ditemubual. Analisis regresi telah digunakan untuk menganalisis maklum balas yang diperolehi daripada soal selidik manakala analisis tematik digunakan untuk menganalisis data yang direkodkan daripada temubual. Kajian ini secara empirikal menguji 13 hipotesis yang mana 9 daripadanya disokong dan 4 lagi tidak disokong. Ini menunjukkan bahawa wujud hubungan yang signifikan di antara penggunaan e-perekrutan dengan amalan tadbir urus yang baik. Kajian ini juga mendapati bahawa penggunaan e-perekrutan menjadi pengantara yang menghubungkan dasar amanah dan kualiti dengan amalan tadbir urus yang baik. Hasil kajian juga mendedahkan bahawa berlaku peningkatan dalam R^2 apabila pengantara ditambah daripada $R^2 = 0,203$ kepada $R^2 = 0,356$ menjadi salah satu sumbangan kepada teori dan amalan. Tambahan pula, hasil daripada penemuan kualitatif mendedahkan bahawa pengaruh politik, masalah-masalah institusi, kewangan e-perekrutan, kebolehcapaian dan prosedur pemilihan yang diputarbelit meninggalkan kesan dalam usaha untuk merealisasikan tadbir urus yang baik melalui penggunaan e-perekrutan. Kajian ini merumuskan bahawa kerajaan perlu meletakkan rangka kerja institusi yang berkesan dalam suatu gerakan yang mampu meningkatkan kualiti tadbir urus yang baik melalui e-perekrutan dalam perkhidmatan awam di Nigeria.

Kata kunci: Perekrutan, e-perekrutan, tadbir urus yang baik, perkhidmatan awam, pembaharuan.

ABSTRACT

The global clamour for good governance in the conduct of public affairs warranted some Nigeria public sector organisations to adopt technology as their recruitment strategy for transparency, accountability, responsiveness, accessibility and efficient service delivery. The introduction of electronic government forces some public organisations to jettison conventional recruitment strategy in favour of electronic recruitment. But different individuals and groups complaint of discrepancies emanated from the conduct of e-recruitment exercise in Nigerian public service. This study investigated the applicability of good governance dimensions in the conduct e-recruitment in some selected Nigerian public sector organisations. Quantitative and qualitative methods were used to collect data from the two selected organisations in line with research questions. After preliminary data screening, 326 questionnaires were used in quantitative data analysis while about 13 respondents were interviewed. Regression analysis was used to analyse responses generated from the questionnaires while thematic analysis was used to analyse the data recorded from interviews. This study empirically tested 13 hypotheses out of which 9 are supported and 4 are not supported. It indicates significance relationship between e-recruitment adoption and the good governance practices. It also found that e-recruitment adoption mediates the relationship between perceived trust and perceived quality with good governance practices. The results further reveals that an increase in R2 when mediator is added from $R^2 = .203$ to $R^2 = .356$ becomes one of the contributions to theory and practices. Furthermore, results from qualitative findings reveals that undue political influence, institutional problems, monetizing e-recruitment, poor accessibility and distorted selection procedures impinge the realisation of good governance in e-recruitment adoption. The study concludes that government should put effective institutional framework in motion that will enhance the quality of good governance in e-recruitment in Nigerian public service.

Key words: Recruitment, e-recruitment, good governance, public service, reforms.

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LIST OF ABBREVIATIONS

BPSR	- Bureau for Public Service Reforms
CEPA	- Committee of Experts in Public Administration
DOI	- Diffusion of Innovation
EA	- E-Recruitment Adoption
FCC	- Federal Character Commission
DPADM	- Division of Public Administration and Development Management
G2B	- Government to Business
G2C	- Government to Citizens
G2G	- Government to Government
GGP	- Good Governance Practices
ICT	- Information and Communication Technology
KMO	- Kaiser-Meyer-Olkin
MDA	- Ministries, Departments and Agencies
NDLEA	- National Drugs Law Enforcement Agency
NITDA	- National Information and Technology Development Agency
NLC	- Nigerian Labour Congress
NNPC	- Nigerian National Petroleum Corporation
OHCSF	- Office of the Head of Civil Service of the Federation
PEOU	- Perceived Ease of Use
PQ	- Perceived Quality
PT	- Perceived Trust
PU	- Perceived Usefulness
TAM	- Technology Acceptance Model
TAM2	- Technology Acceptance Model 2
TPB	- Theory of Planned Behaviour
TRA	- Theory of Reasoned Action

CHAPTER ONE

1.1 INTRODUCTION

The global clamour for good governance makes the use of modern technological tools indispensable in public sector operations. The new technological tools were introduced as panacea to tedious paper works, inefficiency, maladministration and bureaucratic bottle necks in different strata of governance more especially in the field of personnel recruitment. The success of public sector organisation depends largely on the calibre of its teeming workforce and availability of competent and effective labour force does not just happen by chance but through a well articulated and good recruitment exercise (Peretomode & Peretomode, 2001). Recruitment is a set of activities used to obtain a sufficient number of the right people at the right time from the right place with the main purpose of selecting those who best meet the needs of the work place and to develop and maintain a qualified and well informed workforce (Nickels et al., 1999).

Recruiting few qualified candidates to fill an existing job opening in the midst of large number of applicants is one of the tasking roles of human resource managers. In the public service, the proper management of men, money, machinery, methods and materials can only be achieved if qualified personnel are recruited to administer managerial and non managerial positions. Previous studies showed that improper recruitment and poor placement of right kind person in a right kind job at a right time negated the principles of good governance and hence jeopardised the organisational zeal to attain its stated goals.

Due to the complex nature of bureaucracies in Nigeria, there is a growing need for reforms in line with new global realities. Recruitment into the public service must be transparent, standardised and uniform in its content. Evidence from the previous studies conducted in the last three decade revealed that immediately after the self governance in most colonised territories, the recruitment process was not transparent and equitable which made it difficult to hire the most suitably qualified candidates. The perceived problem can be attributed to some factors which includes government inability to provide a standard recruitment framework which specifies a clear job description, the prospecting candidates inability to locate and access recruitment agencies, absent of transparent and autonomous recruiting authority as well as using political patronage to recruit unqualified applicants. Previous studies reveal that environmental influence like technological, social, political and economic demands affected the adoption of e-recruitment technology as the strategy for hiring large number of applicants. The recruitment process requires monitoring of these problems and its impact on the recruitment exercise in order to attract broad range of potential applicants, and screen out unsuitable applicants (Briggs, 2007).

The present level of globalisation warrants different countries to reform their public service structures for efficiency and improved public service delivery. Part of these reforms is the introduction of electronic recruitment strategy which allows job seekers to apply online. In Nigeria, public service reforms started before it was granted independence and self governance from the British colonial administrators. Most of the public service reforms were primarily geared towards transformation on administrative structures and building solid foundations in line with British imperial

hegemony. During that period, attention was given to administrative procedures, institutionalisation of work ethics and value orientation. The policy makers naively assumed that a mere reorganisation of administrative structure and procedure would work magic by increasing productivity. Such reasoning is very naive, because even a causal observer of governmental day-to-day activities knows that the so-called structural problems are not just structural and procedural in nature but socio-cultural and value oriented in approach. It is pertinent to note that public service reforms need to be fully implemented in Nigeria because of long time devastation by previous military administrations. Such changes recorded little progress through the introduction of modern and innovative administrative frameworks in an attempt to develop the capacity of administrative institutions in such a way that assigned duties and responsibilities can be effectively and efficiently executed.

The hallmark of reforms in recruitment process in contemporary societies is the introduction of e-government which essentially refers to as the use of public bodies of information and communication technologies to deliver information and services to internal and external customers and organisations, elected representatives and other stakeholders in order to complement, replace or improve traditional delivery system (Humphrey et al., 2003). In contemporary public service reforms in Nigeria, the central issue is the transition from the use of traditional administrative techniques to modern tools in government operations. Government introduced new information and communication technology into its business in order to achieve efficient operations, better quality services and easy access to information and other online services (Kraemer & Zhu, 2005).

In order to enhance good governance e-recruitment was introduced in 2005 when Bureau for Public Service Reform recommended its adoption as recruiting strategy for hiring personnel into the public service. The government gazetted report on recruitment encourages public sector organisations to jettison traditional recruitment methods in favour of electronic recruitment because:

1. The traditional recruitment methods lacked transparency and fairness in its conduct.
2. The newspapers used for advertisement lacked geographical spread and equal access to information on job vacancies and hiring procedures.
3. The previous conduct of recruitment exercises was very costly in the period of economic recession.
4. There is poor record keeping of documents submitted by applicants.
5. The job description and specification on the print media are always full of inconsistencies.
6. There is high bureaucratisation and delays in executing recruitment decisions.
7. The exercises are cumbersome and time consuming in which some public sector organisations spent almost a year to complete selection process.

Because of the above mentioned reasons, the Bureau for Public Sector Reform recommended the adoption of modern information and communication technology in public sector operations. Later in the year, agencies like Nigerian Army (NA), Nigerian Police Force (NPF), Nigerian Customs Service (NCS), Nigerian National Petroleum Corporation (NNPC), National Drugs Law Enforcement Agency (NDLEA) and Corporate Affairs Commission (CAC) among others adopted the use of internet as their recruitment source. Some of the organisations go to the extent of

establishing their independent e-recruitment portals. These development warranted organisations with independent recruitment portals and those without independent recruitment portals to use private recruiting consultants to attract large number of applicants and at the same time latched on to the scratch card business in order to extort money from anxious waiting applicants (Bumah, 2008). The transition from public service reforms to e-government, e-recruitment and good governance is illustrated in the Figure 1.1.

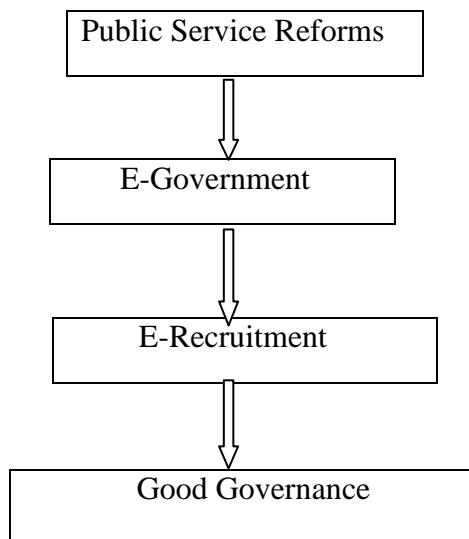


Figure 1.1: Emergence of E-Recruitment

The Figure 1.1 shows the emergence public service reforms, e-government and e-recruitment adoption in a quest for good governance practices which preaches the gospel of transparency, accountability, equity and effective service delivery. The cardinal purpose of this study is to test relationship between e-recruitment adoption and good governance practice, to investigate the mediating effect of e-recruitment adoption on the relationships between perceived usefulness (PU), perceived ease of use (PEOU), perceived trust (PT) and perceived quality (PQ) with good governance

practices, to explore potential challenges confronting good governance practices in e-recruitment adoption and to suggest strategies for improving the quality of good governance in e-recruitment in Nigerian public service.

This study examines public service structure, organisation, public service reforms and the level of e-government implementation which helped us to have clear picture of good governance practices in e-recruitment adoption in Nigerian public service. The sequence mentioned above emanated from the fact that public service reforms led to the establishment of e-government, later resulted to e-recruitment adoption for the purpose of achieving good governance practices in recruitment processes. The research provided an outlook of current studies in terms of rational behind identified gaps within the literature. The literature was reviewed based on relevant documents, governance theory, technology adoption theories and researcher's contributions to the body of literature. Based on achieving the objectives of this researcher, this study used both quantitative and qualitative methods in data collection and analysis. Finally, detailed discussions on quantitative and qualitative findings were conducted, theoretical, methodological and policy implications are provided and the study was concluded.

1.2 PROBLEMS STATEMENT

One of the salient problems confronting public service in developing countries is the need to ensure good governance in recruiting the most suitably qualified candidates who will mount various positions in the organisation. Previous studies conducted on e-recruitment mostly dwelled in private sector organisations (Blickenstorfer, 2006; Kim & O'Connor, 2009; Verhoeven & Williams, 2008) and recent review of some

literatures indicated that e-recruitment and good governance are relatively young research fields (Wolfswinkel, 2009). Thus, very limited research has been carried out in this areas and the existing literature focuses mainly on the United States, Europe and few countries in Asia (Verger, 2006). Previous studies also reveal that, there is minimal e-recruitment and good governance literature (Young & Weinroth, 2003; Odumeru, 2009). This may be as a result of newness of the topic, the rapid pace of change which makes information quickly out of date (Bartram, 2000) and the advancement of the practices in the United States. The adoption of e-recruitment as hiring strategy in Nigerian public service is a recent phenomenon as such critical discussions of issues surrounding it are not found in most literatures.

One of the major challenges facing recruitment of large number of applicants in contemporary societies is how to manage large number of job seekers chasing few public service jobs. This development led to jettisoning of traditional recruitment strategy because it lacked transparency and good governance in its execution. Previous studies conducted on e-recruitment dwelled on recruitment performance (Verger, 2006), advantages and disadvantages of internet recruitment; we-find-you or you-find-us (Verhoeven & Williams, 2008); the applicants perceptions on online application systems (Sylva & Mol, 2009) and recruiting on corporate websites (Pfieffelmann et al., 2010) but only few studies can be found on good governance and e-recruitment adoption in the public sector.

Another problem is the issue of digital divide which curtailed transparency, responsiveness, efficiency and accessibility in recruiting through the internet where there are few internet service providers that provide internet gateway services to

Nigerians. Such internet providers are made up of Nigerians who are in partnership with foreign information and communication companies. Many of these companies provide poor services to customers who are often exploited and defrauded. The few reputable companies, which render reliable services, charged high fees thus limiting access to the use of the internet. In a country where only a meagre number of the populace has internet accessibility, few reliable internet providers who have invested huge sum of money in the business in order to earn profitable returns at the detriment of the majority (Aduwa-Ogiebaen & Iyamu, 2005). The introduction of community telecentres by the Federal Government is yet to fully address the problems of digital divide in the benefitting communities.

Another major challenge is the deficient infrastructural facilities that can propel the use of online recruitment tools. The technical challenge with the internet includes problems in the infrastructure on which the network runs including insufficient bandwidth or under capacity and lack of security. The greatest technological challenge in Nigeria is how to establish reliable cost effective internet connectivity so that each and every citizen can have access to modern recruiting tools. In Nigeria, the major impediment is the electricity which is a linchpin within which internet can operate efficiently and effectively. These hiccups affect e-recruitment as most of the internet gadgets depend largely on stable electricity supply. Also, there is the problem of confidentiality, security and privacy of applicants' personal information. Most of the applicants feared sending their resume to unsecured websites more especially private consulting firms appointed by the government. Belanger, Hitler and Smith (2002) asserted that most of the recruitment websites are characterised

with slow data access, difficulty in searching for specific information, information cluster, time delays due to images, unreliability of sites, and incomplete category searches among others.

Another impediment is lack of feedback from most organisations engaging in e-recruitment in to source their potential employees. A prospecting candidate is always eager to know the status of his application which is deficient in most government websites. Feldman and Klass (2003) conducted study on internet job hunting and found it to be significantly related to job searching particularly for those who want to explore job options initially without fear of redistribution from supervisors. It further stated that major issues found to impede the effectiveness of e- recruiting are the degree and speed of follow-up of on-line applications, lack of specific and relevant job descriptions on the website, concerns about the security of information, and difficulty in customizing, formatting, and downloading resumes to organisational specifications. The NNPC Recruitment conducted in 2010, a total of 296,376 applicants applied online, but only 44,239 representing 14% were shortlisted to participate in the next stage of the screening process. The organisation pointed out that the remaining candidates were not shortlisted because majority of them failed to comply with the instructions stipulated in the recruitment portal. Of recent, 250 vacant positions were declared by National Drugs Law Enforcement Agency (NDLEA) but over 100,000 candidates have applied. These increased pressures on limited slots have serious implications on the logistics of the agencies involved, and the selection of candidates for employment into the public service (Babura, 2003).

There is the problem of selling scratch cards to teeming number of job seekers by government agencies involved in e-recruitment. Bumah (2008) lamented that good governance practice is lacking in electronic recruitment especially in the public sector where sells of scratch cards is becoming rampant by different government agencies as compared to private sectors who engaged in e-recruitment for long but never use scratch card sells as part of their bargain. Applicants were forced to buy scratch cards before they can log on to access the e-recruitment portals. The scratch card may be invalid because it has validity period, sometime it may not function effectively when inserting the digits into the computer. There is a situation where some agencies sell scratch card which can only be use once, and when the user want to check the status of his application he need to buy the card again which are sometime not usable in some designated cybercafés and may warrant them paying for additional journey and cost.

Another major impediment is poor implementation and evaluation of recruitment policies geared towards the attainment of good governance in government reform agenda. Poor policy implementation framework for e-recruitment adoption crippled the achievement of good governance practices for efficient and effective public service delivery. Policy relevant information on the formulation and execution of recruitment transformation agenda is no more attainable because of inadequate policy direction (Adeyemo, 2011). Evident from previous studies found that the issues of misplaced priorities, loop-sided implementation and evaluation of policies and programmes thwart the realisation of government transformation drive in the public service.

Rafeeq (2010) conducted an empirical research on e-recruitment implementation in Saudi Arabia and found that management style of human resource officers which is tied to good governance significantly influence e-recruitment. The major gap in his studies was the use of only quantitative methodology with small sample size. The study suggested for employing qualitative interview technique for more in-depth information from the stakeholders involved as well as including a larger sample size that will fully validate the measuring items for better and robust results. Odumeru (2009) conducted an empirical study on e-recruitment adoption in Nigerian selected companies. He further recommended for more research in Nigeria's public sector with a need for inclusion of additional factor as mediator to further validate the hypothesised link between technology adoption and good governance practices.

1.3 RESEARCH QUESTIONS

The research is geared towards answering the following questions:

1. Is there a significant relationship between e-recruitment adoption and good governance practices?
2. Does e-recruitment adoption mediate the relationship between perceived usefulness, perceived ease of use, perceived trust, and perceived quality with good governance practices?
3. What are the potential challenges confronting the good governance practice in e-recruitment adoption?
4. What are the strategies for improving the quality of good governance in e-recruitment in Nigeria?

1.4 RESEARCH OBJECTIVES

The main objectives of this study are:

1. To examine the relationships between e-recruitment adoption and good governance practices.
2. To investigate the mediating effect of e-recruitment adoption on the relationships between perceived usefulness, perceived ease of use, perceived trust, and perceived quality with good governance practices.
3. To explore potential challenges confronting good governance practices in e-recruitment adoption.
4. To suggest strategies for improving the quality of good governance in e-recruitment in Nigeria.

1.5 THEORETICAL FRAMEWORK

A modified Technology Acceptance Model (TAM) propounded by Davis (1989) and governance theory (Lynn, 2001) is used as the framework of analysis in this study.

Because:

- TAM is one of the most reliable models which have been widely used in the studies of information system acceptance in both private and public realms (Ramayah et al., 2004).
- It has received huge number of empirical validation than other technology acceptance theories of diffusion of innovation theory (DOI), theory of reasoned action (TRA) and theory of planned behaviour (TPB) (Davis et al. 1989; Mathieson, 1991; Taylor and Todd, 1995).

- TAM main variables of Perceived ease of use and Perceived usefulness can be modified and generalized across varied settings (Chang et al. 2004).
- It can be applied in organisational, managerial institutional and information system adoption in different context (Tong, 2009).

The proposed research model was adapted from Colesca and Liliana (2009) who conducted empirical study on e-government adoption in Romania using some key TAM variables. But in this study TAM variable of perceived usefulness (PU), perceived ease of use (PEOU), perceived trust (PT) and perceived quality (PQ) serve as independent variables, e-recruitment adoption (EA) as mediating variable and good governance practices (GGP) served as the dependent variable. Some variables from initial framework were modified and new ones were introduced this is because TAM can be extended by using modified constructs when used with new technologies (Serenko & Bontis, 2004). A gap existed in the previous researches conducted using Technology Acceptance Model (TAM) in which same variables were replicated without modifications. To address such gaps TAM was modified and new additional variables that were not being tested before were added to the research model.

1.6 SIGNIFICANCE OF THE STUDY

This study will help to extend the growing number of literature by exploring the applicability of good governance practices in e-recruitment adoption in Nigerian public service. Reviewing literature from various administrative institution and mechanisms developed by one country will prove worthy of consideration for

adoption in another country. The research will be of immense benefit to human resource professionals, recruiters, public bureaucracies as well as private recruiting consulting firms. This study will also serve as a guide to public and private sector organisations that are preparing to adopt e-recruitment as their recruiting strategy.

THEORETICAL CONTRIBUTIONS

- This study integrates the governance theory and Modified Technology Acceptance Model (TAM) with new additional variables that have not been tested in the context of enhancement of governance practices in e-recruitment adoption in Nigerian public service.
- This study tested and validated empirically the mediating effect of e-recruitment adoption on the relationship between PU, PEOU, PT, PQ with good governance practices which will contribute in no small measure to the body of knowledge.
- This research is the first empirical study that fully investigates the applicability of good governance practices in the adoption of e-recruitment as recruitment strategy in the public sector of developing country.

PRACTICAL CONTRIBUTIONS

- Assisting human resource officers and stakeholders to identify factors that influence the adoption of e-recruitment in the public service and to encourage them on the possible ways of enhancing good governance in the conduct of the exercise.

- The findings of this study could be used to solve current and future problems related to the entrenchment of good governance practices in e-recruitment activities.
- Conducting research on good governance in e-recruitment adoption could enrich research centres, stakeholders, and students with necessary tools and skills required towards the attainment of overall individual, institutional and organisational goals and objectives.

1.7 SCOPE OF THE STUDY

This study explores the applicability of good governance practices in e-recruitment adoption in some selected Nigerian public sector organisations. Good governance dimensions including transparency, accountability, responsiveness, accessibility and efficiency were used to measure good governance practices construct in the proposed research framework. Quantitative data through questionnaires were administered from February to July, 2011 while the qualitative data comprising interviews and other secondary sources were collected at the beginning of this study to the last quarter of the year 2011. The focus period is five years from 2007-2011 because e-recruitment was adopted as recruitment strategy in some selected public sector organisations in Nigeria within those years under review.

1.8 OPERATIONAL DEFINITION

i. Public Service

Public service comprises of those employees of the state including the civil service, military and paramilitary who plays an indispensable role in sustainable development and good governance of a country. It is an integral part of democracy because it serves as neutral administrative structure which carries out the decisions of elected representatives of the people and at the same time serving as backbone of the state in implementing strategies for growth and development of the nation (United Nations, 2000).

ii. E-Government

E-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and Mobile Computing) that have to transform relations with citizens, businesses, and the other arms of government. These technologies served a variety of different ends: better delivery of government services to its citizens, improved interactions with business and industry, citizen empowerment through access to information and efficient government management. The benefits of e-government can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions (World Bank, 2008).

iii. Good Governance

Good governance refers to effective and transparent management of public resources and a stable economic, regulatory and legal environment conducive to the sound management and efficient use of private and public resources. It entails transparency,

accountability, responsiveness, accessibility, participation, efficient and effective service delivery (UNDP, 1997).

iv. E-Recruitment

E-recruitment or electronic recruitment refers to the use of internet as a channel through which jobs are posted and information is provided with respect to the application and hiring process (Hausdorf & Dukan, 2004). E-recruitment also implies the formal sourcing of job information and hiring online (Galanaki, 2002).

v. Transparency

Transparency refers to openness and unfettered access by the public timely and reliable information on decisions and performance in the public sector, as well as government political and economic activities, procedures and decisions (UNDPADM, 2012).

vi. Accountability

Accountability refers to the obligation on the part of public officials to report on the use of public resources and answerability for failing to meet stated performance objectives in which they should be held responsible for their omission and commission (UN-DPADM, 2012).

vii Responsiveness

Responsiveness refers to processes through which government officials or service providers need to render services to the citizens within a reasonable timeframe (UN-CEPA, 2011).

viii. Accessibility

Accessibility refers to the accessibility of web pages to all users, people with disabilities, manual dexterity or cognitive function encounter barriers when they attempt to use the internet (UN-Public Administration Network, 2010).

ix. Efficiency

Efficiency in the context of good governance means the accomplishment of or ability of organisation or programme to accomplish a task with a minimum expenditure of time and effort in order to achieve optimal result (World Bank, 2011).

The construct used in the research model and their sources are operationalised in Table 1.1.

Table 1.1: Operationalisation of Constructs

Constructs	Operational Definitions	Sources
Perceived Usefulness	Refers to the degree to which a person believes that using a particular system would enhance his or her job performance.	Davis (1986)
Perceived Ease of Use	Refers to the degree to which a person believes that using a particular system would be free from effort.	Davis (1986)
Perceived Trust	Refers to the confidence a person has in his or her favourable expectations of what other people will do based in many cases on previous interactions.	Gefen (2003)
Perceived Quality	Refers to the total judgement of evaluations with respect to a product or service bearing on the relative superiority of this product/service.	Rust & Oliver (1994), Bitner & Hubbert (1994)

E-Recruitment Adoption	Refers to sourcing and hiring of applicants online through technologically driven devices.	CIPD (2007).
Good Governance Practice	Refer to the degree to which a person believes that there is transparency and accountability in using a particular technology.	Lynn (2001), Kettani et al. (2009)

1.9 RESEARCH ACTIVITY

This study comprises of eight chapters. Chapter One composed of introduction, problem statement, and research questions, research objectives, significance of the study, scope of the study, operational definitions and research activity. Chapter Two consisted of background of the study while literature was reviewed in Chapter Three. The Chapter Four consisted of methodology and research framework used in this study. The Fifth Chapter consisted of quantitative data analysis and hypotheses testing. Chapter Six consisted of qualitative data analysis while the Seventh Chapter composed of discussions on both quantitative and qualitative findings and finally Chapter Eight consisted of theoretical and methodological contributions, research implications, and direction for further studies as well as conclusions. The research activity is illustrated in Figure 1.2.

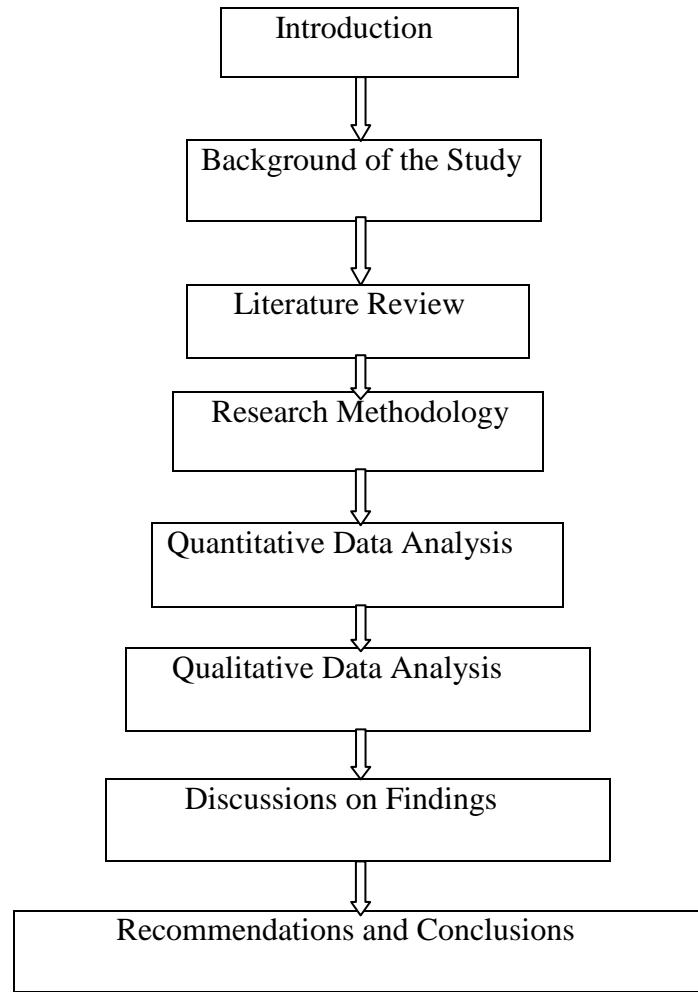


Figure 1.2: Research Activity

1.10 Conclusion

In the above chapter we introduced the research topic and lucidly elaborated the problem statement. The research questions were designed to achieve the objectives of this study. Also, theoretical and practical contributions as well as the scope of this study were highlighted, concepts were operationalised and finally research activity was ushered in. The next chapter is the background of the study.

CHAPTER TWO

BACKGROUND OF THE STUDY

2.0 INTRODUCTION

In the previous chapter, this study discussed introduction, problem statements, research questions, research objectives, significance of the study, scope of the study, operationalisation of concepts and research activity. In this chapter, background of Nigeria was highlighted including the issues bordering on Nigerian public service reforms, brief overviews of some selected public sector organisations and the level of e-government implementation in Nigeria.

2.1 NIGERIA: Brief Background

Nigeria is located between latitude 4 and 15 degrees North of the Equator and longitude 3 and 15 degrees East, with an area covering 923,800 sq km with over 800 km coastline on the Atlantic Ocean spreading northwards through the mangrove swamps of oil-rich Niger Delta. There is a rainforest with torrential downpour in the south and long dry season with little rainfall between the month of June and October in the northern part of the country. Two prevailing winds blew which significantly affect administrative activities in the country. These are tropical maritime air mass in the south and tropical continental air mass in the north which causes harmattan. The country is blessed with abundant human and material resources, the sixth largest exporter of crude oil in the world and one of the largest markets for European finish goods.

It has an approximate population of 150 Million people from more than 373 ethnic groups/nationalities, each with its own variant language, culture and tradition. The major ethnic groups are the Hausa's predominantly Muslims in the northern part; the Yoruba's which combines both Muslims and Christians in the western part, and the Igbo's mostly Christians and traditionalist in the eastern part. The division of the country along ethnic line turned the country into asymmetric territorial association in which the north was equal to the sum of the other two parts, that is, the west and east (Ojo, 2009). This structural imbalance generated fear of domination among various groups in the country, most especially the minority ones. In terms of landmass, Northern part then had 77.0%; Eastern part had 8.3%, and Western part with 8.5%. This virtually made it impossible for the east and the west to control political power at the centre given the ethno-regional politics in the country. The south thus feared northern political hegemony by population and landmass, while the north is equally afraid of southern edge in skills it got through western education acquired earlier than the north (Elaigwu, 2007).



Source: NITDA, Abuja (2011)

Figure 2.1: Map of Nigeria

Nigeria emerged under the British colonial rule beginning in 1864 through the instruments of separate treaties with different chiefdoms. Resulting from this were the Lagos Crown Colony 1862, which later transformed to Niger Coast Protectorate 1893 and was renamed Protectorate of Southern Nigeria in 1900; there was the Sudan Province consisting of independent territories under the control of Royal Niger Company, which was renamed as Protectorate of Northern Nigeria in 1900. The period from 1900-1906 saw three separate administrations namely the Lagos Colony, the Protectorate of Southern Nigeria and the Protectorate of Northern Nigeria. Later, Lagos Colony became part of Protectorate of Southern Nigeria. Sir Frederick Lugard the Governor General of Nigeria amalgamated the Protectorate of Southern with that of the Northern to give birth to what is now called Nigeria in 1914. Nigeria experienced different constitutional developments before attaining self

governance. Notably among them were the Clifford Constitution of 1922, Richards 1946, Macpherson 1951, Lyttleton 1965 and Independence Constitution of 1959 among others. Nigeria gained her independence from Britain on 1st October, 1960 and became a Republic in 1963.

Immediately after independence, Nigeria adopted a modified British styled parliamentary system of government which was later jettison in favour of American modelled presidential system in 1979. Out of 50 years of independence, Nigeria stayed for nearly 30 years under different military dictatorship. Nigeria is currently a member of some regional and international organisations like Economic Community of West African States (ECOWAS), the African Union (AU), Commonwealth of Nations, United Nations Organisation (UNO), North Atlantic Treaty Organisation (NATO), Organisation of Petroleum Exporting Countries (OPEC) and the host of other regional and continental bodies.

2.2 THE NIGERIAN PUBLIC SERVICE

The Nigerian public service emanated from Royal Public Service in Britain. The establishment of consular power in some parts of the territory known as Nigeria in 1861 warranted the foundation and establishment of structures and institutions of modern government for administrative convenience. Initially, the public service was characterised with order-oriented, administocracy where law making, application and adjudication were directly or indirectly controlled by British administrators. They unilaterally divided the service into two consisting of skilled labour in one hand and the artisans on the other hand. The British officials were accountable to the higher

authority in Lagos rather than the people; created an impression that they are masters rather than servants of the people they administered (Adegoroye, 2006).

In the early 60s, Nigerianisation Policy was introduced with the aim of gradual removal of Europeans from central decision making process and subsequently being replaced by Nigerians. With the emergence of Nigerians at the top echelon of power, the public service was divided along ethnic lines creating divisiveness, instability and favouritism in recruitment and retention. These unwholesome attitudes pave way for the military to intervene and effect radical changes in the role of public service. It was observed that the military government of General Ironsi and General Gowon relied heavily on the bureaucrats and virtually all important decisions were taken by small group of half a dozen military leaders together with handful of public servants as advisers (Lukham, 1971). This led to distortion and enshrinement of corrupt tendencies in public realms. During Murtala/Obasanjo era Nigerian public service experienced massive purge and large number of public servants lost their jobs. This resulted into large scale looting and corruption for fear of pre-matured retirement. It is also the same with the subsequent civilian and military administrations. However, the guidelines on personnel recruitment in Nigerian public service emanated from federal civil service commission while the issue of ensuring balance and equitable distribution of posts were under the surveillance of federal character commission as provided in the 1999 constitution of the Federal Republic of Nigeria.

The agency responsible for recruitment before self government in Nigeria is called the Central Public Service Board (CPSB) established on the acceptance of the Nigerianisation Commission Report of 1st January, 1949. The main function of the board at that time was to interview and recommend to the Governor-General

candidates from within and outside the service for appointment and promotion. Later a caretaker central public commission was constituted on May 3rd, 1952 under the provision of section 169 of the Nigerian order-in-council of 1951 and since then the name has changed severally. The main missions is to apply extant rules and regulations in offering excellent, firm, fair, honest and equitable services that shall remain the foundation of principles governing its primary functions of recruitment, promotion and discipline by acting within its constitutional powers and authority. The vision is to build a core of highly focused, disciplined, committed and patriotic public service dedicated to assisting government in the development of a strong united and virile Nigeria.

Babura (2003) asserted that appointment should be done through recruitment, secondment and transfer of service. In the federal public service recruitment means the filling of vacancies by appointment of persons not already in the public service. Secondment refers to as the temporary release of an officer to the service of another government agency or international organisation of which Nigeria is a member. Transfer on the other hand refers to as the permanent release of a worker from one task to another usually from the same service. Before appointment into the public service certain criteria's stipulated in the rules and regulations governing recruitment and appointment must be fulfilled. The appointment of eligible candidate required qualifications for each of the declared vacancy and must be stated clearly and finally the recruitment must reflect the federal character where every segment of the society must be equally represented. But appointment of suitably qualified candidate into some government departments and agencies like Nigerian National Petroleum Corporation (NNPC), National Drugs Law Enforcement Agency (NDLEA), Nigerian

Ports Authority (NPA), Power Holding Company of Nigeria (PHCN), Universities and other statutory bodies were conducted by their boards and governing councils as provided by stipulated laws establishing them. This study focussed on NNPC and NDLEA to gather the data required in achieving the basic objectives of this research.

2.2.1 THE FEDERAL CHARACTER COMMISSION

The federal character was enshrined for the first time in Nigerian constitution of 1979 in order to ensure that appointments into public service and institutions fairly reflect the ethnic, religious, linguistics and geographical diversities of the country. Federal character was introduced in order to foster total national integration, promote national unity, good governance practices and give all the citizens' sense of belonging in areas of appointment into the public service. Section 14(3) and (4) of Nigerian Constitution stipulated that the Commission shall have the power to:

- (a) Work out an equitable formula subject to the approval of the National Assembly for the distribution of all cadres of posts in the public service of the Federation and of the States, the Armed Forces of the Federation, the Nigeria Police Force and other government security agencies, government owned companies and parastatals of the states;
- (b) Promote, monitor and enforce compliance with the principles of proportional sharing of all the bureaucratic, economic, media and political posts at all levels of government.
- (c) Take such legal measures, including the prosecution of the head or staff of any ministry, government or agency that fails to comply with federal character principle or formula prescribed or adopted by the Commission; and

(d) Carry out such functions as may be conferred upon it by an Act of the National Assembly.

The posts of the Permanent Secretaries, Directors-General in ministerial, departments and the parastatals, Directors in ministries and extra-ministerial departments, senior military officers, senior diplomatic posts and managerial cadres in the federal, state parastatals, bodies, agencies and institutions must reflect the federal character. It further provided that, notwithstanding any provision in any other law or enactments, the commission shall ensure that every public company or corporation reflects the federal character in the appointments of its directors and senior management staff. It shall be the duty of Board of Directors of every state-owned enterprise to recognise and promote the principle of federal character in the ownership and management structure of the company. The Federal Character Commission has worked out a set of guiding principles and formulae for the distribution of posts in the public service of the federation, states and local governments.

The guiding principles include:

1. Each state of the federation and the Federal Capital Territory shall be equitably represented in all national institutions and in public enterprises and organisations.
2. The best competent persons should be recruited from each state of the federation to fill positions reserved for the indigenes of that state.
3. Once candidate has attained the necessary minimum requirements for appointment to a position, he shall qualify to fill the relevant vacancy reserved for indigenes of his state.

4. Where the number of positions cannot go round the states of the federation, the distribution shall be on zonal basis but if there are two vacancies, they shall be shared between the north and the south.
5. Where the indigenes of a state or Federal Capital Territory are not able to take up all the vacancies meant for them, indigenes of any other state within the same zone should be given preference in filling the position.
6. Each state of the federation is entitled to a minimum of 2.75% or a maximum of 3.5% of the total positions in any federal establishment or public enterprises while 1% is reserved for federal capital territory.
7. In case of distribution on zonal basis, the commission shall adopt another range such that the indigenes of a particular zone shall not constitute less than the lower limit or more than the upper limit of the range.

Therefore in ideal situation all governmental agencies belonging to federal, state and local government were mandated to abide by such rules and regulations governing the conduct of recruitment in Nigeria. Recruitment of suitably qualified candidates into the federal public service must be conducted within the framework of laws provided by the constitution of the Federal Republic of Nigeria. The constitution of Federal Republic of Nigeria (1999) section 11, subsection (1) stipulated that, the Commission shall without prejudice to the powers vested in the President, the National Judicial Council, Federal Judicial Service Commission, National Population Commission and the Police Service Commission, have powers:

- (a) To appoint persons to offices in the Federal Public Service; and
- (b) To dismiss and exercise disciplinary control over persons holding such offices.

In subsection (2), the Commission shall not exercise any of its powers under subparagraph (1) of this paragraph in respect of such offices of heads of divisions of ministries or of departments of the government of the federation as may, from time to time, be designated by an order made by the President except after consultation with the Office of the Head of Civil Service of the Federation (OHCSF).

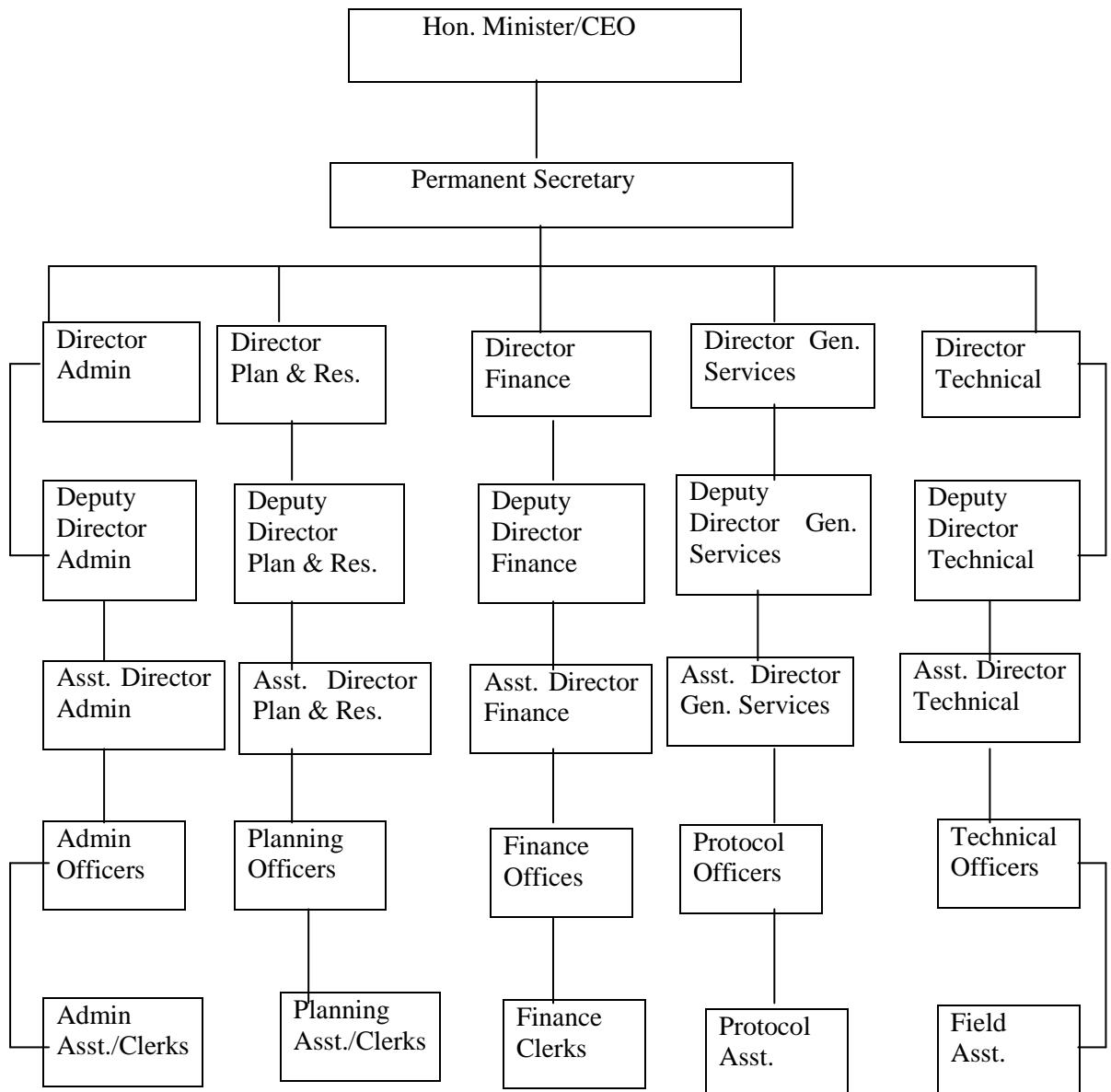
Each and every public sector agency is expected to recruit its staffs in line with the above constitutional provisions as bestowed in federal character principles. The underlying principle of recruitment into the federal public service served the same purpose in arriving at transparent and error free recruitment exercises. In this study previous recruitment reports from federal public service agencies involved in e-recruitment helped tremendously in ascertaining whether the conduct of e-recruitment is in tandem with the principles of transparency, accountability, responsiveness, accessibility and efficiency.

2.2.2 Organisation of Nigerian Public Service

The Nigerian public service composed of three arms of government (executive, legislature and the judiciary). But the main concern of this study is the executive arm of government where policies are formulated and implemented. Within the executive arm of government there are three autonomous platforms i.e. Ministries, Departments and Agencies (MDA's) as well as military and paramilitary organisations but at the level of ministries it was sub divided into Federal Civil Service Commission, the 36 State Civil Service Commissions and Local Government Service Commissions. The

departments and agencies were also empowered to recruit their staffs without any interference from any governmental body. Among them are the Judicial Service Commission, National Assembly Service Commission as well as some parastatals and corporations.

Each federal ministry is headed by a Minister who is a politician but departments and agencies are normally headed by chief executive officers who are technocrats. But real policy making, accountability and policy execution were vested in the hand of an experienced civil servant known as the Permanent Secretary at ministerial level. Under the Permanent Secretary there is Directors heading various section within the ministries. They were subordinated by their deputies and assistances respectively in discharging their duties and responsibilities. Each civil servant is assigned certain duties and responsibilities which he has to carry for overall national development (Balogun, 2002). The Organogram of Nigerian public service is represented below:



Source: Office of the Head of Civil Service of the Federation (2008)

Figure 2.2: The Organogram of Nigerian Public Service

2.2.3 Structure of Nigerian Public Service

Nigerian public service is structurally arranged into different classes for effective and efficient service delivery. Within the public service structure there are about five classes as follows; administrative class, professional/technical class, executive class, clerical class and the others or miscellaneous class as presented below.

Table 2.1: Structure of Nigerian Public Service

	Class/Cadre	Entry Qualification	Membership	Duties
1	Administrative	First Degree	Admin. Officers and other bureaucrats.	Policy Making and Implementation.
2	Professionals/ Technical	First Degree/ Professional Qualification	Engineers, Lawyers, Journalist, Medical/ Vet. Doctors.	Designing and execution of Policy.
3	Executive	OND/HND	Executives and Staff officers.	Assisting Admin officers and junior staff matters.
4	Clerical	GCE/SSCE/GR.II	Admin Clerks and Cashiers	Assisting Admin and executive officers and voucher preparation.
5	Others	Primary Certificate.	Cleaners, Messengers, Gardeners, cooks etc.	Cleaning and office maintenance.

Source: Office of Head of Civil Service of the Federation (2008).

2.3 THE PUBLIC SERVICE REFORMS IN NIGERIA

From the era of colonialism to date, Nigeria experienced about twelve public service reforms all aimed at positioning and restructuring the public service. Adegoroye (2006) opined that the Nigerian public service must undergo rebirth to compliment the new vision, mission and challenges of new millennium. This he further added that the service was tradition-bound, ponderous and showing signs of deterioration

and several undesirable characteristics of which the following were the most prominent: over-centralisation, incessant conflicts between the cadres, little emphasis on results and concrete performance, separation of authority from responsibility at the topmost hierarchy, low staff morale and productivity, recruiting incompetent hands, and inappropriate capacity building mechanism. The reforms in Nigerian public service started around 1945 immediately after the Second World War as summarised below:

Table 2.2: Public Service Reforms in Nigeria

	Public Service Reforms	Year	Major Focus/Recommendations.
1.	Tudor Davis Commission.	1945	<ul style="list-style-type: none"> Proposed new wages and condition of service.
2.	Harragin Salary Review Commission	1946	<ul style="list-style-type: none"> Reviewed wages and general condition of service. Civil service was divided into two rigid compartments i.e. senior and junior.
3.	Gorsuch Commission	1951	<ul style="list-style-type: none"> Reviewed personnel remunerations and public service structures. Created five main grades of middle level category.
4.	Hewn Committee	1959	<ul style="list-style-type: none"> It defines the roles and the functions of Permanent Secretaries.
5.	Mbanefo Salaries and Wages Commissions.	1959	<ul style="list-style-type: none"> Reviewed salaries and wages which was not included in Hewn Committee.
6.	Morgan Commission.	1963	<ul style="list-style-type: none"> Introduced for the first time the minimum wage on geographical basis.
7.	Elwood Grading Team	1966	<ul style="list-style-type: none"> Proposed uniform salaries for officers performing identical duties.
8.	Adebo Salaries and Wages Commission.	1971	<ul style="list-style-type: none"> Proposed establishment of public service review commission to examine: <ul style="list-style-type: none"> The role of public service commissions The structure of civil service Condition of service and training.

9.	Udoji Commission.	1972	<ul style="list-style-type: none"> Established a unified grading and salary structure covering all posts in the service. Created unified senior management group for administrative and professionals for central management career. Focus on increasing the efficiency and effectiveness within the context of meeting the challenges of a development-oriented society. Introduced Open Reporting System for performance evaluation. Made recommendations aim at improving the structure and the system.
10.	Dotun Phillips Report.	1986	<ul style="list-style-type: none"> Recommends the abolishing of the office of head of service of the federation The post of Permanent Secretaries was abolished and replaced with Director-Generals. Director-Generals are to resign with the government that appoint them. Ministers became accounting officers. Civil service was professionalised. Federal ministries were structured into departments i.e. Departments subdivided to Divisions, Divisions to Branches and Branches to units. Ministries and Department were allowed to have common service Department, viz: Department of Personnel Management, Department of Finance and suppliers and Department of Planning, Research and Statistics and not more than five service departments. Each Ministry is to recruit and promote its staffs under the general guidelines provided by the Federal Civil Service Commission.
11	Allison Ayida Commission.	1995	<ul style="list-style-type: none"> Re-established the office of Head of Service and Permanent Secretaries. Abolished the nomenclature of Director-General. Permanent Secretaries replaced Ministers as chief accounting officers in ministries.

12.	Bureau for Public Service Reforms.	2003	<ul style="list-style-type: none"> • Recommended the recruitment of young graduates into the civil service. • Monetisation of benefits introduced. • Public Procurement and Pension matters transformed. • SERVICOM introduced to ensure quality delivery of services by all agencies. • Introduction of E-Government with: • E-Payment • E-Commerce • E-Recruitment
13.	Oresanya Reforms	2009	<ul style="list-style-type: none"> • Introduction of new tenure system for Permanent Secretaries and Directors to address the problem of stagnation.

The public service reforms in Nigeria from 1945-2009 can be classified into three categories: structural, functional and behavioural based on the purpose of its establishment and its major recommendations (Sanusi & Ahmad, 2012). The period from 1945-1966 can be described as the period of structural public service reforms and periods from 1971-1986 can be described as functional public service reforms, while reforms from 1995 to present are regarded as period of behavioural public service reforms.

2.3.1 The Structural Public Service Reforms

The structural public service reforms from 1945-1966 focus on putting institutional structures on the ground by British colonialist. Reforms conducted within these periods include the Tudor Davis Commission of 1945, Harragin Salary Review Commission of 1946, Gorsuch Commission of 1951, Hewn Commission 1959, Mbanefo Salary and Wages Commission of 1963 and Elwood Grading Team of 1966. Nearly all the reforms within these periods were headed by Britons and few

Nigerians appointed on temporal and advisory capacity. Also, public service reforms in Nigeria during that period focused on salaries, wages, and general condition of service at the detriment of well structured and result oriented public service. Reforms within these periods focused on providing structural foundation in terms of defining duties and responsibilities of each personnel in accordance with stipulated laws and conventions.

2.3.2 The Functional Public Service Reforms

The public service reforms conducted from 1971-1986 can be described as functional because of its focus and key recommendations. The main landmark here is the Udoji Reform Commission of 1972 which seems to be more functional, comprehensive and developmental in nature because it articulated far-reaching suggestions for a result-oriented public service. The reports submitted by Udoji became a basic reference document to various aspect of public service including recruitment, training, salaries and wages reviews. It further revealed that structural defects in the public service could impede its efficiency and effectiveness. Udoji Reform Commission was also commended for recommending professionalism in the public service which opposed the notion of “jack of all trade and master of none” where it is expected that public servants will develop interest and expertise in particular area of human endeavour (Oyelaran-Oyeyinka, 2006).

The Dotun Phillips report of 1986 looked to be more radical in its recommendations by abolishing the office of the Head of Service and Permanent Secretaries replacing the Permanent Secretary with new nomenclature of Director Generals. The report reorganised the public service and politicised the newly established office of Director

General. In public service there are great erosion of standards and value of authority and powers which have afflicted the public service since the reform of 1986. The public service that is reformed, reinvigorated, professional, incorruptible, competent and merit-driven is absolutely necessary for the realisation of vision 2020 (Asiodu, 2010). The Nigerian public servants will never forgive Dotun Phillips committee for its recommendations that the tenure of Director General should co-terminate with that of the government that appoint them and forced them to openly support the government on power which consequently did considerable damage to public service (Adegoroye, 2006). The major focus was the reorganisation and the creation of new ministries and agencies in order to avoid duplication and overlaps between two or more agencies within the public service. The public service reforms within these periods discourage the incessant change of cadres from one department to another through professionalising the civil service so that personnel can develop their career and reach the top ladder of their chosen profession without an overtake.

2.3.3 The Behavioural Public Service Reforms

The public service reforms from 1995- 2011 can be described as behavioural in nature because of its quest to instil behavioural transformation in line with new global best practices. Bureau for Public Service Reforms in Nigeria played domineering role in this direction through the introduction of e-government for information sharing and dissemination in line with global realities. The BPSR recommended for full networking of government ministries, departments and agencies so as to increase good governance and curtail bureaucratic bottle necks within the government circle. The reasons behind the introduction of new

technological tools in public service are to ensure equity and good governance for effective service delivery (El-Rufa'i, 2005).

The focus of public service reforms especially in the new millennium was to change the behaviour of public servants on how they conduct themselves and their duties for effective service delivery (Adamolekum, 2002). The reforms introduced the use of modern information and communication technology in government daily operations popularly known as e-government so as to make government services accessible and affordable. Also, quality service delivery agency called SERVICOM was established to serve as watchdog and ethical compliance institution in all the federal government ministries, departments and agencies. Due Process Units was established to check the flagrant award of contracts without following the tender procedures as stipulated by procurement act. Additionally, the reforms within these periods recommended for the conduct of government transactions in electronic means through the e-government initiatives. These reforms brought about e-procurement, e-payment, e-recruitment and e-billing among others in the conduct of public affairs.

Adegoroye (2006) affirmed that the reforms in Nigerian public service became inevitable because of:

- Poor recruitment and selection of personnel into the public service.
- Absences of missions, vision statements as well as work programmes and schedules.
- Erosion of professionalism and brain drain.
- Adhoc responses to policy making devoid of policy consultations and monitored control.

- Non-transparent pension and procurement policy.
- Inadequate information and communication technology network in different government ministries departments and agencies.
- Redundant and ghost worker syndrome in the government pay-rolls.

Currently Nigerian public service is gradually undergoing a lot of reforms aimed at correcting the bad image of the service toward ensuring probity and accountability, effective and efficient service delivery, professional, result-oriented and merit-driven public service that can take Nigeria to the promise land. Public service reforms must meet the challenges of the new millennium and be people oriented rather than self-serving, innovative rather than role-bound, capable of constructive partnerships with outside groups rather than being insular. It must be professionally competent free from the malady of corruption (Obasanjo, 2001).

2.4 E-GOVERNMENT IN NIGERIA

Electronic government is the basis for successful implementation of e-recruitment in both developed and developing countries. The Nigerian Information Technology Development Agency (NITDA) is responsible for designing and implementation of e-government policy framework and its workability. E-Government is a means for the realisation of good governance because it enhances governmental operations and relations with citizens and stakeholders in a way that makes different components of good governance achievable in all their ramifications (Kettani et al. 2009). A study conducted by United Nations revealed that there are more than 50,000 government controlled websites, and that nearly all developed countries of the world launched

their e-government initiatives backed with huge budgetary allocation. However, Chakraborty and Nidhi (2007) asserted that e-government is geared toward providing standard government services to large number of businesses and citizens with speed, accuracy, reliability, transparency in handling transactions, avoiding discrimination between those who have and those who have not as well as reducing the cost of governance. Agunloye (2006) asserted that the goals of e-government are to reduce cost, increase efficiency, effective service delivery, transparency, anticorruption, accountability and change management. He further stated that all these can be achieved if there is interconnectivity backbone, availability of data, quality of data, interoperability, integration and shared services.

E-Government is in line with E-World expectation of integrating all citizens and institutions into the E-World for the new millennium for the purpose of providing accessible and equitable services to all and sundry. The five thrust areas of E-World comprise of K-Economy, K-Community, K-Public Service, K-Learning and K-Sovereignty (Nadianatra & Rosita, 2007). E-recruitment is part of the E-Public Services applications initiated by the e-government and it can only succeed if the transaction between government and its citizens is SMART (Simple, Moral, Accountable, Responsive and Transparent).

2.4.1 Level of E-Government Implementation in Nigeria

The electronic government in both developed and developing world is geared toward providing accessible and cheaper services offered by the government to its citizens and business partners. Broadly speaking, e-government can be modelled into three

categories: 1) Government-to-Government (G2G), 2) Government-to-Citizens (G2C) and 3) Government-to-Business (G2B).



Source: Agunloye (2006)

Figure 2.3: Nigeria's e-Government Portal

In a more technical term e-government consists of two parts; the front-office and back-office (UN-APCICT, 2011). The front-office involves online service delivery provided by the government to business partners and citizens via internet and other digital platforms. The back-office involves internal operation of government administration and sharing information in form of services within the government. The G2C and G2B are front-office e-government while G2G fall under back-office e-government (Lee, 2010).

Al-adawi et al. (2005) asserted that Government-to-Citizen (G2C) is the most important initiative which is perceived as the primary goal of e-government and is designed to facilitate and simplify citizen's interaction with government. E-government provides services like online payments, licences renewal, e-recruitment and certification within the shortest possible time. In 2000 at the Lisbon summit of the European Council, four stage framework was proposed to aid in the development of e-government services; these stages includes: the information stage which is essentially an avenue for presentation of public service information; the interaction stage makes it possible for downloading relevant information provided by the government; the interactive stage is where government can process forms online; and the transaction stage is the most advanced stage in which electronic services were fully integrated for efficient and effective online service delivery (Wangpipatwong, et al., 2008).

The Nigerian Information Technology Development Agency (NITDA) designs e-government implementation benchmarks to be achieved in phases in line with global realities. Agunloye (2006) asserted that the Nigeria's e-Government implementation strategy was divided into two phases:

- 1. Nigeria's e-Government implementation strategy 1**
 - Placing e-Government tasks in perspective within the Nigerian environment.
 - Leveraging on all available structures like IT infrastructures, software and financial resource.
 - In-depth study of federal agencies and e-Business market.
 - Implementing a unique PPP model.
 - Novel solution to back the data.

2. Nigeria's e-Government implementation strategy 2

- Addressing the immediate challenges in previous strategy.
- Innovation of business plan
- Creating appropriate G2G, G2B and G2C for ultimate G2G2C2B.
- Creating people empowerment through aligning NeSt with NEPAD, NEEDS and the MDG's.

But due to some problems associated with government inability to provide effective ICT framework coupled with dearth of good data, sub-standard databases, non compliance with any standards, no reliable database, disjointed operations, low level computerisation and grossly inadequate electric power supply in ministries, agencies and departments ranked Nigeria in the second level of e-government implementation (Agunloye, 2006).

2.5 THE NATIONAL DRUGS LAW ENFORCEMENT AGENCY (NDLEA): BRIEF OVERVIEW

NDLEA is one of the public sector organisations in Nigeria using e-recruitment as a strategy for employing its teeming workforce. The organisation is paramilitary in nature wholly funded and controlled by federal government of Nigeria with the sole aim of fighting the twin scourge of drug abuse and trafficking. It started as a unit for controlling narcotics around 1935 coupled with the promulgation of Dangerous Drugs Ordinance. In 1984 the Federal Military Government institutionalised and promulgated special tribunal (Miscellaneous Offences) Decree No. 20 of 1984 to provide legal backing on its quest to address the quandary of drugs abuse and trafficking in the country. Under Decree No. 20, section 3(2) (k) "any person who without lawful authority deals in, sell, smoke or inhale the drugs known as cocaine or

other similar drugs shall be guilty under section 6(3) (k) of the offence and liable on conviction to suffer death sentence by firing squad". But the decree was later repealed and the offenders will be sentences to 25 years in jail or an option of Two Million Naira (₦2,000,000.00).

Before establishing an autonomous body for fighting drugs trafficking and peddling, the Nigerian Customs Service (NCS) was saddle with the responsibility of checking the menace and enforcing the relevant laws. In 1989 government promulgated Decree No.48 establishing an agency known as National Drugs Law Enforcement Agency (NDLEA) in line with United Nations convention which recommended the establishment of separate and independent body recognised by the law to fight the menace of drugs abuse and trafficking. The UN convention vehemently rejected the trafficking and consumption of illicit drugs in all part of the globe.

The National Drugs Law Enforcement Agency (NDLEA) has staff strength of 3,332 spread throughout the federation. The agency's headquarters is located in Lagos, it has 46 field operational commands located in different states of the country, and the RADC is situated in Jos and a liaison service in Federal Capital Territory Abuja. In order to decentralise administrative operations, the agency has about five directorates viz: The Operations and General Investigation, Assets and Financial Investigation, Prosecution and Legal Services, Drugs Demand Reduction and finally Directorate of Training and Manpower Development. The executive powers of the agency was vested on the shoulders of chairman who is the chief administrative and operational head wielding a lot of power and influence as provided by the laws. The chairman was closely subordinated by secretary who is a civil servant deployed from another

federal public service institution. The directorates, departments and units within the agency are coordinated through the office of the secretary.

Due to disciplinary cases, retirement and death which led to drastic reduction and labour turnover, the agency established an independent recruitment portal which is open only when new staffs are needed to beef up the agency's manpower strength. The agency requires all applicants to purchase an access code (scratch card) at total cost of one thousand five hundred naira (₦1,500) equivalent to \$10.00 from 21 designated Nigerian banks before they can have access to e-recruitment portal at www.ndlerecruitment.org.



NDLEA

NATIONAL DRUG LAW ENFORCEMENT AGENCY

CAREER OPPORTUNITIES

APPLICATION CLOSES: FRIDAY 8TH OCTOBER, 2010

Home About Us Contact Application Procedure FAQ

SCREENING OF APPLICANTS FOR NDLEA POSITIONS

Note is hereby given to all candidates who applied for employment during the recently published NDLEA recruitment drive to take note of the screening dates for applicants in all the three cadre.

NASS CADRE

A. CANDIDATES TO NASS I, NASS II AND NASS III

All candidates under this category are to report to the NDLEA Administrative Headquarters located in Abuja between Wednesday and Friday(November 10 - 12, 2010) for the screening exercise.

All applicants are to bring along with them original and photocopies of all relevant documents as well as their recent passport photographs.

AGENT AND SUPERINTENDENT CADRES

B. CANDIDATES I and II (Corpses 10, 11, and 12), Corpses 13, 14, and 15)

All candidates who applied for the categories listed above are invited to participate in the forthcoming Appointee Test (scheduled for the 13th and 14th November 2010) at specified examination centers in state capitals.

Where 100m = Open daily.

Date	Examination Centers
10/11/2010	Federal Stadium, Abuja, Abuja
10/12/2010	Federal College of Education, Yola Road, Abuja
10/11/2010	FCT College, New Oko Road, Lagos
10/12/2010	Federal College of Science and Technology, Oshimili
10/11/2010	NDLEA Primary School, New Oko Road, Lagos
10/12/2010	Community Primary School, Oshimili (Oshimili East Secondary School Area)
10/11/2010	NDLEA Development Centre, Kaduna
10/12/2010	NDLEA Development Centre, Kaduna
10/11/2010	College of Health Technology, Mary Queen of Peace, Calabar
10/12/2010	FCT Federal College of Education (FCT) Abuja, Abuja
10/11/2010	Open Primary School, Abuja
10/12/2010	Other Federal Secondary School, Oshimili
10/11/2010	Regional Action Primary School, Kaduna
10/12/2010	NDLEA Road, Jos, Plateau

Source: Culled from ndlearecruitment.org (July 25th, 2010).

Figure 2.4: NDLEA E-Recruitment Portal

Some of the general entry requirements stipulated before an applicant can apply through the agency's websites includes: All prospecting candidates Male/Female shall:

- Be Nigerian
- Be from 18- 32 years of age.
- Be not more than 1.7 metres for male and 1.64 for female applicant.
- Be physically and mentally fit.
- Be free from financial embezzlements and embarrassment.
- Be of good conduct and character and shall not be found guilty of any criminal offence.
- Possess the stated minimum academic requirements.
- Computer literacy is an added advantage.

In addition, the salary and other conditions of service are the same with what is currently obtainable in the Federal Public Service and as may be reviewed from time to time by the Federal Government of Nigeria. In consonance with the provisions of the Federal Public Service Rules and Regulations, that all successful applicants shall be in the service for up to 35 years or shall retire at compulsory age of 60 years or whichever is earlier. Other entitlements and benefits include a pension scheme and gratuity in consonance with the new contributory pension scheme and allowances as may be reviewed when due by the Federal Government of Nigeria.

Though some public sector organisations adopting e-recruitment as their recruitment strategy claimed that they adopted the system in order to enhance transparency, accountability, responsiveness, accessibility and efficiency but their recruitment

guideline and conditions are too cumbersome to be met by an average applicant. Also of great concern here, is not only the monetary involvement but the question of accessibility which is an important ingredient of good governance practices. After purchasing access code we observed that teeming number of applicants found it very difficult to send their resumes or to attend online interview due to poor quality of the website and frequent power outage.

2.6 THE NIGERIAN NATIONAL PETROLEUM CORPORATION (NNPC): BRIEF OVERVIEW

NNPC is one of the few public sector organisations that are using e-recruitment as strategy in recruiting its teeming workforce. It is a major player in national and international oil and gas industry wholly owned and controlled by Federal Government of Nigeria. Oil in Nigeria was first discovered in Oloibiri in Niger Delta region in 1956 by Shell/BP as sole concessionaire. Nigeria started exporting crude oil in 1958 when its first oil field came on board, lifting 5,100 crude oil barrels per day (bpd) but later in 1960 other foreign oil companies were granted licences to start oil exploration within the offshore and onshore region of oil rich Niger Delta. Nigeria became a member of Organisation of Petroleum Exporting Countries (OPEC) in 1971 and Nigerian National Petroleum Corporation (NNPC) was established in 1977 to manage and control both upstream and downstream sectors of Nigerian oil industry. The Nigerian National Petroleum Corporation (NNPC) group composed of the Board, the Group Managing Director (GMD), who is the chief executive officer of the corporation, eight directorates namely, Exploration and Production, Finance and Accounts and Corporate Services Refining and Petrochemical and Commercial

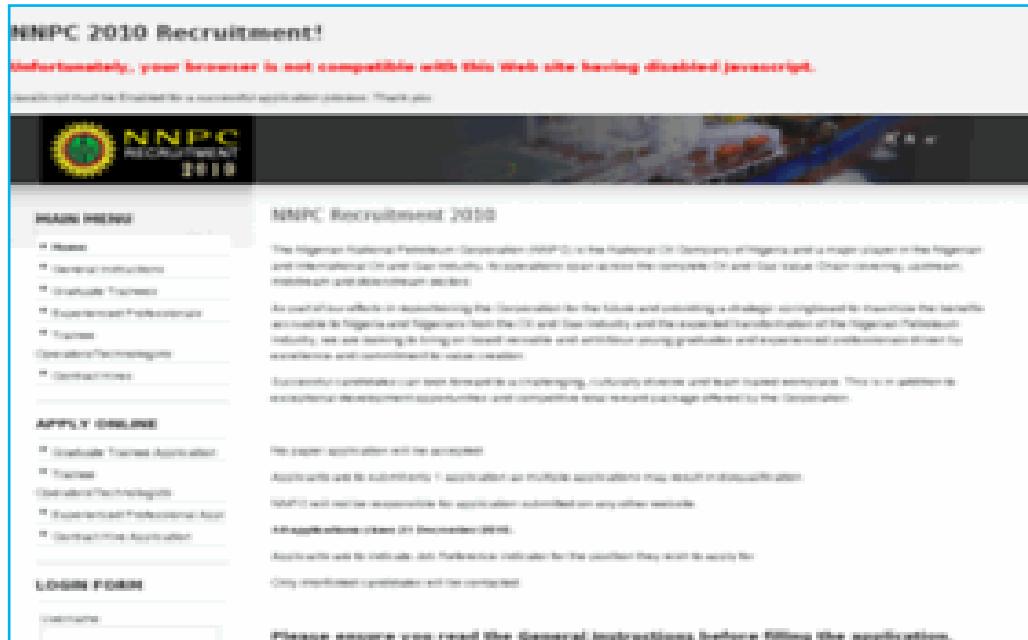
and Investment, Gas and Power, Engineering and Technology and Special Duties. The Directorates is headed by a Group Executive Director. The Divisions are headed by Group General Managers while the ten subsidiary companies are headed each by Managing Director.

The ten subsidiary companies of NNPC includes the Hyson (Nigeria) primarily responsible for trading Nigeria's crude oil, excess product from petrochemicals and refineries, the Integrated Data Services Limited (IDSL) responsible for data storage and management, Kaduna Refining and Petrochemical Company (KRPC) established to process crude oil into refine product, the National Engineering and Technical Company Limited (NETCO) in charge of domestication of engineering capacity in Nigerian oil and gas industry, the Nigerian Gas Company (NGC) responsible for pipeline networking and exportation within West African sub region, Nigerian Petroleum Development Company (NPDC) is taking charge of petroleum exploration and production at local and international levels, National Petroleum Investment and Management Services (NAPIMS) is responsible for quality control, PortHarcourt Refining Company Limited (PHRC) has old and new refining complexes responsible for refining petroleum products for domestic and international consumption, the Pipeline and Products Marketing Company Limited (PPMC) is responsible for the supply and distribution of petroleum products at cheaper operating cost and finally the Warri Refining and Petrochemical Company Limited (WRPC) charge with the responsibility of refining and generating electricity from gas turbines and steam turbo-generators.

The core values of Nigerian National Petroleum Corporation (NNPC) is the respect for individual, staff development and growth, integrity, transparency, accountability and professional excellence. After massive reorganisation and quest for young graduates and professionals, the corporation has more than 10,000 personnel in its payroll. Due to massive expansion of its operations and job creation drive, the NNPC conducted recruitment of suitably qualified candidates annually and during the time of immediate need through its independent job portal. The entry requirements are as follows:

- Applicant must be a Nigerian citizen
- Should not be more than 25 years for fresh Graduate Trainer.
- Must be mentally and physically sound.
- Must be prudent and trustworthy.
- Must not be convicted for any criminal offence.
- Must possess minimum entry requirement of first degree (2nd Class Lower Division) from recognised university.
- Must be computer literate.
- On the job experience is an added advantage.

The prospecting staffs to be recruited into the service of Nigerian National Petroleum Corporation have to follow some channels as stipulated in their e-recruitment portal.



Source: Culled from www.reruitment.nnpcgroup.org (August 22nd, 2010).

Figure 2.5: NNPC E-Recruitment Portal

The salaries and conditions of service in NNPC are very attractive and higher than what is obtainable in most public sector organisation in Nigeria. Other fringe benefits and earned allowances were subject to review depending on individual performance at different intervals. Just like any public sector organisation, the NNPC allows any permanent and pensionable staff to stay in the service of the corporation for a period of 35 years or should retire at mandatory period of 60 years of age. In line with new contributory pension scheme introduced by Federal Government of Nigeria, workers were allowed to select their pension fund administrator, who will take care of their monthly contributions sourced from them and their employer.

It became imperative for NNPC to adopt e-recruitment as strategy because of internal and external pressures from teeming job seekers. Though the organisation is not imposing monetary terms before applicants can log on to its website but the major hiccup is the poor quality of technological tools as well as higher level of patronage used in their previous recruitment exercises (Nwokeji, 2007).

It is pertinent to note that moving toward an electronic recruitment strategy does not mean discarding traditional recruiting vehicles such as print adverts, career fairs, and employee referral programmes. One of the advantages of online recruitment is its ability to combine with and improve upon traditional methods. Electronic recruiting principles can improve traditional media by making them more electronic and by integrating them with other processes (Rose, 1999).

2.7 Conclusion

It is pertinent to note that the success of any reform lies on the calibre of implementers and sustainability of such reform. Looking at the teeming number of unemployed graduate in Nigeria, it is of immense importance for the government to device a means through which this trend can be ameliorated amicably. This chapter discussed public service structure, organisation and reforms. Within the background of this study, it discussed brief overview of Nigeria, public service structure and organisation, public service reforms and brief background of some selected public sector organisations that adopt e-recruitment as their recruitment strategy. It also looked at the levels of e-Government implementation in Nigeria. The next chapter reviews the literature from previous studies.

CHAPTER THREE

LITERATURE REVIEW

3.0 INTRODUCTION

The last chapter deals with brief overview of Nigeria, public service structure and organisation, public service reforms and brief background of some selected public sector organisations that adopt e-recruitment as their recruitment strategy. This chapter reviews the literature on governance theory, good governance, traditional recruitment, e-recruitment and technology adoption theories. The chapter provides a linkage within which research framework develops.

3.1. THE GOVERNANCE THEORY

The governance theory gained currency in the late 90's implying a configuration of different statutes, elements, including policy mandates, financial, the organisational and programmatic structures, administrative rules and regulations; level of resource at disposal; and institutionalised norms and values that affect and enabled the tasks, values and priorities in the regulations, production and delivery of service (Lynn, 1999). Stoker (1998) conceptualised that:

[G]overnance refers to the development of governing styles in which boundaries between and within public and private sectors has become blurred. The essence of governance is its focus on mechanisms that do not rest on recourse to the authority and sanctions of....Governance for (some) is about the potential for contracting, franchising and new forms of regulation. In short, it is about what (some) refer to as the new public management. However, governance is more than a new set of managerial tools. It is also about more than achieving greater efficiency in the production of public services.

Stoker (1998) draws five propositions to frame our understanding of the critical questions that governance theory should help us answer. He acknowledges that each proposition implies a dilemma or critical issue as follows: that governance refers to institutions and actors from within and beyond government, governance identifies the blurring of boundaries and responsibilities for tackling social and economic issues, governance identifies the power dependence involved in the relationships between institutions involved in collective action, governance is about autonomous self-governing networks of actors and finally governance recognizes the capacity to get things done which does not rest on the power of government to command or use its authority.

The governance theory reflect the idea of implementing public policies not just through public bureaucracy but also through withdrawal of government participation in managing it corporations, outsourcing and public-private-partnership initiatives (Lynn, 2001). New governance theory stipulated the use of modern information and communication technology in public governance. Lynn (2001) asserted that adopting technology in large bureaucracies can bring about transparency and accountability in managing meagre public resources and enhance good governance.

White (1994) observed that governance theory was introduced in order to develop comprehensive theories of social and political interactions. He argued that due to complexities, heterogeneity and dynamism of contemporary societies, governance need to be revisited to address contentious issues at stake. Large bureaucracies with

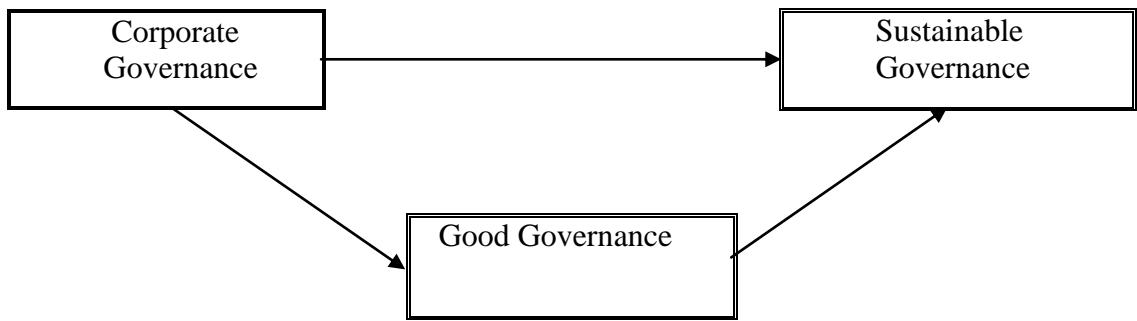
conglomerate problems of manpower planning and development need to resize their structure for optimal performance and sustainable growth.

Senge (1990) asserted that solving compounded imbroglio, traditional and haphazard approach will never be a solution to divisiveness, diversities and complexities. He further argued that the use of ICT in governance will address such issues through bringing government and its policies closer to the governed. With ICT, the grassroots will have the sense of belonging in recruitment activities through the introduction of online services at affordable rate so that it will curtail the digital gap between urban and rural communities.

Drucker (2003) emphasised on the need for introduction of new ideas that will address the widening gap between those who can access government online services and those who cannot or have the wherewithal to do so. He further elaborated that for governance to be effective it must integrate modern information and communication networks in its daily operations so that effective and efficient services will be accessible to old and sundry with less ease. New Public Management agenda of managerialism in public sector seek to provide a viable strategy that will transform hiring process as desirable for rapid growth and development (Parry & Tyson, 2008).

The governance theory is a schematic or heuristic framework that suggests how the values and interests of citizens, legislative enactments and oversight, executive and organizational structures and roles, and judicial review might be linked through a dynamic and interactive process (Lynn et al. 2000). Linking this theory to our overall framework is essential in understanding the practices of good governance in adopting

technological tool for the overall growth and development of the public sector (Lynn et al. 2000). Therefore, meaningful success can only be achieved if suitably qualified personnel were recruited to spearhead and bring the much needed transformation in the public sector. The figure below showed the transition from good governance to sustainable governance model.



Source: Adapted from (Kertajaya & Kotler, 2006)

Figure 3.1: Good Governance to Sustainable Governance Model

Figure 3.1 is adapted from managing change transition model from good governance to sustainable governance portrays the transition from private sector governance to good governance and finally to the sustainable governance. In quest for good governance, private sector initiated the process of e-recruitment for cost cutting and transparency which was adopted by the public sector organisations (Verhoeven & Williams, 2008). In both public and private sectors good governance is a linchpin for achieving sustainable governance because if the conduct of public affairs lacks transparency and accountability the need for achieving sustainable governance will be a mirage.

At continental level reports on African good governance ranking conducted by Mo Ibrahim foundation revealed that Nigeria was ranked 39th in 2008, 35th in 2009 and 40th in 2010 out of 48 ranked countries and it retained 13th position out of 16 nations in West African sub region. The detailed quantitative measurement revealed that Nigeria's performance in 2011 was dismal with a ranking of 41 out of 100 for good governance quality and was positioned 41 out of 53 African countries. Available figures from the foundation show that from 2006-2011 the good governance ranking in Nigeria is deteriorating.

The World Bank displayed Nigeria's performance indices on good governance between 1996-2009 based on six governance dimensions which includes the voice and accountability, political stability and lack of violence/terrorism, government effectiveness, regulatory quality, rule of law, and control of corruption. In this study we briefly reviewed such dimensions from 2005-2009 which is within the scope of our studies.

Table 3.1: Nigeria's Good Governance Performance Indicators

	Good Governance Indicators	2005	2006	2007	2008	2009
1.	Voice and Accountability	30%	38%	35%	36%	29%
2.	Political Stability and absence of Violence	19%	17%	18%	19%	18%
3.	Government Effectiveness	35%	30%	30%	29%	19%
4.	Regulatory Quality	29%	25%	29%	38%	38%
5.	Rule of Law	11%	20%	20%	20%	18%
6.	Control of Corruption	18%	18%	20%	32%	21%

Source: World Governance Indicators (World Bank, 2011).

The voice and accountability was rated below 40% from 2005-2009 which is below minimum global standard of 70%. This demonstrated that voice and accountability in daily operations of the government need to be improve and citizens must be provided with an enabling environment to air their views, on the other hand public officials must be accountable in the discharge of their duties and responsibilities. It also revealed that voice and accountability is deteriorating from 30% in 2005 to 29% in 2009 this will have negative consequences on the quest for conducting free and fair recruitment exercise in the country. On political stability and absence of violence which is an essential ingredient for success in public administration Nigeria recorded 19% in 2005, 17% in 2006, 18% in 2007, 19% in 2008 and 18% in 2009 indicating dismal performance compared to her counterparts of Ghana, Botswana and South Africa that recorded more than 50%. Recruitment of suitably qualified candidates will be a mirage if the polity is in a state of flux and rancour. In line with global standard, the aims of any society can only be achieve if there is stable democratic polity and good governance.

Government effectiveness is one of the major dimensions of governance across the globe and the more the effectiveness of government, the better the service delivery (World Bank, 2008). The statistics on Table 3.1 also revealed that the government effectiveness fall from 35% in 2005 to 19% in 2009 these indicates that government failed to provide necessary impetus that improves it effectiveness in line with global minimum requirement. If the government is ineffective, the conduct of equitable recruitment and selection in public sector will be difficult hence the much clamoured good governance practices can hardly be achieved.

Regulatory quality is one of major dimensions of good governance because strict compliance with ethics will yield good outcome and propel administrative efficiency. Rules and regulations guiding the effective performance of public sector are negated by constituted authorities more especially in areas of enforcement and compliance. Table 3.1 revealed that there is sharp improvement in government regulatory quality from 29% in 2005 to 38% in 2009 but yet the standard is too low when compared with what is obtained in some Asian and African countries. Government failure to impose regulations regarding e-recruitment rules and procedures can affect good governance in the exercise. Breaching regulations will create nepotism, favouritism and inequality in public sector recruitment (Adamolekum, 2002).

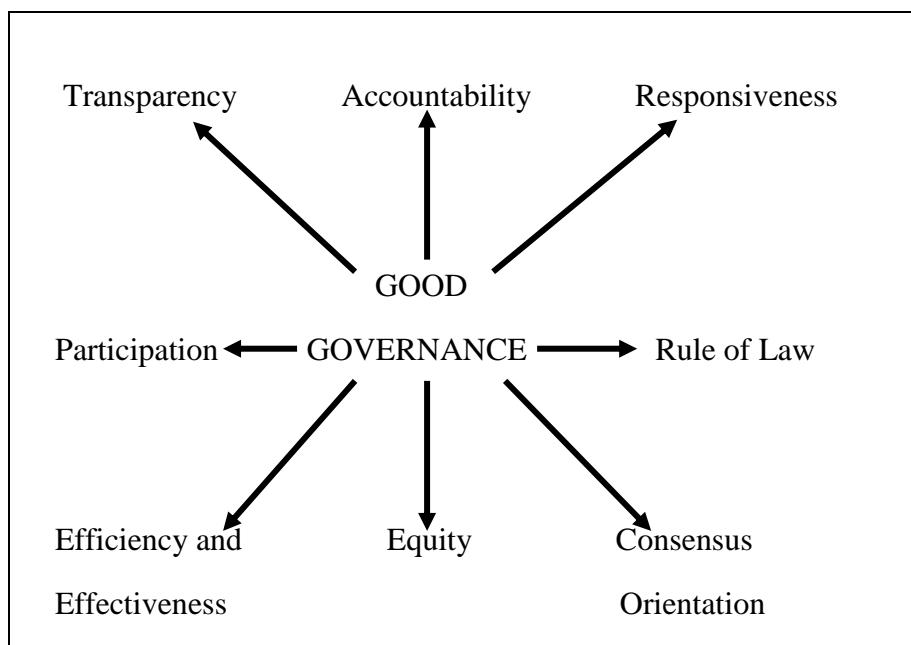
Central to effective governance in both developed and developing world is the observance and respect for the rule of law. Rule of law entails equality before the law and respect for the provisions of the law. Different international organisations like IMF, World Bank, UNDP, DFID and the host of others fully agreed that rule of law is one of the essential component of good governance. The statistics from the World Bank further revealed that Nigeria recorded low level of respect for rule of law in 2005 with only 11% which was gradually increased to 20% in 2006, 20% in 2007, and 20% in 2008 with a decline of 18% in 2009. This will adversely affect good governance in e-recruitment related activities and hence widen the gap between employer and employee.

The World Bank reported that inability of developing and underdeveloped societies to fight corruption and corrupt tendencies is the cause of their backwardness in the same way high level corruption impinged good governance and retard their socio-economic development. Though not one of our measuring items the issue of control of corruption is so central in quest for good governance practices in e-recruitment in Nigerian public service. The performance indices for control of corruption from 2005-2009 is fluctuating where only 18% was recorded in 2005, about 20% in 2006, 28% in 2007, 32% in 2008 and 21% in 2009. Government recorded the lowest corruption control in 2005 and the highest in 2008 which may likely be connected to changing policies relating to fighting corruption. Different modes of corruption and corrupt tendencies were associated to recruitment in the past where well connected within and outside government circle bribe their way to secure employment in the midst of teeming qualified candidates. The six governance dimensions (voice and accountability, political stability and lack of violence, government effectiveness, regulatory quality, rule of law, and control of corruption) mentioned and discussed above can warrant effective good governance if concerted efforts were made to fully ensure their workability and enforcement to all institutions in Nigeria.

3.2 GOOD GOVERNANCE DIMENSIONS

Good Governance in contemporary perspective refers specifically to efficient service delivery and improvement in the performance of public sector. The phrase gained prominence in the 20th century when different countries of the world are clamouring for increased productivity and transparency in the management of human and material resource. The introduction of ICT in government daily operations in area of

recruiting large number of suitably qualified applicants is a means for realisation of good governance. Good governance depends on transparency, accountability and equality in ways that are responsive to the needs of people. It composed of the mechanisms, processes and institutions through which citizens and groups can articulate their interests, exercise their legal rights, meet their obligations and mediate their differences to promoting effective governance, including corporate governance, law, and civil society in managing the public sector (Ahmad et al. 2010). United Nations provides comprehensive good governance principles as shown in Figure 3.2.



Source: Nasahsh *culled from United Nations (2011)*

Figure 3.2: Underlying Principles of Good Governance

Simply put, governance is good provided it is able to achieve the desired purpose of the polity defined in terms of equity, justice and protection of individual life and property, preservation of rule of law, enhance popular participation and improved the living condition of the governed. Governance is bad if it fails to achieve the purpose(s) of state (Ogundiya, 2010). If the government is not good it entails to the absence of transparency, accountability, an avenue for providing opportunities to well connected elites and interest groups in the society to corner for themselves certain proportion of state resources at the detriment of the masses (Obadan, 1998). Good governance is measured based on some underlying principles cutting across political, economic, social and administrative consideration. Some of the underlying principles of good governance are provided by individuals and some internationally recognised institutions. The United Nations Development Programme (UNDP, 1997) identified nine underlying characteristics of good governance as shown in Table 3.2.

Table 3.2: Underlying Characteristics of Good Governance

Transparency	-Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.
Accountability	-Decision makers in government, the private sector and civil society organisations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organisation and whether the decision is internal or external to an organisation.
Responsiveness	-Institutions and processes try to serve all stakeholders.
Effectiveness and efficiency	-Processes and institutions produce results that meet needs while making the best use of resources.
Participation	-All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.
Rule of law	-Legal frameworks should be fair and enforced impartially particularly the laws on human rights.
Strategic vision	-Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.
Consensus orientation	-Good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.
Equity	-All men and women have opportunities to improve or maintain their well-being.

Source: (UNDP, 1997)

However, not only United Nations Development Programme (UNDP) even some international organisations like World Bank, International Monetary Fund (IMF), United States Agency for International Development (USAID), United Nations Educational, Scientific, and Cultural Organisation (UNESCO) and European Union (EU) have their own definition and perception of good governance.

Table 3.3: General Dimensions of Good Governance

	Dimensions	World Bank	UNDP	IMF	USAID	UNESCO	EU
1.	Transparency	✓	✓	✓	✓	✓	✓
2.	Accountability	✓	✓	✓	✓	✓	✓
3.	Responsiveness	✓	✓	✓	✓	-	✓
4.	Accessibility	✓	-	✓	✓	✓	✓
5.	Efficiency	✓	✓	✓	✓	✓	✓
6.	Effectiveness	✓	✓	✓	-	✓	-
7.	Participation	✓	✓	✓	✓	-	✓
8.	Rule of Law	✓	✓	✓	-	-	✓
9.	Equity	✓	✓	✓	✓	-	-
10.	Strategic Vision	-	✓	-	-	✓	✓
11.	Consensus Orientation.	-	✓	-	-	-	✓

Source: (World Bank, 2010)

This study investigated the applicability of some good governance characteristics mentioned above in the actual conduct of e-recruitment in Nigerian public service. The first five dimensions in Table 3.3 which include transparency, accountability, responsiveness, accessibility and efficiency were used to measure good governance

practices. These five dimensions were selected because most of the international organisations adapted them as yardstick to measure good governance practices in areas of public governance. The selected dimensions are presented in Table 3.4.

Table 3.4: Key Dimensions to Measure Good Governance Practice

	Key Good Governance Dimension	World Bank	IMF	USAID	EU
1.	Transparency	✓	✓	✓	✓
2.	Accountability	✓	✓	✓	✓
3.	Responsiveness	✓	✓	✓	✓
4.	Accessibility	✓	✓	✓	✓
5.	Efficiency	✓	✓	✓	✓

i. Transparency

Transparency is widely acknowledged as one of the pillars of good governance wholly agreed by different international economic and political organisations. It entails to free flow of information directly accessible to those directly or indirectly concerned with them, and enough information is provided to understand and monitor the institutions and processes involved (UNDP, 1997). Transparency entails that governmental policies and programmes should be publicly available and accessible to old and sundry as well as confidence developed in its intentions (AfDB, 1999). It promotes substantial degree of openness in decision making and implementation process among the stakeholders and public sector operators. Transparency in public sector business is critical to the effective success of e-recruitment more especially in

heterogeneous society like Nigeria boasting of having more than 250 ethnic nationalities (Adegoroye, 2006).

ii. Accountability

In the context of public management accountability focuses on the belief that public employees should be responsible for their actions and inactions in the discharge of their duties and responsibilities. Accountability of public sector institutions is facilitated by evaluation of key performance indicator more especially in building of government capacity, public enterprises management, public service reforms, public sector management and innovation in governance (AsDB, 1995). Accountability is inseparable to access to information and its basic rudiments is the issue of proper checks and balances between the planners, doers and members of civil societies who finally benefitted from the services rendered. Public accountability is built on two pillars which include accountability by the executives and the second pillar is based on institutional transformation (UNDP, 1997). If public officers can be responsible for their actions recruiting best candidates for the job is mission accomplished.

iii. Responsiveness

Public officers are supposed to be responsive to the yearning and aspirations of the governments and the governed in the sense that everybody is carried alone. The institutions and processes involved in executing some fundamental decision should serve all stakeholders within reasonable timeframe (UNDP, 1997). In ensuring good governance quick response is highly needed so that prospecting applicants will be updated more especially in knowing the status of their applications. Long delays in

releasing recruitment decisions and result hampered the smooth conduct of e-recruitment in Nigerian public sector (Bumah, 2008).

iv. Accessibility

Good governance is only feasible when there is equal access to government information and opportunities (World Bank, 2008). Access to information in any society is not only about protecting and promoting rights to information but equally concerned with protecting and promoting communication to voice individual and group views, to fully participate in decision making process at all levels nationally and globally and to geared priorities for actions (UNDP, 1997). In this context, accessibility to employment opportunities by citizenry irrespective of economic or political affiliations is a linchpin to the attainment of just and egalitarian public service. However, of concerned here is not only to public service information accessibility, but accessibility to job itself.

v. Efficiency

One of the major criteria in measuring good governance in a particular system is the measure of efficiency of that system. If the overall assessment of a system portrayed that it is inefficient it just illustrated that the system is lacking good governance as such efficiency and good governance are related both in theory and practices. Over the years different countries in Sub-Saharan Africa failed to achieve the major objectives of the state because of deficient administrative structures that can propel institutional growth and development. Good governance practices cannot be realised in recruiting potential candidates when the entire system and conduct is inefficient and malicious.

3.3 RECRUITMENT IN THE PUBLIC SERVICE

Recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organisation can select each other in their own best short and long term interest (Randall, 1987). In another perspective, it means the positive action taken to find the right quality and quantity of personnel into an organisation by paving the way for producing the smallest number of applicants capable of either performing a task or of developing the ability to it within the stipulated period of times accepted to the employing organisation. Recruitment is integral part of human resource and it involves identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in the organisation (Peretomode & Peretomode, 2001), matching them with specific and suitable jobs, and assigning them to those jobs (Chandan, 1987).

Recruitment as a human resource management function is one of the activities that impact most critically on the performance of an organisation. While it is understood and accepted that poor recruitment decision continue to affect organisational performance and limit goals achievement, it is taking a long for public service agencies in many jurisdictions to identify and implement effective hiring strategies. In some areas, existing laws inhibit change; in others, the inhibiting factor is managerial inertia (Richardson, 2000). However, it is pertinent to note that, public service organisations have had little need to worry about large number of applicants and increased competition since they operate in a monopolistic environment. But in the recent time the emphasis on New Public Management reforms forces public

organisations to pay closer attention to their service delivery as customers have begun to expect and demand more for their money. No longer are citizens content to grumble about poorly-produced goods and services and the unqualified, untrained employers who provide them. As societies become more critical and litigious, public service organisations must seek all possible avenues for improving their output and providing the satisfaction their clients require and deserve. The provision of highly-quality goods and services begin with recruitment process (Randall, 2004).

Recruitment into the public service seems to be more complex, cumbersome and complicated because of strict guidelines and procedures. Public service recruitment is the process through which suitable candidates are induced to compete for appointment into government jobs (Briggs, 2007). It is a system that offers equal opportunities to all citizens to enter the government service, equal pay on equal job to all employees doing work requiring the same degree of intelligence and capacity, equal opportunities for advancement and equal participation in retirement allowances and make equal demands upon the employees (Willoughby, 1964). Public service recruitment is no longer matching individuals to immediate job requirement. Instead, it was driven by the desire for a multi-skilled, flexible workforce, and increased emphasis on teamwork. The primary requirements of the public service is that it should be impartially selected, administratively competent, politically neutral and imbued with the spirit of service to the community (Gladden, 1948). The public service is indispensable to the functioning of modern state (Basu, 1994) that is why the condition of a society is largely determine by the performance of the public service (Phillips, 1990). Therefore the role of virile and unbiased recruitment

exercise in the public service cannot be overemphasised due to its increasing significance and importance in modern society and the assumption of responsibility by the government for the performance of various social and economic functions, it has become necessary to recruit competent applicant into the service.

Joshi (2005) identified three theories of recruitment as objective factor theory, critical contact theory and subjective factor theory. The objective factor theory views the process of organisational choice as weighing and evaluating a set of measurable characteristics of employment offers, such as pay, benefits, location, opportunity for advancement, the nature of the work to be performed, and educational opportunities. Secondly, is the critical contact theory which suggests that the typical candidate is unable to make a meaningful differentiation of organisation's offers in terms of objectives or subjective factors, because of candidates' limited or very short contact with the organisation? Choice can be made only when the applicant can readily perceive the factors such as the behaviour of the recruiter, the nature of the physical facilities, and efficiency in processing paper work associated with the applications. Thirdly, subjective factor theory emphasises on the similarity between personality pattern and the image of the organisation, i.e., choices is made on highly personal and emotional basis.

In another perspective, Obisi (1978) identifies two theories of recruitment as prospecting and mating theories. In prospecting theory the applicant moved from one organisation to another searching for job but in mating theory it is the organisation that moved from one place to another searching for the most qualified candidates to

apply. Verhoeven and Williams (2008) called it ‘We-find-you’ and ‘You-find-us’ theories. He stated that, We-find-you theory refer to methods where the organisation searches for applicant, You-find-us theory refer to the methods where the organisation places a job advert and the initiative to apply lies with the potential job applicant. In another perspective, recruitment can be active or passive. In the case of passive recruitment, the organisation waits until an applicant gets in touch with them, such as unsolicited applications.

Today many organisations have website that contain information for people seeking jobs which also gave them the opportunity to recruit their personnel online. In the case of active recruitment, employers actually go in search of potential candidates. In a more elaborate sense, recruitment theories can be formal or informal. The formal recruitment involves the posting of job advertisement in the newspapers and magazines that are involving intermediary between the employer and the potential employee. In case of informal recruitment the employer’s network of contact is used to acquire potential candidates in competitive labour market (Boxman et al., 1992). This network could include the personal networks of the existing workforce as well as other employers, people working in the same business or employers in the vicinity. Looking at the reviewed literature, nearly all the theories are moving at the opposite direction but all geared toward finding a suitably qualified candidate to apply for existing job vacancy.

However, before the emergence of internet as recruiting source where do candidates get information about job openings in public sector organisations? In the earliest stage, recruitment contact information about objective and subjective characteristics

is likely to be the result of exposure to recruitment sources in both private and public sector organisations. There are basically two sources of recruitment where applicants can be drawn in the public service. These sources are classified as either internal or external. When using internal sources of recruitment the organisation turns to existing staffs to fill the available vacant position. Internal sources of recruitment are less expensive and less time consuming as compare to external source (Jones et al. 2000). But if the organisation experienced limited pool of candidates internally and the system may not have suitably qualified candidates within, then the organisation search for talent externally. When recruitment is conducted externally then the organisation looks outside for potential applicants. External recruitment is likely used especially for lower entry jobs in periods of expansion and for positions whose specific requirements cannot be met by employees within the organisation (Briggs, 2007).

There are different ways through which organisations sourced their staffs externally (Mukhtar, 2010):

- Active files of potential candidates kept in the organisation
- Advertisement through newspapers, magazines, television, radio, internet etc
- Institutions of higher learning like universities, polytechnics and others
- Government recruiting agencies like civil service commissions
- Professional associations e.g. medical associations, bar associations etc
- Labour unions like labour congress, trade unions etc
- Military and paramilitary recruiting centres
- Inter and intra-organisational transfers
- Extra-continental and overseas recruiting

- Field trips or field recruiting
- Walk-ins
- Write-ins
- Employee referrals
- Billboards at social and commercial centres
- Scouting and head hunting.

External sourcing has both merits and demerits. Its merit includes ability to attract and give equal opportunity to large number of applicants, wider choice, as well as being able to allowed new entrance to contribute their own quarter towards achieving the overall objectives of the organisation. The demerits includes lack of cost effectiveness, issue of central tendency about potential candidates and the applicants inability to know more about the inner modus operandi of the organisation. However, recruitment process must start somewhere so that organisational objectives can be realised. The recruitment process is the first part of the hiring process; the second part of the hiring process is the selection process. So first an applicant pool is built, and out of the pool a selection is made of which applicants will be hired (Veger, 2006). Ideally four distinguishing steps were involved in recruitment process: (1) predicting the need for new employees based on the type of vacancies that exists, (2) using recruiting procedures to communicate with potential applicants, (3) selecting from the applicants those persons believed to be the best potential contributors to the organisation, and (4) welcoming the new employees into the organisation (Daft, 2000).

Breaugh and Starke (2000) provide a framework for the organisational recruitment process. The framework identified five important steps in recruitment process: streamlining recruitment objectives, strategy development in recruitment, recruitment activities, intervening process/variables and recruitment result. In the first step of the framework Breaugh and Starke (2000) identified the major role of attaining and achieving recruitment objectives in the organisation. Usually in the public service large number of applicants were attracted in order to give room for wider and equitable representation which different researchers strongly criticised as time and financial resource wasting (Breaugh & Starke, 2000).

They further argued that the establishment of recruitment objectives must involved asking some fundamental questions, the first and the most important of which should be: What type of individual (knowledge' ability and skills) does the organisation want to recruit ?. Is the available vacancy a tenure or temporary jobs? All these can be answered in a good public sector recruitment exercises. Also, to identify the recruitment objectives, key considerations for organisations include defining the desired longer term goals with respect to the retention of the new hires, their job performance, and their job satisfaction; establishing the amount to be expended during the recruitment process and the speed with which the positions need to be filled; defining workforce diversity goals if relevant; and establishing the desired size of the applicant pool.

Step two of recruitment framework has to do with recruitment strategy which evolved as a result of responses from the first framework. It is essentially about adopting a viable strategy in the recruitment process. This includes which calibre of

applicant an organisation will recruit; which recruitment sources to be used; what is the appropriate time for recruitment as well as what message the organisation want to convey to its teeming applicants (Breaugh & Starke, 2000). As provided in the framework, effective communication between applicants and the organisation can help in providing the much needed information and quick response about the applicant's status. The third step of the recruitment framework is the recruitment activities undertaken by the organisation. Under this step, the organisation spreads its tentacles to different recruitment sources and provides adequate, reliable and up to date information to the applicants. Neediness to say, competent and unbiased panel of professionals is constituted to engage in picking the most suitably qualified candidates (Breaugh & Starke, 2000).

In the fourth step of the recruitment framework is the process and the results which is essentially dwelling on establishing relationship between recruitment process and recruitment results. The intervening/process variables include applicant attention, applicant comprehension, message credibility, applicant interest, accuracy of applicants' expectations, and application self-insight (Breaugh & Starke, 2000). The final step in the recruitment framework is the recruitment results. In this step previous steps discussed above are overviewed in terms of strength and weakness. The recruitment result will serve as a valuable tool for information in the future recruitment exercises for better outcome and increase productivity.

However, the traditional method of recruiting is gradually being transformed to a modern method of recruiting applicants in the public service. Escalating global competition, coupled with progressively more sophisticated customer expectations showed that the growth or even mere survival of an organisation is becoming increasingly difficult. Rigid organisational structures need to become flexible in order to respond to rapid changing global environment (Thomas & Ray, 2000). Therefore the success of any public sector organisation rest largely on the method they employed in recruiting the best among the teeming number of applicants. This implied that traditional methods of recruitment in public service are no more relevant to global competitive arena and that IT needs to be incorporated in strategic system to facilitate the survival and sustained competitiveness of an organisation (Galanaki, 2002). This brought about the introduction of internet as the most important tool for both job seekers and employers (Greengard, 1996).

3.4 E-RECRUITMENT: AN OVERVIEW

E-recruitment originated in the form of independent job sites called the Bulletin Board Systems in the 1980s. Initially only the United States Universities and the Military had access to internet facilities. However the PC revolution that embraced the world in the early 1990s changed the business landscape completely. In 1994, United States launched Monster.com with twenty clients and two hundred job openings (Rao & Rao, 2001). Monster.com pioneered e-recruitment and today is the leading internet recruitment portal globally. The emergence of e-recruitment as a strategy for cost and time serving mechanism coincided with the introduction of New Public Management (NPM) geared toward addressing institutional and structural

problems afflicting public bureaucracies. In 1991, British scientist Tim Berners Lee introduced the World Wide Web (www) to research and academic scientist as harbinger to internet recruiting. Later, Netscape revolutionised the concept of web browsing by making internet services accessible to public. KPMG established a career website www.KPMGcareers.com in 1997 in order to remain competitive in global arena and to enhance its image as the leading world class e-recruitment specialist. The emergence of internet in recruitment process can be sum up below.

Table 3.5: Emergence of Internet as Recruiting Source

1957	Computer network used in communication called TCP/IP was introduced by former USSR during the cold war of 1957. Later US Department of Defence created an agency called ARPA (Advanced Research Project Agency).
1968	ARPANET project was established and handed over to BBN Planet (GTE). BBN received its first Honeywell mini-computer (Honeywell 516) containing only 12 kilobytes of rams.
1971	The ARPANET was connected to 23 mini-computers in US universities and institutions, and was using the network control protocol (NCP) to transfer data.
1973	Vint Cerf and Bob Kahn start a project Transmission-control Protocol on developing (TCP). ARPANET went international connecting to England and Norway.
1974	Bob Kahn and Vint Cerf address the term “Internet” for the first time on their notes regarding Transmission Control Protocol.
1979	Steve Bellovin, Tom Truscott and Jim Ellis created Usenet by using UUCP.
1981	National Science Foundation created separate internet network called CSNET for institutions that don't have access to ARPANET, it was wired on 56 kbps speed, Later Vinton Cerf proposed a plan to establish a connection between ARPANET and CSNET.
1983	Internet Activities Board (IAB) was created and later Domain Name System (DNS) was created by University of Wisconsin.
1984	The ARPANET was divided into two separate networks of MILNET and ARPANET. MILNET was used by military purposes and ARPANET was used for research and educational purposes.

1985	The National Science Foundation established supercomputer centres for research, education, email file transfer and newsgroup.
1988	The National Science Foundation established its own networks with quicker connections. It also hired Merit Networks to help them speed up their network.
1989	Tim Barnes-Lee invented world wide web (www) in CERN Laboratory.
1990	US Department of Defence decided to obsolete the ARPANET, which was wired at 50kbs ARPANET was replaced by NSFNET.
1991	The first line browser called (www) was used on the CERN network.
1993	National Science Foundation created InterNIC consisting of AT&T to handle data base, Network Solution, inc. to handle host and domain name registration and the General Atomic to handle information services Network Solutions by registering .com, .net, .org and .gov.
1995	Four private companies were assigned by National Science Foundation to take charge of internet backbone.
2000	The dot-com bomb spread in private and public sectors for economic gains. It gained wider acceptance in e-recruitment activities.
2003	Massive sending of unsolicited emails prompting US President Bush to sign the CAN-SPAM Act of 2003.
2009	There were 1,596.270,108 internet users globally, 23.8% of the world population, 41% are from Asia (InternetWorldStarts.com, 2009).

Source: (Internet Society, 1999; Darrup-Boychuck, 2009).

In the last five decades, internet experienced a lot of takeovers and mergers of one protocol and another. Also at the initial stage of internet, its usage is only limited to universities, research centres, military and other government agencies. This is because computers require specialised knowledge and skills, financial wherewithal and enthusiasms. With the rapid technological expansion internet plays a major role in removing complexities, tedious paperwork, time and financial resource wastage in public sector operations. Specifically, public organisations have turned to the internet

to manage the recruitment process, including placing job advertisements, receiving resumes, and building human resource database with candidates and employers (Darrup-Boychuck, 2009).

3.4.1 From Traditional to Electronic Recruitment

E-recruitment (electronic recruitment) is synonymous with online recruitment, internet recruitment, cyber-cruiting, web-based recruiting, e-cruiting or third-party recruiter. E-recruitment is the online attraction and identification of potential employees using corporate recruiting websites, electronic advertisements on other websites, or an arbitrary combination of these channels including optional methods such as remote interviews and assessments, smart online search agents or interactive communication tools between recruiter and the applicants (Wolfswinkel, 2009). In another perspective, it was described as the use of internet as a channel through which jobs are posted and information is provided with respect to the application and hiring process (Hausdorf & Dukan, 2004). McCarter and Schreyer (1998) viewed e-recruitment as the recruitment process which includes job placing advertisement, receiving resumes, and building human resource database with candidates and the incumbents. Put in a simple way, e-recruitment imply the formal sourcing of job information online (Galanaki, 2002). E-recruitment differs from traditional or conventional methods of recruitment in various ways as identified by Verhoeven & Williams (2008) as illustrated in Table 3.6.

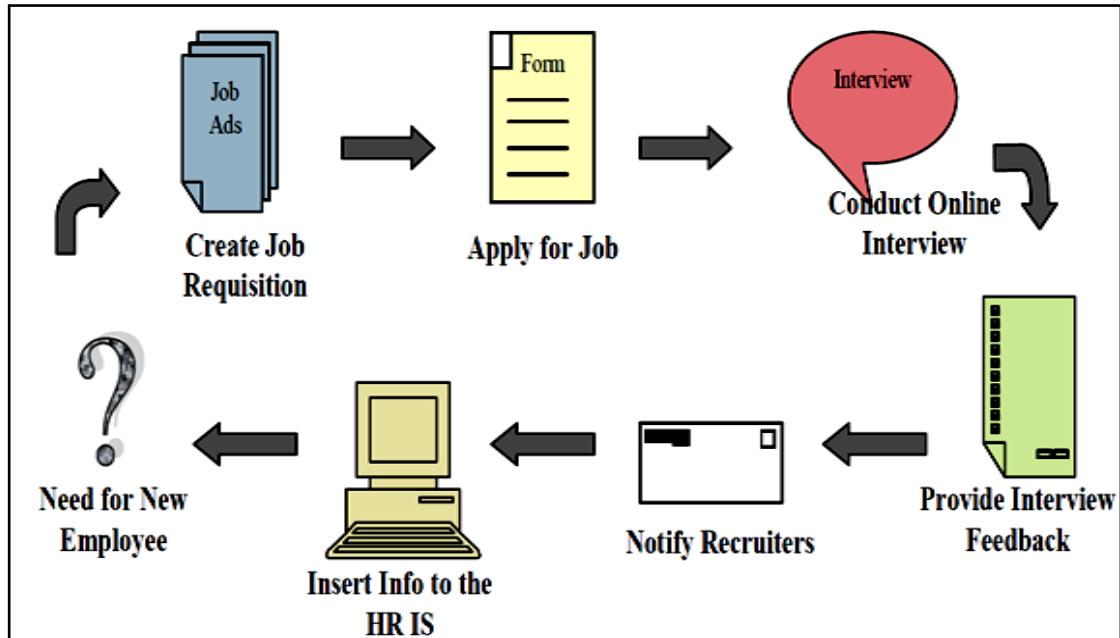
Table 3.6: Differences between Traditional and Electronic Recruitment

	Traditional Recruitment	Electronic Recruitment
1.	Manual pen and paper were used throughout the recruitment process	Electronic tools like internet were used in some key aspect of recruitment process
2.	Small number of applicants are attracted	Large number of applicants are attracted
3.	Very costly	Relatively cheap
4.	It takes a lot of time	It requires little time
5.	Feedback to the applicants on the status of their application is not encouraging.	The applicants can easily navigate to see the status of their application.
6.	Realised in traditional societies.	Realised only in computer literate and internet friendly societies.
7.	Usually outdated with time	Current, up-to-date and portrayed the good image of the organisation.

Source: Verhoeven & Williams (2008)

3.4.2 Implementation of E-Recruitment

E-Recruitment is not using only one method or technique; it involves several different tools and a wide variety of ways to use them (Swart, 2008). Methods in which internet is used for recruitment purposes includes corporate/organisational websites, job boards, chart rooms, newsgroups and media websites (Ray & Thomas, 2000). For the purpose of this study, organisational websites and job boards are discussed because sometimes if an organisation did not have an independent website it can resort to any available private job boards. In the public service, organisational websites and job boards are mostly used in attracting potential candidates.



Sources: Dafoulas (2002), Rafeeq (2010).

Figure 3.3: E-Recruitment Processes

As shown in the Figure 3.3 e-recruitment process started with the organisation's need for new personnel that are required for day-to-day running of the organisation and at the same time taking into cognisance the resource available at their disposal. The administrative department will announce the available job vacancies online for interested applicants to apply through completion of application form online. In the second stage the organisation will create job description section so that minimum requirement for a particular vacancy will be stated clearly and all those who meet the criteria are eligible to apply. In most government websites detail information about job description and specification are not clearly demonstrated on the portal but some job boards appointed by the government do provide such information (Odumeru, 2009).

After the provision of job information online applicants gain access to the job portal and complete the form online. In ideal situation where are functional websites all applicants whose qualification is not in tandem with the job requirements will be automatically rejected by the system that will give room for only suitably qualified candidates to scale through to the next stage of the recruitment process. The more cumbersome stage is the conduct of interview where online interview process are conducted in different pattern, it can be through video conferencing with a webcam or the organisation will provide questions in form of questionnaires for the applicants to answer online (Rafeeq, 2010). Filling application form online is mostly conducted but the organisation will still demand to see the applicants face-to-face for interaction so as to ascertain the physical capability and general appearance of the applicants.

After the successful conduct of recruitment interview the organisation provide feedback to both successful and unsuccessful candidates through their email address or releasing the names of selected candidates on organisational websites. Sometime successful candidates were replaced with other candidates who meet the requirement if they failed to report to the organisation as stipulated. The non-reporting may be as a result of poor feedback, poor condition of service or outright rejection of job offer by the candidate. In the last stage the successful candidates were expected to write formally to the organisation that they accepted the offer and the conditions therewith. The organisation will compile the names of newly recruited staffs and codify their details into their database. The codifications of successful candidates are followed by induction and familiarisation so as to know how best they can be placed to contribute their quota to the overall success of the organisation.

But in this context most of public sector e-recruitment in Nigeria failed to adopt all the stages because of technical deficiencies and governmental interest in recruitment and selection processes.

3.4.3 Government E-Recruitment Portals

Government websites are considered as the best e-recruiting technique available in Nigerian public service recruitment (Odumeru, 2009). They provide the opportunity to communicate practically unlimited information through media channels (e.g. plain text, graphic images, audio files, interactive links) and to communicate this information to a large number of geographically dispersed job seekers at a relatively low cost (Cober et al. 2000). It is obvious that large number of applicants chased government websites for available vacant positions. Enhanced understanding of how these job seekers are differentially attracted to organisations design via more effective tools for generating and retaining superior applicants. Rather than relying exclusively on electronic job boards postings, it will be of immense benefit for organisations to focus more attention on developing their own employee recruitment websites. Using their own websites as recruitment source provides a medium through which an organisations present a highly detailed jobs and organisational information to attract relevant job seekers who are good fit for the organisation (Pfieffelmann et al., 2010).

However, a good organisational website should be free from ambiguity and easily accessible to teeming job seekers for effective good governance in the society. In designing recruitment website, organisations should provide a direct link from the homepage to the career section and avoid hiding employment opportunities behind layers of link, provide a search engine on the website that the potential applicant can use to search for career related information and finally the organisation should take advantage of website visitors personal referral network, an ‘e-mail to a friend feature, enabling visitors to forward information regarding employment opportunities should be incorporated (Swart, 2008).

3.4.4 Private E-Recruitment Portals

Any public sector organisation without recruiting website requires the services of commercial or private recruiting firms to advertise and hire talents for them. The private e-recruitment portals or job boards (generally referred to as online recruiters, job portals, or specialised job sites) are independent websites that specialised in recruiting employees (Galanaki, 2002). They represent a platform for the articulation and publication of both supply-side and demand-side needs (job offers and “employment wanted” advertisements) and thereby take over a crucial role in the field of recruitment (Blickenstorfer, 2006).

Many Internet job boards have made hiring easier by adding sections on their websites that focus on specific topics .For instance, job boards may include sections that focus on industry (i.e., health care, engineering, accounting), applicants diversity (i.e., race, religion), geographical areas (i.e., Northwest, Southeast) (Capelli, 2001).

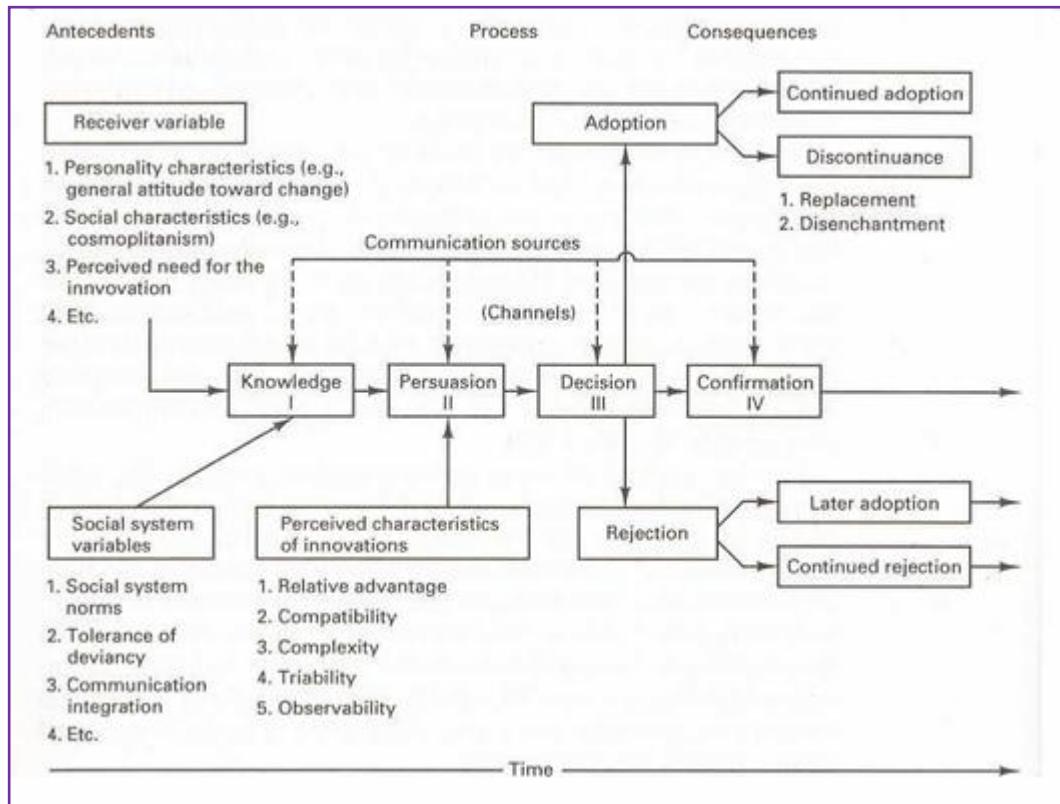
The sectionalisation of web page based on a given variables can help the board to quickly sort out the resumes submitted in good time.

3.5 THE TECHNOLOGY ADOPTION: REVIEW OF EARLY THEORIES

In this study it is of immense importance to briefly examine some early theories that relate to this work and their interrelationships. These theories includes Diffusion of Innovation Theory (Rogers, 1995), Theory of Reasoned Action (Fishbein & Ajzen, 1975), Theory of Planned Behaviour (Ajzen, 1991), Technology Acceptance Model (Davis, 1989), Technology Acceptance Model 2 (Venkatesh & Davis, 2000) and Unified Theory of Acceptance and Use of Technology (Venkatesh et al. 2003). The above mentioned theories compliment each other and the underpinning variables in one theory replicate its applicability in the other.

3.5.1 Diffusion of Innovation Theory (DOI)

Diffusion of Innovation Theory (DOI) centres on the condition which increase or decrease the likelihood that new idea, product or practices will be adopted by members of a given culture (Rogers, 1995). Diffusion theory predicts that media as well as interpersonal contacts provide and influence opinion and judgement. Though innovations typically offer its adopters novel ways of tackling day-day problems, the uncertainty as to whether the new ways will be superior to existing ones presents considerable obstacles to adoption process. To address these uncertainties, potential adopters are motivated to seek for additional information particularly from their workplace peers (Brancheau & Wetherbe, 1990).



Sources: Roger's Diffusion of Innovation Model (1995).

Figure 3.4: Rogers Diffusion of Innovation Model.

In this theory, six major components were identified: innovation characteristics, individual user characteristics, adopter distribution over time, diffusion networks, innovativeness and adopter categories, and the individual adoption process (Taylor & Todd, 1995). Of all the six components innovation characteristics is the most popular because it is within that Rogers (1995) singled out the following five characteristics of innovations that consistently influence the adoption of new technologies.

- Relative advantage is the degree to which an innovation is perceived to be an enhancement of the current offerings.

- Compatibility refers to the extent to which an innovation is perceived to fit together with potential adopters' habit and practices.
- Complexity refers to the degree at which an innovation is perceived as complicated to use.
- Observability is the degree at which the results of a particular innovation are observable to others.
- Trialability refers to the degree to which an innovation may be sufficiently tested prior to adoption.

However, Moore and Benbasat (1991) goes ahead to add on Rogers six innovation characteristics to seven. Image was added as an internal component of relative advantage and an independent predictor of systems adoption. Innovation diffusion researches explain the variables that influenced how and why users adopt a new information medium such as the internet. Opinion leaders exert influence on audience behaviour through their personal contacts, but additional intermediaries called change agents and gatekeepers are also included in the process of diffusion. Five adopters' categories are: innovators, early adopters, early majority, late majority and laggards (Rogers, 1995).

DOI offers three valuable insights into the process of social change in form of what qualities make an innovation spread successfully, the importance of peer-peer conversations and peer networks as well as understanding the needs of different user segments. These insights have been tested in more than 6000 research studies and field tests, so they are amongst the most reliable in social sciences (Robinson, 2009).

Despite its validity, DOI has some shortcomings which did not allow the researcher to use it as a framework in this study.

Wolfe (1994) provides the major drawbacks of Rogers (1995) DOI as follows:

- That most researchers who used DOI are limited to single organisational type studies.
- Previous researches limit their scopes of inquiry through working within theoretical perspectives.
- There is insufficient consideration given to innovation characteristics and how they change overtime.
- There is lack of specificity concerning the innovation stage upon which investigation focus.

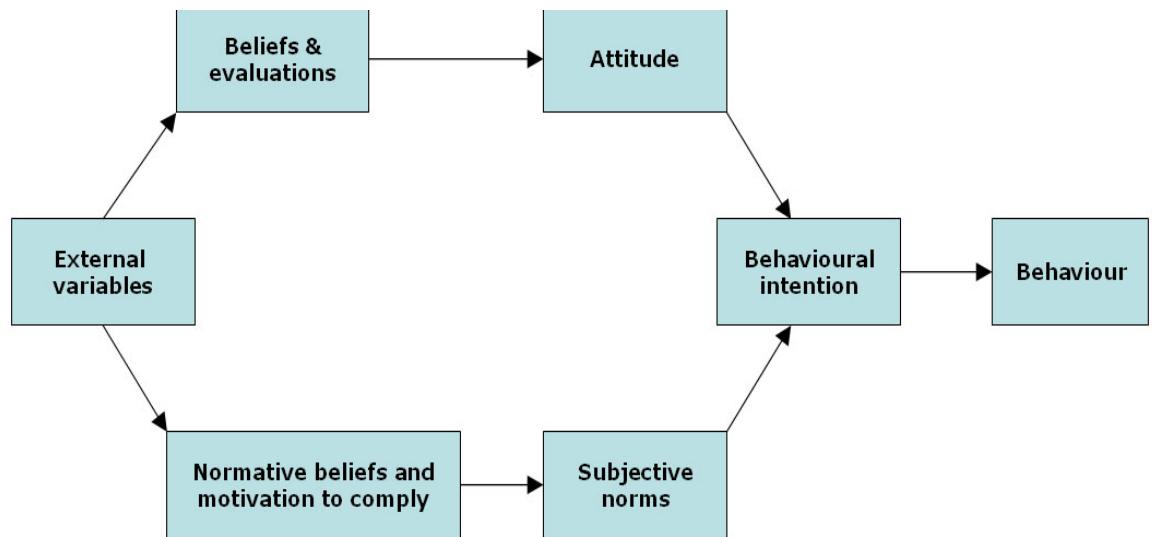
3.5.2 Theory of Reasoned Action (TRA)

The theory of reasoned action is a well established model that has been proposed by Fishbein and Ajzen (1975) to predict and explain human behaviour in various domains. This theory originated from the field of social psychology as an intention-based model. At the apex of this theory, is the assumption that people are, more often than not, rational beings who make use of available information, considering the repercussions of their actions before deciding whether or not to engage in a given behaviour (Fishbein & Ajzen, 1975).

As a technology adoption theory, TRA assumed that the behavioural intention of an individual to perform or not to perform certain target behaviour is solely and directly responsible for influencing that individual's target behaviour. In turn, an individual's

intention is said to be jointly determined by two factors: attitude towards behaviour and subjective norm. Attitude towards behaviour can be described as an individual's subjective focus of how positive or negative he feels when performing the target behaviour, whereas subjective norms can be viewed as an individual's perception of the social pressure on him to perform the target behaviour (Fishbein & Ajzen, 1975).

More related to this is that the expectancy value model of attitude posited that an individual's attitude towards performing the target behaviour is itself determined by his belief regarding the consequences of performing the target behaviour, as well as the evaluation of these consequences. On the other hand, an individual's subjective norm is the bye-product of his normative beliefs and motivation to comply (Fishbein & Ajzen, 1975).



Source: Theory of Reasoned Action (Fishbein & Ajzen, 1975)

Figure 3.5: Theory of Reasoned Action

A number of studies have been carried out to understand the major shortcomings of TRA. Davis (1986) asserted that it is because of less predictive power of TRA we introduced TAM which has high predictive and validation power when using new technologies.

Some of TRA's limitations include:

- i) The theory failed to specify the beliefs that are operative for particular behaviour (Davis, 1989).
- ii) TRA emphasised more on predictions rather than outcome which most researchers found to be relevant.
- iii) It possessed some level of inconsistencies as most studies reported result mixtures on the influence of subjective norms on behavioural intentions (Davis, 1989) but on the other hand Taylor and Todd (1995) provide a contrary result.
- iv) The positioning of subjective norms variable in the middle of the model is inappropriate due to the fact that it is more important in the early stages of innovation implementation when users have little knowledge that forms the attitude (Taylor & Todd, 1995).
- v) TRA failed to predict situations in which individuals have low levels of volitional control (Ajzen & Fishbein, 1975).
- vi) TRA does not model each belief separately but rather it summed all the beliefs together. In technology adoption, modelling the beliefs separately will allow the researchers to better understand and trace influences of all the affecting factors on information systems adoption (Davis, 1989).

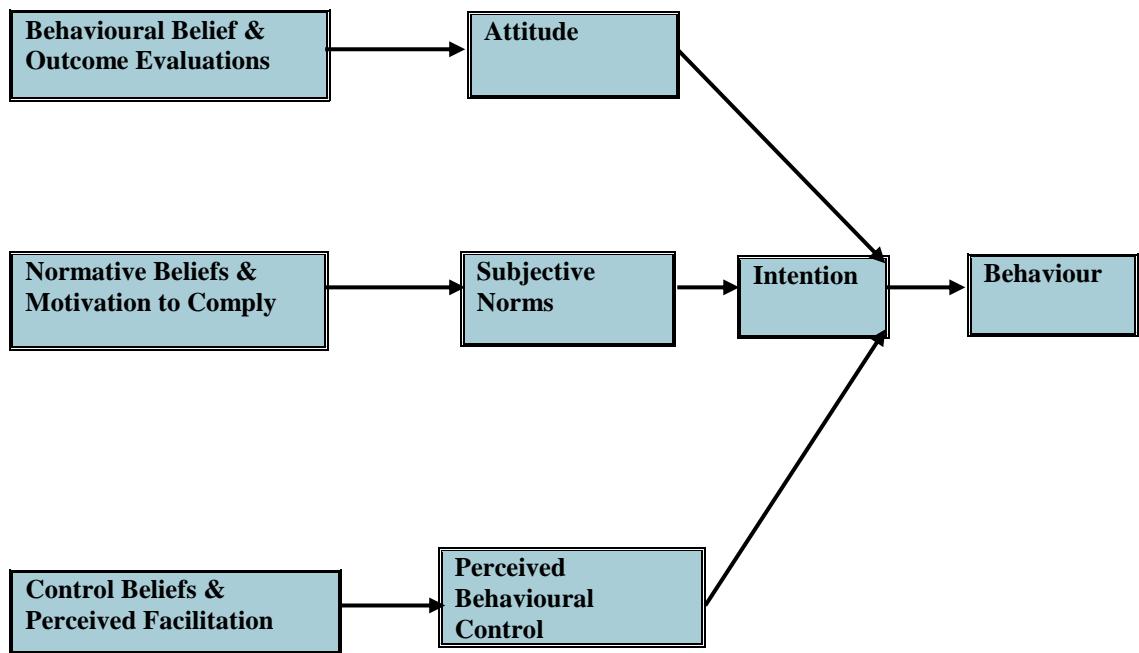
3.5.3 The Theory of Planned Behaviour (TPB)

The theory of planned behaviour is an extension of theory of reasoned action to account for conditions where individuals do not have complete volitional control over their behaviour (Taylor & Todd, 1995). The inclusion of third determinant of behavioural intention called perceived behavioural control is major the distinguishing dictum between TRA and TPB. This distinguishing result in TPB recognising that not all behaviours may be under an individual's volitional control, with behaviour ranging on a scale from complete control through a total lack of control (Ajzen, 1991).

In the TPB model behaviour is determined by the intention to perform the behaviour. In turn, the intention to perform is determined by three factors: attitude towards behaviour, subjective norm, and perceived behavioural control (Mathieson, 1991). In technology adoption and acceptance the behaviour to be perform can be quantified as system usage, attitude toward behaviour can be described as an individual's favourable or unfavourable assessment of using a specific system, while subjective norm can be seen as the perceived social pressures to use or not to use a particular system. The perceived behavioural control, relates to the degree to which an individual believes that he has control over personal or external factors that may facilitate or constrain system use (Venkatesh & Brown, 2001).

The Theory of Planned Behaviour further added another level within its model which includes attitude, subjective norms and perceived behavioural control. Ajzen (1991) described behavioural intention as a function of attitude toward behaviour that is the

general feeling of favourableness or unfavourableness of a said behaviour. Subjective norms refers to as the perceived opinion of other people, while perceived behaviour explains to what degree the choosing behaviour can be performed without perceived difficulties. The theory of planned behaviour is graphically presented below:



Sources: Theory of Planned Behaviour (Ajzen, 1991).

Figure 3.6: Theory of Planned Behaviour

The perceived behavioural control is central to the theory of planned behaviour because it mediate between control, beliefs and individual intention. It opined that the motivation of an individual is not only affected by the perceived complexity of performing certain behaviour, but also by his perception of how successfully he can perform the behaviour. With perceived behavioural control being a product of an

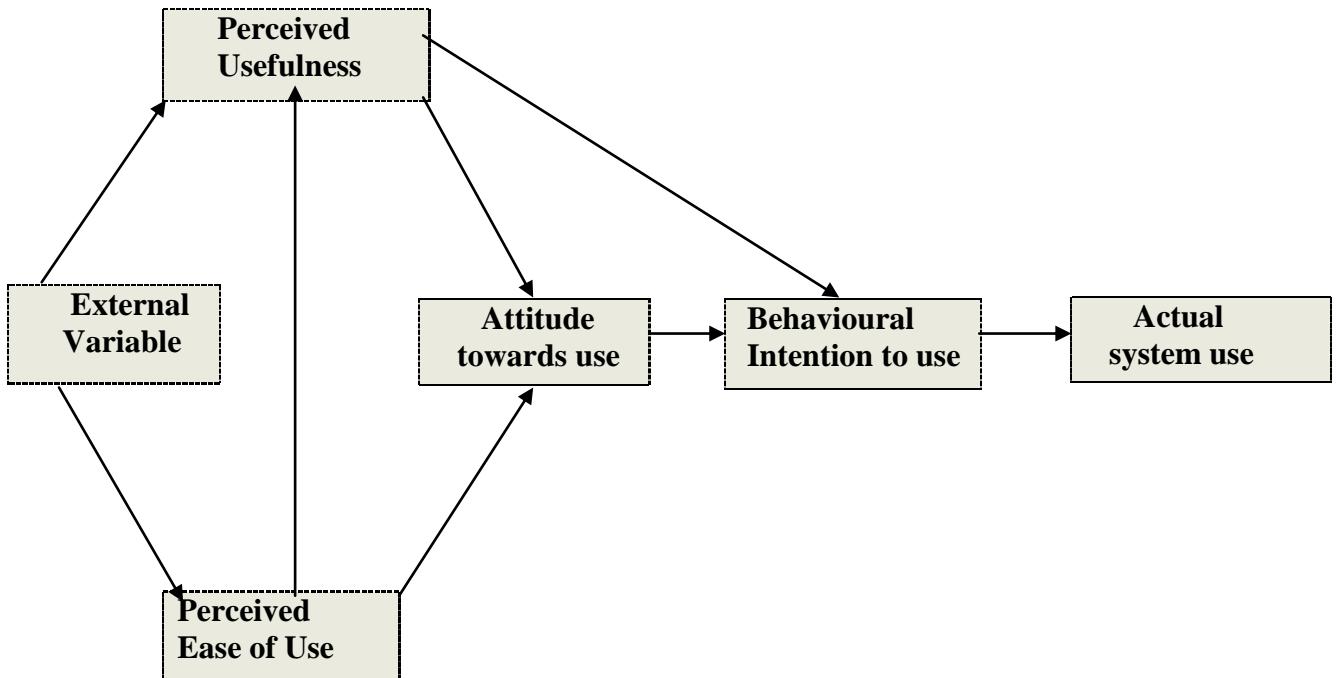
individual's control beliefs and perceived facilitation, it then follows that an individual will have enhanced perceived control over a behaviour he has strong control beliefs about the presence of elements that will assist the performance of such behaviour (Mathieson, 1991). Bright (1993) identified seven factors which hindered application of theory of planned behaviour in social science research. They include:

- The theory's inability to directly address the issue of translating intentions into actions.
- Factors such as personality and demographic variables are not taken into consideration.
- There is much ambiguity regarding how to define perceived behavioural control and this creates measurement problems.
- Assumptions are made that perceived behavioural control predicts actual behavioural control.
- TPB only works when some aspects of behaviour are not under volitional control.
- The longer the time interval between behavioural intent and behaviour, the less likely the behaviour will occur.
- The theory is based on the assumption that human beings are rational and make systematic decisions on available information. Unconscious motives are not considered.

3.5.4 The Technology Acceptance Model (TAM)

The Technology Acceptance Model was introduced into academic world by Davis (1989) as an extension of Fishbein and Ajzen's Theory of Reasoned Action (TRA) and Ajzen's Theory of Planned Behaviour (TPB). The main goal of TAM is to provide an explanation of the determinants of computer acceptance that is general and capable of explaining user adoption behaviour across broad range of end-user computing technologies and user population (Davis, 1986).

TAM has proved to be an exceptionally useful tool at predicting future system usage, specifically during the user acceptance testing phase of IS implementation project. During this testing, users are monitored to establish whether a system meets all their requirements, and will support the business process for which it was design. TAM provides a basis with which one traces how external variables influence belief, attitudes, and intention to use. In this model two main cognitive beliefs are central: perceived usefulness and perceived ease of use. According to TAM, one's actual use of a technology system is influenced directly or indirectly by the user's behavioural intentions, attitude, perceived usefulness of the system, and perceived ease of the system. It also proposed that external factors affect intention and actual use through mediated effects on perceived usefulness and perceived ease of use (Davis, 1989).



Source: (Davis, 1986)

Figure 3.7: Original Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) has been tested in many studies (see, Davis, 1989; Mathieson, 1991; Adams et al., 1992; Davis, 1993; Segar & Grover, 1993; Taylor & Todd, 1995), and it has been found that TAM's ability to explain attitude and adoption behaviour toward using an information system is better than other models like TRA and TPB (Mathieson, 1991). These studies have found that TAM consistently explains a significant amount of variance of about 40 percent in usage intention and behaviour. As Davis (1989) and Al-Gahtani (2001) pointed out the use of information system has been understood in many studies as the user adoption of the information system in question.

TAM is a model derived from a theory that addresses the issue of how users come to accept and use a technology. The model suggest that when users are presented with a new package a number of variables influence their decisions about how and when they will adopt it. In TAM there are two specific variables, perceived usefulness and perceived ease of use, which are hypothesised to be fundamental determinants of user acceptance (Davis, 1989). TAM construct includes:

i) Perceived Usefulness

Davis (1986) defines perceived usefulness as the degree to which a person believes that using a particular technology will enhance his or her job performance. People tend to use or not to use an application to the extent they will help them perform their job better. Perceived usefulness explains the user's perception to the extent that the technology will improve the user's workplace performance (Davis, 1989). This means that the user has a perception of how useful the technology is in performing his task which includes decreasing the time for doing the job more efficiently and accurately (Al-Gahtani, 2001).

ii) Perceived Ease of Use

Davis (1989) describes perceived ease of use as the degree to which a person believes that using a particular technology will be free of effort. Users believe that a given application is useful but they may at the same time, believe that the technology is too hard to use and that the performance benefits of usage are outweighed by the effort of using the application. Perceived ease of use explains the user's perception of the amount of effort required to utilise the system or to the extent to which a user believes that using a particular technology will be effortless (Davis, 1993).

iii) Attitude Toward Use

Attitude is an important construct of the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975) which theorises that ‘attitude’ towards a technological innovation hypothesised to determine by the user’s perceived usefulness and perceived ease of use. Attitude can be defined as the degree to which a person has a favourable evaluation or appraisal of the behaviour (Fishbein and Ajzen, 1975). In both TRA and TAM it was suggested that individual users who develop a positive attitude toward adopting a technology are more incline to build up firmer intentions to do so (Mahadeo, 2009).

iv) Behavioural Intention

Behavioural intention can be describe as the strength of the prospective user’s intention to support the adoption of a particular technology. The phenomenon of accepting a new technology is an important indicator of the ultimate adoption decision and is hypothesised to be determined by attitude towards adopting the technology (Mahadeo, 2009). The user’s stated preference to use a particular system will be closely related to the fact that they actually use the system; this assumption only applies when the behaviour is under a person’s volitional control (Fishbein & Ajzen, 1975).

Countless number of researchers has adopted TAM over the years because of its power to predict and understand user acceptance of new technologies. The general acceptance and popularity of TAM is broadly attributable to three factors. First, it is parsimonious, and is designed to provide an adequate explanation and prediction of a diverse user population’s acceptance of a wide range of system and technologies

within varying organisational and cultural contexts and expertise levels. Second, it has a strong theoretical base and validated inventory of psychometric measurement scales, making its use operationally appealing; and finally, it has accumulated strong empirical support for its overall explanatory power and has emerged as pre-eminent model of user acceptance of technology (Davis, 1989).

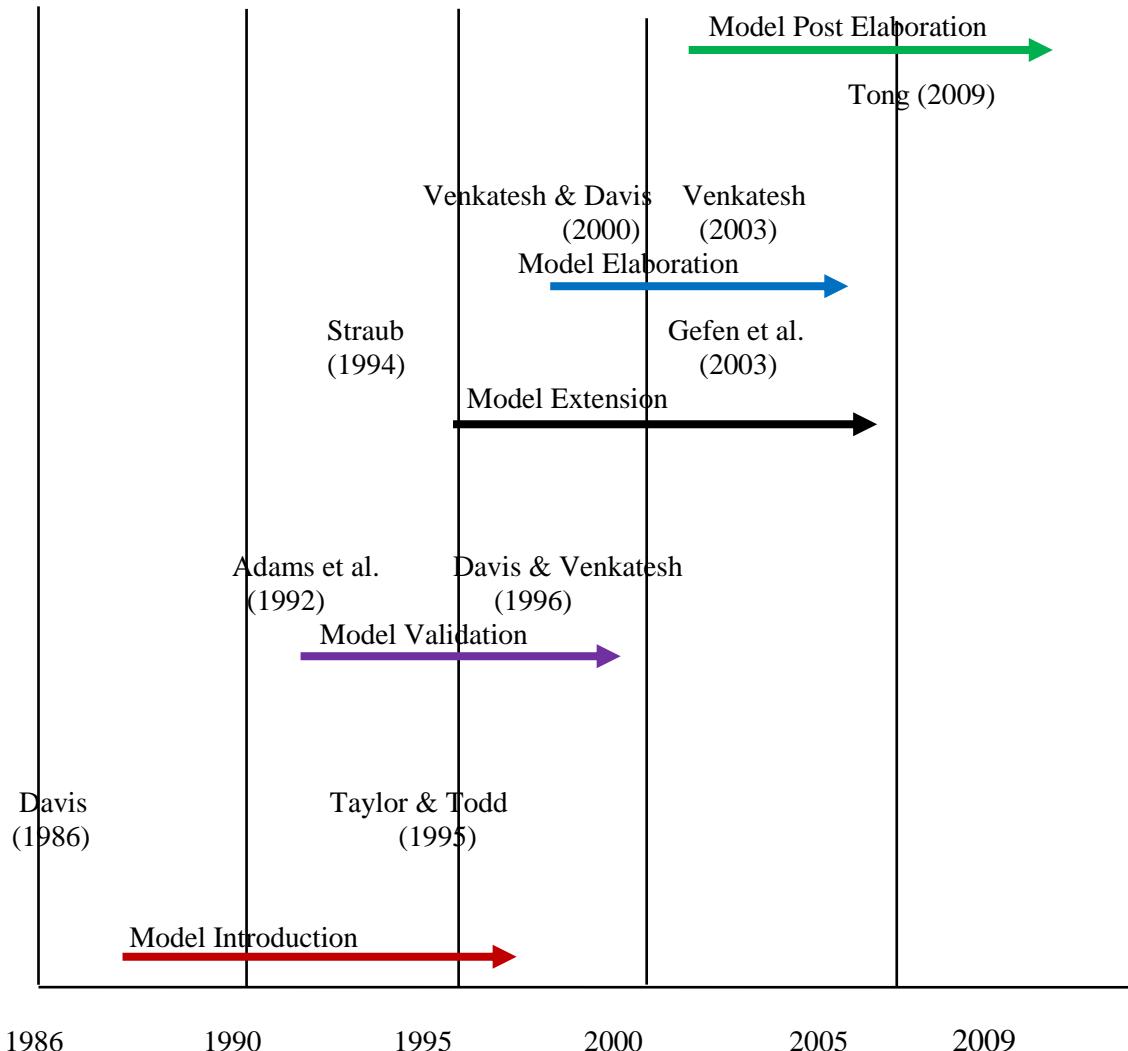
3.5.4.1 Development of TAM Research

From 1986 to date different studies were conducted using Technology Acceptance Model (TAM) especially in cross sectional studies. It was used in organisational, offices, governmental and non governmental to test the validity and reliability of constructs used in different environment. TAM undergoes different transformations through modifications, extension and enhancement which made the model to be dynamic in line with global reality. TAM originated from Theory of Reasoned Action propounded by Ajzen and Fishbein (1980) to provide an explanation of the determinants of technology adoption that is general, capable of explaining user behaviour across a broad range of end-user computing technologies while being both parsimonious and theoretically tested (Davis, 1989). The chronological advancement of TAM research was broadly categorise into five periods: model introduction, model validation, model extension, model elaboration and model post elaboration period.

i) Period of TAM Introduction

Davis (1986) used TAM to explain user adoption behaviour of new technological system. Davis initiated the TAM research in his doctoral thesis at MIT Sloan School of Management using perceived usefulness, perceived ease of use and other variables

from Theory of Reasoned Action (TRA). Later the model received tremendous acceptance in wide range and diverse areas of human endeavour.



Source: Lee, Kozar & Larsen (2003) and Tong (2009).

Figure 3.8: Development of TAM Research

During the early period of TAM development a lot of replication studies were conducted to show degree of consistency of previous studies. Adams et al. (1992) study TAM in nearly 5 applications like graphics, emails, spreadsheets, v-mail, and word processors. He revealed that TAM maintained its consistency and validity as provided by early researchers like Davis (1989). It is within these period researchers

like Hubona and Cheney (1994) compared TAM with Theory of Planned Behaviour (TPB) and result indicated that TAM possessed higher predictive and empirical power than TPB in explaining user's acceptance of new technology. Taylor and Todd (1995) conducted study to compare TAM, TPB and Decomposed TPB through longitudinal study of 786 students as respondents. The result revealed that TPB and Decomposed TPB gave better result than TAM. These explained that TAM will possessed more predictive power if new variables were added to its original constructs of perceived usefulness and perceived ease of use.

ii) Period of TAM Validation

Immediately after the rigorous time of TAM introduction different researchers forge ahead to empirically validate the measuring instruments (Straub, 1989). During these period researchers want to know if truly TAM uses appropriate measurement of behaviour under different environment, phenomenon and technology. TAM (Davis, 1989) was replicated and extended by Adams et al. (1992) and the result indicated that perceived ease of use and perceived usefulness has high validity and reliability of measure across different setting and different technology. Using test and re-test analysis Hendrickson and Latta (1996) found the two original TAM construct to be valid and reliable. Within this period of TAM validation researches conducted confirmed that instead of using the original TAM variables or two-factor model of perceived ease of use and perceived usefulness, the inclusion of three-factor model like 'effectiveness' as new TAM variable was found to be of immense importance (Segar & Grover, 1993).

But Segar and Grover's (1993) studies were refuted by Chin and Gopal (1995) after conducting confirmatory factor analysis which showed that perceived usefulness alone has enough psychometric properties of measure, therefore there is no basis for dividing perceived usefulness into two measuring items. Szajna (1994) used 47 MBA students to investigate the predictive validity of TAM measurements that identify whether the measurement scale can effectively future behaviour. The result revealed that there is high predictive validity of perceived usefulness and perceived ease of use through discriminant analysis. Previous researchers conducted within this period of TAM validation indicated that the measuring instruments were accurate, powerful, valid and reliable and they can be used in different context.

iii) Period of TAM Extension

At the beginning of the new millennium, it was confirmed that TAM measuring instruments are reliable and can stand the test of time (Davis, 1989). Different researchers began to introduce new variables in order to test their relationship with the original TAM construct of perceived usefulness and perceived ease of use and at the same time bring in new antecedent or demographic variables. Within this period of TAM extension a lot of studies were conducted using different variables as dependent, independent, mediating and moderating variables. Agarwal and Prasad (1999) extended TAM with five new additional external variables of perceived ease of use and perceived usefulness to investigate the relationship between participation in training and acceptance of new technology. The result revealed that there is positive relationship between participation in training and individual adoption of new technology.

Igbaria and Iivari (1995) extended TAM with additional variables of computing, managerial support and user training to investigate the effects of organisational factors on computer technology usage in work environment. They found that the extended variables have positive relationship with perceived ease of use and perceived usefulness. TAM variables were further extended by Moon and Kim (2001) and found that perceived usefulness and perceived ease of use significantly affected internet usage. Previous studies reveal that concerted efforts were made by different researchers to extend and modify TAM so that it can be applied in different settings.

iv) Period of TAM Elaboration

After extension then came to the period of elaboration where deficiencies of previous TAM studies were modified and enhanced to suit contemporary global competitive environment. Venkatesh and Davis (2000) introduced a modified TAM known as TAM2. In TAM2 constructs of perceived ease of use, perceived usefulness, intention to use and usage behaviour of the original TAM (Davis, 1986) are maintained while additional variables like voluntariness, experience, subjective norms, image, job relevance, output quality and result demonstrability were added. In the process of TAM elaboration Venkatesh and Davis (2000) shows the influence of external variables on perceived usefulness rather than perceived ease of use and subjective norms borrowed from Theory of Reasoned Action (TRA) positively influence perceived usefulness and the image.

Venkatesh et al. (2003) introduced Unified Theory of Acceptance and Use of Technology (UTAUT) model using some of the variables in the original TAM (Davis, 1986) to explain user acceptance of technology. The major components of UTAUT construct includes user behaviour, behavioural intention, performance expectancy, effort expectancy, social influence, facilitating condition, gender, age, experience and voluntariness of use. Recent technology adoption studies reject UTAUT because it is used in companies and private sector organisations (Colesca, 2009). With the introduction and extension of new variables TAM still remained one of best model for predicting user adoption of new technology.

v) Period of TAM Post Elaboration

Most of the studies conducted during this period rely heavily on bringing new dimensions, innovations and revalidation of TAM. Within this period TAM was used to investigate different phenomenon in private and public sectors. In government circle Colesca and Dobrica (2009) used TAM to investigate the adoption of e-government in Romania; Tong (2009) e-recruitment technology adoption in Malaysia and Fier et al. (2010) e-government adoption in Malaysia. In the private sector Chen et al. (2008) conducted empirical study on e-recruitment system base on Technology Acceptance Model. Looking at the early mentioned periods and the recent trends TAM maintained its parsimony which made it an important theory in all sectors of national life.

Table 3.7: Recent Studies Using TAM

Name Author	Theme	Methodology	Major Findings.
Bankole et al. (2011)	Mobile Banking Adoption in Nigeria.	Quantitative	Perceived usefulness and perceived ease of use significantly influence intention to adopt the technology.
Aderonke & Charles (2010)	Level of User's Acceptance of E-banking in Nigeria.	Quantitative	That perceived usefulness and perceived ease of use is not sufficient to determine the consumer's behavioural intention to use new information system.
Fieu, Nor, Zakaria & Moga (2010)	Adoption of E-government in Malaysia.	Quantitative	That perceived usefulness was found to have no significant effect on the intention to use e-government.
Tong (2009)	A study of E-recruitment Technology Adoption in Malaysia.	Quantitative	The weak evidence of the behavioural intention indicates that e-recruitment has not replaced some of the conventional recruitment methods.
Mahadeo (2009)	Acceptance and Diffusion of E-Government Services in Malaysia.	Quantitative	That intention to use the technology was largely influence by perceived usefulness, perceived ease of use and positive attitude.
Lai et al. (2009)	Empirical Study on E-Government Portal Adoption	Quantitative	E-Government portal partially mediate the relationship between success and adoption behaviour.

Colesca & Liliana (2008).	E-Government Adoption in Romania.	Quantitative	The analysis revealed that the citizen's higher perception of usefulness, ease of use, quality and trust of e-government services directly enhanced the level of adoption of e-government.
Chen et al. (2008)	An Empirical Research on E-Recruitment System Base on Technology Acceptance Model.	Quantitative	The result showed that job pressure has significantly affect behavioural intention on e-recruitment.
Troshani & Rao (2007).	A Conceptual Framework and Propositions for the Acceptance of Mobile Services.	Quantitative	The results of the finding indicated that main TAM variables of PEOU and PU are the major predictors of mobile service adoption.
Amin, H. (2007)	Internet Banking Adoption among Young Intellectuals.	Quantitative	That perceived usefulness; perceived ease of use has significant relationship with behavioural intention

All the above mentioned studies showed the level of reliability and higher sense of validity in using Technology Acceptance Model. In the last few years, TAM has offered researchers and practitioners a relatively simple and cost-effective ways to predict the ultimate measures of the system, whether or not that system is actually adopted (Morris & Dillion, 1997).

3.5.4.2 Justification for Using TAM

Among many reasons why this study used TAM variables in its research framework is because of its relation with adoption behaviour researches, easy to be applied and it provides better understanding on the relationship between variables used in previous studies (Amin, 2007). Furthermore, it is one of the most influential models which have been widely used in the studies of the determinants of information system adoption (Ramayah et al., 2009). TAM was found to have the ability in explaining adoption behaviour towards using information system better than other models of DOI, TRA and TPB (Mathieson, 1991).

TAM has achieved large number of empirical supports (Davis, 1989; Davis et al., 1989; Mathieson, 1991; Taylor & Todd, 1995). All these studies have found that TAM consistently explains a significant amount of variance of about 40 percent in usage behaviour and intention in different field of human endeavour. Previous researches revealed that TAM is the most commonly used model of information technology adoption and usage (Taylor & Todd, 1995). Another major advantage of TAM over other models is that the two related beliefs of perceived usefulness and perceived ease of use can be manipulated and generalised across different settings (Chang & Hung, 2004). Unlike previous technology acceptance theories TAM external variables were open for the researchers to add suitable variables that can help them fully validate and come out with reliable results. Different researchers of different background extended TAM by adding various antecedent variables related to social and cognitive domains (Venkatesh & Davis, 2000), perception in system design and development (Hubona, 1996; Keil & Gefen, 1998), technology, social and

implementation context (Lin et al., 2003) and organisational context (Mathieson et al., 2001).

On the related literature, the proposed research model used in this study emanated from governance theory and Technology Acceptance Model (TAM). TAM was originally an adaptation of Fishbein and Ajzen's (1975) Theory of Reasoned Actions. TAM is an exceptional research model used in predicting systems usage more especially at the level of adoption. Previous studies revealed that TAM is successful in predicting whether the system is accepted or rejected by the users and it offer cost effective tool that can be use to evaluate the system design and its life cycle (Dillion & Morris, 1997). It was described as the most generic and economic model that could be used to study both initial and continued technology adoption and it provide additional information required in understanding technology adoption. In this study governance theory was integrated into the model in order to hypothesise the good governance practices construct in the research framework.

TAM gave more weight on two key determinant concepts perceived ease of use and perceived usefulness (Davis, 1986). The key concepts are central to understanding the core workings of TAM. Davis (1989) defines perceived ease of use as the degree to which a person believes that using a particular system would be free of effort. That is using a particular system is simple, easily understandable with less or no effort at all. Additionally, Davis (1989) defines perceived usefulness as the degree to which a person believes that using particular system would enhance his job performance. This means people are more likely to use a system that they believed is important to them and can help them to perform their duty diligently and effectively. Szajna

(1994) conducted a research using the two key concept of TAM and found that perceived usefulness and perceived ease of use were able to predict the intent to use; self reported usage, and attitude toward use. The empirical results reveal that TAM can be tested in various domains, tools and the users. These results showed the predictive, robust and validity of perceived ease of use and perceived usefulness as initially proposed by Davis, (1986).

Davis (1989) asserted that the external variables can emanate from different angles like organisational structure, system features, user characteristics and the likes. However, he never clearly stated the sub-factors of the system features that may affect the adoption level as well as the usage of the system. In a related development, further investigation connected to the antecedent factors of perceived ease of use and perceived usefulness were successfully conducted by Hubona and Kennick (1996). They conducted their research using two TAM models: One with external variables of age, employment status, and educational level while the other one is without external variables. The results showed external variables or antecedent factors have significant relation with the usage frequency. They concluded that for integrating new technologies effectively into the organisation the introduction of the influence of external variables in TAM would help explain the exact system usage and adoption.

However, Quan et al. (2010) conducted an empirical study on the factors influencing the adoption of mobile service. The result of the findings revealed that all the variables in original TAM in the exception of perceived ease of use significantly affected user's behavioural intention. The study suggested for adding independent

variable like perceived trust to be integrated into the new modified TAM so as to increase validity and reliability of the results.

In a study conducted by Pavon (2006) on the factors influencing the adoption of the internet for job-seeking in South Africa about 220 questionnaires were collected and analysed. The result showed that perceived usefulness and perceived ease of use are the most reliable predictors of adoption of the internet for job-seeking, whereas trust and effort expectancy have little value in determining intention to use the internet for that purpose. The result further reveal that even though the internet is making a growing impact, traditional channels for job-seeking such as newspapers are still an important tool for job seeking and recruitment. It also confirmed that the internet broad reach changes the scope for job seekers and recruiting organisations potentially stimulating greater worker mobility with cybercafés contributing towards narrowing the digital divide by making the internet available to people who cannot afford it. The study has some loopholes which includes its inability to widen it respondents thereby concentrating only on IT applicants. Being it a study of technology adoption it is appropriate to use Technology Acceptance Model (TAM) because it provide an explanation of the determinants of adoption by tracing the impact of external factors on internal beliefs, attitudes and intentions (Davis, 1989) and it is a valuable tool for predicting attitudes, proper conduct and usage from beliefs and external variables (Al-Gahtani & King, 1999).

Tong (2009) conducted study on e-recruitment technology adoption in Malaysia using the validated modified Technology Acceptance Model (TAM) without the construct as the core research framework and identifying Perceived Privacy Risk

(PPR), Performance Expectancy (PE), Application-Specific Self-Efficacy (ASSE), and Perceived Stress (PS) as key external variables that form the research model. The study used 262 participants using snowball non-probability sampling method through identifying few key determinants to technology adoption. The result from weak evidence of behavioural intention indicates that e-recruitment has not replaced the conventional recruitment methods. The study was criticised because it used snowball non-probability sampling method targeted only younger respondents with first degree qualifications conducted within Malaysian urban setting, and uses self-report scales which might inflate correlations through common methods variance (Fusilier & Durlabhji, 2005).

Colesca (2008) conducted a study on e-government adoption in Romania using Technology Acceptance Model (TAM) to validate a proposed model with data collected from 481 citizens. The study was geared toward identifying the factors affecting the adoption of e-government services in Romania. The results revealed that the citizen's higher perception of usefulness, perceived ease of use, perceived quality and perceived trust of e-government services directly enhanced the level of adoption of e-government. But despite broad acceptance of this study it has some limitations. In the demographic factors it is clear that majority of the adopters are young and highly educated which negates the principles of equal representation, good governance and result reliability. More related to the above Cheng et al. (2006) conducted a related research and found that perceived usefulness has the greatest influence on the adoption of internet banking. Perceived ease of use, however, does not have direct impact on intention to use although it affects the perceived usefulness

of customers, which in turns lead to acceptance of internet banking. The study was criticised for using cross-sectional design rather than robust and in-depth longitudinal studies. The response rate was too small to serve as a unit of analysis considering the huge number of people who used to adopt it in Hong Kong.

Fier et al. (2010) investigate the factors that affect individuals' intention to adopt e-government in Malaysia using 200 respondents. The result revealed that perceived ease of use and perceived trust significantly affect the intention to adopt e-government technology. (Cheng et al., 2006) found that perceived usefulness has no significant effect on the intention to adopt new technological tool in government establishments. Pikkarainen et al. (2004) conducted research on the consumer acceptance of online banking using TAM as underpinning theory using survey sample of 268 respondents. The findings revealed that perceived usefulness has significant effects on customer's intention to use online banking.

Klopping and McKinney (2004) tested TAM in a study they conducted to ascertain the reasons how and why people adopt and use e-commerce, referred to as online shopping. They modified TAM into two important ways: 1) they removed relationship between perceived ease of use and perceived usefulness; and 2) they created direct relationship between perceived usefulness and the actual adoption. After testing the hypothesis the result revealed that the construct perceived ease of use and perceived usefulness were all positively related to intention to adopt online shopping. The author's modification of TAM was supported and perceived usefulness does not influence the usage of technological systems. On the intention to

adopt the website perceived usefulness was found to have more predictive power than perceived ease of use.

Yang (2005) conducted a study on exploring factors affecting the adoption of mobile commerce in Singapore using 866 Singaporean students as respondents. Empirical data from regression analysis revealed that perceived usefulness has a significant influence on intention to use mobile commerce. The empirical data only partially support the positive relationship between perceived ease of use, perceived usefulness and attitude towards use. It further revealed that the higher the customer is the more positive their attitude towards using mobile commerce.

Almahamid et al. (2010) conducted a study on the relationship between major TAM variables, information quality and intention to use e-government services in Jordan. About 175 Jordanian respondents were used to answer the questions and the result revealed that perceived usefulness, perceived ease of use and information quality has significant relationship with intention to use e-government for gathering information. That's when information on e-government website is clear, error-free, and up to date, the citizens will adopt it to accomplish their task. In the contrary, the study failed to provide an effective framework within which future research will be based and its inability to diversify its respondents cutting across all members of Jordanian society.

Lai and Pires (2009) conducted research on e-government adoption and the result revealed that e-government portal partially mediates the relationship between success factor and intention to adopt the portal. The result further confirmed that perceived

quality of e-government portal positively influence the level of adoption by the citizens. Ramayah et al. (2006) found that Perceived Usefulness (PU) as predictor variable fully mediated the relationship between Perceived Ease of Use (PEOU) and SMS Usage in Malaysia. The result obtained is in tandem with (Ndubisi et al.; Ramayah & Aaraqi, 2004; and Mosahab et al., 2010). Studies conducted using Technology Acceptance Model (TAM) propounded by Davis (1986) provides an explanation for adoption behaviour of new information technology.

Empirically tested results showed existing gaps through frequent usage of same variables by different researchers without modification and extension. It is obvious that only minimal number of researches extended TAM like (Klopping & McKinney, 2004; Luo et al., 2006; Tong, 2009) to predict adoption behaviour and transparency in technology adoption and most of them were conducted in private sector organisations. In this study TAM was modified and new variables that were not being tested before were added to the model in order to test their relationship.

3.6 Conclusion

This chapter critically examined the governance theory, Nigeria's good governance performance indicators, good governance dimensions, literature on recruitment, e-recruitment, technology adoption theories and literature from previous studies. The study continues with chapter four on research methodology.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.0 INTRODUCTION

The previous chapter discussed the governance theory, Nigeria's good governance performance indicators, good governance dimensions, literature on recruitment, e-recruitment and technology adoption theories. This chapter discusses research design, qualitative and quantitative research methodologies, instrumentation, data collection procedures, population and sampling and techniques of analysing the data from quantitative and qualitative sources. It highlighted research model, developed the hypotheses from the framework and justified each statement.

4.1 RESEARCH DESIGN

Research designs are plans that guide decisions about when and how often to collect data, what data to gather, from whom and how to collect data, and how to analyse the data (O'Sullivan et al., 2003). Administrators may want a case to investigate a programme or policy that has had remarkable success, programmes or policies that have unique or ambiguous outcomes and a situation where actors' behaviour is discretionary (O'Sullivan et al. 2003). This research has used cross-sectional design because it is more appropriate in serving time and resources than longitudinal design (Hair et al., 2006).

Table 4.1: Summation of Research Design

METHODS	RESEARCH QUESTIONS	INSTRUMENTS
Quantitative Design	<ol style="list-style-type: none"> 1. Is there significant relationship between e-recruitment adoption and good governance practices? 2. Does e-recruitment adoption mediate the relationship between PU, PEOU, PT and PQ with good governance practices? 	Questionnaires
Qualitative Design	<ol style="list-style-type: none"> 3. What are the potential challenges confronting good governance practices in e-recruitment adoption? 4. What are the strategies for improving the quality of good governance in e-recruitment? 	Interviews

This study used multi-method approach that combines quantitative and qualitative information aimed at achieving the objectives of this research. Mixed methodology is a research methodology with philosophical assumptions and methods of inquiry. As a method, it focused on collecting, analysing and mixing quantitative and qualitative data in a single study or series of studies. A judicious mix of qualitative and quantitative analysis is needed to understand the scope of issues this study is trying to examine (Khalil, 2007). Therefore, this method was chosen because combination of both qualitative and quantitative methods in single study will provide a better understanding of research problems than either approach alone (Creswell et al., 2007). In the field of management and information science Mingers (2003) present several reasons for using multi-method approach as follows:

- i) Multi-method approach from different paradigms focus on different aspects of reality and therefore a richer understanding of a research topic will be gained by combining several methods together in a single piece of research programme.
- ii) It allows for triangulating results which can be useful not only at the single study level, but also at the meta-analysis or review level.
- iii) It allows for asking broader number of questions which increase reliability and validity.
- iv) It enabled discovery and confirm unexpected outcomes.

In this study, the aims of first and second research questions were meet using questionnaires. Qualitative approach was used to answer research questions three and four because it combines different source of information from the documents, archival information, interviews, observations, participant observer and physical artefacts (O’Sullivan et al., 2003). In this study, interview method through face to face was used in order to collect data from respondents.

4.2 QUALITATIVE DESIGN

Studies using qualitative design in the past proved to be more analytical and robust in gaining the much needed result than any other method because it accurately reflect complex realities, more balanced representation of different stakeholders, a better understanding of processes, better rapport with respondents and more continuous contact leading to more accurate information, external understanding may enable a more balanced understanding than that of insiders, better understanding of difference and ability to get sensitive information, information may be more reliable if the

investigation is not influenced by expectations or fear of consequences (Miles & Huberman, 1994).

Qualitative research is the extensive use of verbal information, its preference for developing full information on relatively few cases, and its consideration of the unique features of each case (O'Sullivan et al., 2003). It involved getting accurate in-depth information from phenomenon, separation of trivial from real information and drawing conclusions from the available information. Sekaran (2003) opined that qualitative research may involve the following methods like case study, ethnography, grounded theory, phenomenology, focus group, historical research perspective and few others depending on the approach particular researcher is using. However, Denzin and Lincoln (1994) describes qualitative empirical materials as those data encompassing interview transcripts, recording and notes, products and records of material culture, observational records and notes, audio-visual materials, and personal experience (such as journals, narratives, dairy information and artefacts).

Qualitative research methodology has great comparative advantage over other methods because it is more inductive, more discovery oriented, grounded in thick descriptive accounts of situations, recursive, ability to study few people more extensively, triangulation, researcher as instrument, it is more naturalistic and less reactive and in most cases affirms and compliments the quantitative side especially in mixed methodology approach (Preissle, 1999). Major characteristics of qualitative research approaches are illustrated in Table 4.2.

Table 4.2: Qualities of Qualitative Research Methods

Methods	Purpose of Research	Method of Primary Data Collection	Method of Data Analysis
Case Study	Examine in some depth person, decision, programme, or other entities with unique qualities of interest.	Different methods like interview and observation were used.	Interpretational, structural and reflective analyses were used.
Ethnography	It describes analytical description of social, cultural and behavioural characteristics individuals and groups	It mostly used participant observer, artefact collection and ethnographic interviews.	Data are coded and classified.
Grounded Theory	To use theory as an expected outcome of inquiry in explaining phenomenon.	Large numbers of people are interviewed and sometimes observation is used to collect data.	It used open, axial and selective coding to analyses the data.
Phenomenology	Seek to know person's perception and experiences about a given event.	Rely heavily on semi structured in-depth interviews.	Themes and pattern in form of text were used to convey meanings.
Focus Groups	Composed of panels and moderator who meet and discusses opinions and knowledge about a given topic.	Used reporting forms, videos and tape to record the required information.	Interpretational using coding and retrieval.
Historical Research	Rely on records, oral histories, photographs, and dairies to explain, and describe past events.	Identifying documents, their authenticity and chronological selection of those with relevance to topic in question.	Triangulation (cross-referencing) is used to integrate core ideas.

Sources: Johnson & Christensen, 2010.

4.2.1 INTERVIEWS

In order to get a more reliable, up-to-date and in-depth information, interviews were conducted and properly recorded to avoid misinterpretation. Interview became a reliable tool for supplementing data collected from archival documents and other secondary sources of information and it also provides the much needed answers in exploring the major challenges and possible solution to problems associated with provision of good governance in e-recruitment adoption in Nigerian public service.

In order to achieve better result in conducting interviews this study adapted Creswell (2008) sequentially stages in conducting interviews as follows:

- Stage One: Arrival and introduction of researcher
- Stage Two: Introducing research topic
- Stage Three: Actual interview
- Stage Four: Ending the interview session
- Stage Five: After the interview.

The above stages provided by Creswell (2008) were strictly observed in this study. Interviews were geared toward providing answers to the research questions on the challenges affecting the achievement of good governance in e-recruitment adoption and strategies adopted in order to improve the quality of good governance in e-recruitment adoption. Time, date and venue were arranged by the researcher and stakeholders involved in e-recruitment activities and the interviews are conducted with small hitches because it relates to government security and privacy. But despite these shortcomings the researcher succeeded in interviewing about 13 respondents in

different areas of human endeavour as they relates to this study. Those interviewed are presented in the Table 4.3:

Table 4.3 Respondents Interviewed

S/N	THOSE INTERVIEWED	No.
1.	Senior Public Servants	6
2.	Representatives of Labour Unions	2
3.	Representatives of Civil Society Groups	2
4.	Applicants	2
5.	Stakeholder	1
		TOTAL
		13

The leadership of Nigerian Labour Congress (NLC), representative of civil society groups and stakeholders are involved for the purpose of ensuring balance information in case the government officials become one-sided in given the required information.

4.2.2 Face-to-Face Interview

In-depth and face-to-face interview was conducted simultaneously with the data collection at the research study area as suggested by (Bogdan & Taylor, 1984). Interviews are the most frequently used method in qualitative research (Mason, 2002). Interview was conducted through using minidisk recorder, taking pictures with cameras and notes were taken during the interview to argument the recorded version of tape recorder.

4.2.3 Justification for Conducting Face-to-Face Interview

This study found it imperative to conduct face-to-face interview in order:

1. To know detail information about e-recruitment adoption, its challenges and the possible solution with the people who are directly involved.
2. To explore the emerging new issues in e-recruitment adoption in Nigerian public service in depth.
3. To offer more comprehensive picture of what happened in e-recruitment adoption in the process of achieving good governance and why it happened.
4. To provide an interactive and conducive atmosphere suitable for collecting the data used in this study.
5. To provide adequate data when the other method is not enough in achieving the objectives of the research.

In order to ensure validity, reliability, and trustworthiness in this study the interview conducted were guided by the following steps provided by Merriam (1998).

- i. To involves multiple sources of evidence which will confirm the emerging findings.
- ii. Members checks by allowing participants to examine and evaluate the findings and interpretations.
- iii. Clarification of research bias involves clarifying the researcher's assumptions, worldview, and theoretical orientation at the outset of the study.
- iv. Pattern matching; that means how findings match reality.

4.3 QUANTITATIVE DESIGN

In quantitative part of this study survey method was used because it has the lowest comparative cost compared to other methods of quantitative data collecting method (Sekaran, 2003). Quantitative research is based on the assumption that anything that exists does so in quantities and can be measured numerically. Quantitative research methodology is appropriate where quantifiable measures of variables of interest are possible, where hypotheses can be formulated and tested, and inferences drawn from samples to population (Adamu, 2006). Among the major reasons for using quantitative method in research is because of its power of generalisation, predictive capability and full explanations of causal relationship (Tashakkori & Teddlie, 1998).

Adamu (2006) identified three general types of quantitative methods as:

1. Experiments: The true experiment involved random assignment of subjects to experimental control and experimental conditions in a given phenomenon. The phenomenon under investigation can be studied for a long period of time or it can be repeated-measures before obtaining the most desired results.
2. Quasi-Experiments: It possesses the same characteristics with experimental designs except that it involves non-randomized assignment of subjects to experimental conditions. It also involves comparing groups with pre-existing differences such as sex, age, athletics and non-athletics and race (Adeyanju, 2006).
3. Surveys: It is descriptive and non-experimental research methods employed in a situation where the phenomenon under study cannot be observed directly. In survey, questionnaires or interviews are used in collecting the data from certain portion of large population of the study known as the sample. Surveys

can be cross-sectional or longitudinal depending on the phenomenon under study and what the researcher wants to achieve.

4.4 INSTRUMENTATION

Data collected from quantitative side of this study, solely originated from the primary sources. Questionnaires were designed to answer questions which are related to the tested variables. The main instruments of each variable were adapted from previous studies but with modifications on the arrangement and direction of relationships. The items adapted in this study were based on their high reliability of their Cronbach's Alpha Coefficient in previous empirical studies.

Five items were used to measure Perceived Usefulness (PU) adapted from Davis (1989) Venkatesh, (2001) and Tong (2009). Also five items were used to measure Perceived Ease of Use (PEOU) adapted from studies conducted by Davis (1989) Venkatesh (2001) and Yu et al. (2005). The third variable Perceived Trust (PT) was measured using five items adapted from Wang et al. (2003), Chan & Lu (2004) and Colesca (2008). Perceived Quality (PQ) was measured using five items adapted from (Parasuraman et al. 1988; Yang, 2005; Colesca and Liliana 2009). This study used five items to measure E-Recruitment Adoption (EA) adapted from Colesca (2008) and Tong (2009). As depict in research model five items were used to measure Good Governance Practices (GGP) as adapted from Lynn (2001), Ali and Sentosa (2008) and Kettani et al. (2009). All the items used in this study possessed their own meanings and conceptualisation as they relates to this study.

With regards to appropriateness and non repetitiveness of many items measuring single item, this study conducted factor analysis in which all the measuring items satisfied the factorability conditions through extracting out items that are not suitable to be used in the main analysis. On the qualitative side, this study used interviews as survey instrument to get in-depth information from the stakeholders involved. Face-to-face interview was conducted using mini tape recorder and at the same time notes were taken through using pen and papers to record the conversation which was later transcribed for easy analysis.

4.4.1 Validity of Measuring Instruments

Validity can be defined as the extent to which any measuring instrument measures what it is intended to measure (Carmines & Zeller, 1979). In other word it refers to the degree in which construct measured is unbiased and consistent measurement across time and across various items in the instrument.

Fink (2006) identified four criteria for measuring validity as follows:

- i) Predictive Validity which signifies forecasts performance.
- ii) Concurrent Validity which indicates agreements on outcome by means of other measure
- iii) Context Validity which show the extent of accuracy and
- iv) Construct Validity which indicate the certainty of instrument to measure what it is suppose to measure.

In the design of some survey instruments, there is the likelihood of coming across uncertainties which were adequately been taken care in this study.

4.4.2 Reliability of Measuring Instruments

Reliability on the other hand can be defined as the degree to which measurements are free from error and, therefore, yields consistent results (Carmines & Zeller, 1979).

The reliability of measures is an indication of stability and consistencies in which the instruments measures concepts and help to assess the goodness of items (Sekaran, 2003). In ensuring reliability Cronbach's Alpha Coefficient was used to explain how well an item in a set are positively correlated to each other. Cronbach's Alpha Coefficient is the ratio of sum of the covariance among the components of the linear combination (items), which estimate true variance to the sum of all elements in the variance-covariance matrix of measures and which equals the observed variance (Nunnally, 1979) and the nearer the value of the Cronbach's alpha to 1 the higher the internal consistency.

The reliability between 0.50 - 0.60 is sufficient for early stage of research. Sekaran (2003) suggested that 0.60 is the minimum acceptable reliability in behavioural research. In most technology adoption researches 0.60 is considered the minimum acceptable value (Davis, 1989; Venkatesh, 2003). The 0.60 minimum acceptable values were applied in this study to evaluate the constructs in the framework. The study also conducted exploratory factor analysis in order to explore the effectiveness and at the same time ascertains the dimensionality of measuring items as a result of using adapted measures from different geographical settings.

4.5 QUESTIONNAIRES

This study adapted questionnaires with the main aim of answering research questions one and two. The target respondents were given questionnaire to fill for optimal reliability and validity of the result. The questionnaire was divided into two parts in which the first component consisted of six sections comprising questions relating to perceived usefulness, perceived ease of use, perceived trust, perceived quality, e-recruitment adoption, and good governance practice while the second part comprises of demographic information of respondents.

4.5.1 Scale Dimensionality

The 7-Point Likert Scale with anchors ranging from “strongly agree” to “strongly disagree” were used in the designing of questionnaires because it is the original scaling procedure which allows the respondent to truly feel neutral about a given topic it was used in this study because presenting respondents with a scale without mid-point can introduce response bias and at the same time forcing respondents to choose a more positive or negative responses (Canny, 2006). The questionnaires basically asked questions regarding the relationship between e-recruitment adoption and good governance practices in Nigerian public service. It also tested the mediating role of e-recruitment adoption on the relationship between PU, PEOU, PT, PQ and good governance practices. All the questions were guided by key selection points in order to ensure that the responses collected are properly analyse within the scope of this research. The constructs used in the questionnaire component of this study are coded, itemised, and at the same time showing their originality with justifications.

Table 4.4: Measures of Perceived Usefulness (PU)

	Codes	Items	Sources
1.	PU1	Content	Davis (1986)
2.	PU2	Timeliness	
3.	PU3	Effectiveness	
4.	PU4	Pricing	
5.	PU5	Importance	

4.5.2 Measures of Perceived Usefulness (PU)

Five items like content, timeliness, effectiveness, pricing and importance were used in the questionnaire to measure Perceived Usefulness (PU) sourced from previous studies (Davis, 1986; Vankatesh, 2000; Ndubisi et al. 2001; and Tong, 2009). Several authors have empirically argued that the degree of adoption and acceptance of particular technology depends largely on its usefulness to the society. This study included an item of ‘pricing’ because paying exorbitantly to a service rendered by the government negates good governance practices and hence led to exploiting the weaker by the stronger (Bumah, 2008). Relying on recommendations given by different authors on perceived usefulness measurement; this study selected only four items and added one that was used in this research.

Table 4.5: Measures of Perceived Ease of Use (PEOU)

	Codes	Items	Sources
1.	PEOU1	Usability	Davis (1986)
2.	PEOU2	Navigation	
3.	PEOU3	Understandable	
4.	PEOU4	Simplicity	
5.	PEOU5	Availability	

4.5.3 Measures of Perceived Ease of Use (PEOU)

This study used five items like usability, navigation, understandable, simplicity and availability to measure perceived ease of use as previously used by Davis (1986); Moore and Benbasat (1991); Venkatesh (2000) and Colesca (2008). Previous studies revealed that complexity and difficulty in operating a particular technology impinged the attainment of good governance in both private and public sector organisations. The hallmark of introducing technological innovations is to ease paper work and bring good governance but if that is not achieved the purpose of adopting new technological tool in government operation is completely defeated (Odumeru, 2009). There are more than ten items used in measuring perceived ease of use in previous studies but this study used five measuring items in testing the relationship among the variables.

Table 4.6: Measures of Perceived Trust (PT)

	Codes	Items	Sources
1.	PT1	Trustworthiness	Wang et al. (2003), Chan and Lu (2004).
2.	PT2	Privacy	
3.	PT3	Security	
4.	PT4	Risk	
5.	PT5	Confidence	

4.5.4 Measures of Perceived Trust (PT)

Five items were like trustworthiness and privacy, security, risk and confidence are used to measure perceived trust in this study sourced from Wang et al. (2003); Chan and Lu (2004) and Gefen et al. (2003). Trust in new technological tool played very crucial role in adoption stage and remains as an important yardstick to measure good governance in both private and public sector organisations. The construct was added in the questionnaire because it involved security of users more especially personal information of applicants and their socio-political background. Previous studies conducted reveals that about eight items were used to measure perceived trust (Gefen et al. 2003) but this study adapted five items that were subjected to different data screening procedures.

Table 4.7: Measures of Perceived Quality (PQ)

	Codes	Items	Sources
1.	PQ1	Accuracy	Yang et al. (2004), Parasuraman and Berry (1988) Colesca (2008)
2.	PQ2	Assurance	
3.	PQ3	Relevancy	
4.	PQ4	Current	
5.	PQ5	Complete	

4.5.5 Measures of Perceived Quality (PQ)

This study adapted five items to measure perceived quality out of more than ten items used in previous studies (Parasuraman et al. 1988; Yang et al. 2004 and Colesca & Liliana, 2009). Parasuraman et al. (1988) developed a scale to measure service quality termed as SERVQUAL. They used five dimensions which includes tangible, reliability, responsiveness, assurance and empathy. Colesca (2009) uses five dimensions which include accuracy, assurance, relevant, current and complete which this study adapted. Quality of information helps us to know the level of individual adoption of e-recruitment in the process of achieving good governance in Nigerian public service.

Table 4.8: Measures of E-Recruitment Adoption (EA)

	Codes	Items	Sources
1.	EA1	Intention to Use	Colesca (2008), Tong, (2009)
2.	EA2	Willingness to Use	
3.	EA3	Frequency of job search	
4.	EA4	Ability to use	
5.	EA5	Overall use	

4.5.6 Measures of E-recruitment Adoption (EA)

This study adapted five dimensions from studies conducted by (Colesca & Liliana, 2009) to measure e-recruitment adoption. Previous studies conducted at individual and organisational levels on e-government, e-recruitment and e-public service indicates that the dimensions of adopting technology are numerous but usage of a particular item depended largely on prevailing environmental factors (Davis, 1989). Good governance can only be ascertained if individuals and groups fully or partially adopt the technology.

Table 4.9: Measures of Good Governance Practices (GGP)

	Codes	Items	Sources
1.	GGP1	Transparency	Lynn (2001) Kettani et al., (2009)
2.	GGP2	Accountability	
3.	GGP3	Responsiveness	
4.	GGP4	Accessibility	
5.	GGP5	Efficiency	

4.5.7 Measures of Good Governance Practices (GGP)

Some previous studies conducted on good governance by international political and economic organisations showed the usage of number of dimensions to measure good governance (Lynn, 2001; Kettani et al., 2009) used transparency, accountability, participation, equity and rule of law in their studies. Ali and Sentosa (2008) uses five dimensions to measure good governance which include transparency, fairness, accountability, efficiency and effective and their empiricism. The United Nations Development Programme (UNDP) developed nine dimensions of good governance which include transparency, accountability, responsiveness, effectiveness and efficiency, participation, rule of law, strategic vision, consensus orientation and

equity to measure good governance practices across institutional and international boundaries. This study adapted some of the dimensions from UNDP, (1997); Lynn, (2001) and Kettani et al. (2009).

4.6 DATA COLLECTION PROCEDURES

The data collected from different sources increased and strengthens the validity and reliability of this study. The main data collection procedure includes primary and secondary sources.

4.6.1 Primary Sources

The data collected from administered questionnaires and in-depth interview from target respondents are the primary sources of information used in this study. In the first instance, questionnaire was designed and segmented into two portions that is the first section composed of 7-point Likert type rating scale questions, while the second segment comprises of respondents demographic information. On the other hand, in-depth interview was conducted in order to allow the users of e-recruitment services have a say on the topic at stake. The interview conducted used unstructured format of asking questions but centrally focused on achieving the main objectives of the research. Some mechanical devices like cameras and recorders were utilised in the process of interview in such away the voices recorded served as an important source of information which was stored and analyse in the course of this study. High level politeness and friendliness were exhibited by the researcher in the process of conducting interviews which led to getting the much-needed cooperation from the target respondents.

4.6.2 Questionnaires Administration and Follow-up.

This study used two methods to distribute the questionnaires: direct handling of questionnaires to targeted respondents and emailing the questionnaires to applicants who already submitted their resumes to the agencies concerned. In National Drugs Law Enforcement Agency (NDLEA) and Nigerian National Petroleum Corporation (NNPC) questionnaires were distributed through random sampling of staffs on the pay roll. With the assistance of the two agencies all those who are not their sits as a result of shift or leave of absence were replaced with those present. In order to ease the difficulty in questionnaires distribution, these agencies attached a support staff that helped the researcher in questionnaires administration and retrieval. Also friends working in these agencies introduced the researcher to other management staffs of such agencies for smooth data collection. Email addresses of prospecting applicants were collected and the questionnaires were sent to them with an attached note for their attention and responses. The procedure here is that target respondents like staffs in-charge of recruitment of public service, those who secured their jobs through e-recruitment, randomly selected applicants and few final year university students were given questionnaires personally to answer which they submitted as stipulated. In this study about 600 questionnaires were distributed which helped the researcher to know the response rate.

4.6.3 Secondary Sources

Data from journals, public and unpublished materials, conference proceedings and historical materials relating e-recruitment in the public service within and outside Nigeria were consulted. Due to newness of the topic in global public management, current books, journal articles from Scopus and other related journals were consulted

so as to increase the trustworthiness of this study. Also information from recruitment and appointment departments of selected public service organisations helped in no small measure in achieving the main objectives of this study. The researcher gathered information on e-recruitment practices in some developed and underdeveloped countries of the world which enabled him to gather a lot of literature. Records of those who applied for public service jobs through e-recruitment and succeeded, and those who applied but failed to secure the job added tremendously to qualitative information used in this study. Government gazetted information on the procedures and modalities to recruit through the internet in and other conventional methods in Nigeria were optimally utilised to support the data from other sources. The secondary data collected in this study has increased and strengthen the validity of this study.

4.7 POPULATION AND SAMPLING

4.7.1 Population

Cavana et al. (2001) define population as the complete collection of the subject of interest to be studied in research. Hair et al. (2010) and Cavana et al. (2001) define population as the collection of data and information whose properties are to be analysed in a given research. The population of this study was obtained from selected agencies within Nigerian public service. The Nigeria public service is divided into two that is the conventional public service and non-conventional. The conventional public service includes ministries, department and agencies while the non-conventional includes military and paramilitary organisations. For the purpose this research, one organisation was selected from each category in which Nigerian National Petroleum Corporation (NNPC) was selected under conventional public

service, while National Drugs Law Enforcement Agency (NDLEA) was selected among the non-conventional public service. In this study questionnaire-based survey regarding the relationship between e-recruitment adoption and good governance practice as well as testing the mediating effect of e-recruitment adoption on the relationship between PU, PEOU, PT, PQ and good governance practices was administered to respondents which include some randomly selected staffs in the agencies involved, teeming number of applicants and few final year students in the university.

4.7.2 Sampling

Sampling refers to the selection of a smaller group to participate in a research project with the goal of being able to use the information obtained from the group to make inference about the population (Kerlinger & Lee, 2000). Stratified proportionate random sampling was used in this study because it gives room for every stratum of the sub population to be represented exactly in proportion to its size (Mohammed, 2008). Knowing those who apply online are some how possible through record and documentations office in agencies concerned and on the other hand an information obtained from randomly selected public servants who secured their job through e-recruitment in such public service agencies.

On the sampling size Sekaran (2003) asserts that a 95 percent level of confidence is an acceptable level for most social and management sciences research. This is most commonly expressed as 0.05 level of significance. Zikmund (1997) supported the assertion that a significance level below 0.05 is too low to warrant support of a null

hypothesis. In this study, the minimum of 0.05 significance level is used in the pilot and in the main study. Sekaran (2003) cites Roscoe (1975) who opined that as a rule of thumb for influencing sample size a sample size larger than 30 and less than 500 are appropriate for most research population with an acceptable level of confidence.

Table 4.10: Determining Sample Size of a Given Population

Population (N)	Sample Size (S)
3500	246
4000	351
4500	351
5000	357
6000	361
7000	364
8000	367
9000	368
10000	373
15000	375

Krejcie and Morgan (1970), Sekaran & Bougie (2010)

The population of public servants and applicants are heterogeneous as such they are stratified and randomly selected proportionately to form homogeneity for easy selection of the sample. The stratified proportionate random sampling is a probability sampling method involving the segregation of population into smaller groupings known as strata relative to the size of a given population (Castillo, 2009). In this method the stratum are established based on members' homogenous characteristics or attributes. After identifying share attributes, then sample can randomly be selected in proportion to the size of the population. Sekaran and Bougie (2010) asserted that stratified proportionate random sampling have the advantage over other sampling methods because:

- i. The variability within the subpopulation will be lower compared to the variations when dealing with the entire population.
- ii. It reduces the cost per observation in the survey research and increase accuracy at given cost.
- iii. It increase representativeness of the sample and at the same time reduces sampling error.
- iv. It gives room for the estimation of population parameters for each of the sub population.
- v. It can produce weighted means that has less variability than arithmetic means of a simple random sample of a given population.

Table 4.11: Stratified Proportionate Random Sample

	Stratum	Population	Percentage	Sample
1.	Public Servants	6448	43	161
2.	Applicants	8552	57	214
	TOTAL	15000	100	375

The population of the study is 15000 as such 375 samples are targeted to fully participate in this study as suggested by Krejcie and Morgan (1970). Therefore, due to the anticipated low response about 600 questionnaires were randomly distributed to the target population.

4.7.3 Justification for Choosing the Sample

1. Both the Nigerian National Petroleum Corporation (NNPC) and National Drugs Law Enforcement Agency (NDLEA) use modern information and communication technological tools to hire their personnel.
2. Both organisations possessed independent e-recruitment portals
3. They paid better salaries and an attractive condition of service than any public sector organisations in Nigeria which makes them to attract large pool of applicants.
4. The organisations has enough sample needed to serve as the representative of the population as suggested by Sekaran and Bougie (2010).
5. They are all public sector organisation owned, controlled and funded by the government.
6. The organisations are selected as sample because both of them centrally recruit their personnel and post them to various divisions which make data collection easier, less expensive and accessible.

4.8 TECHNIQUES OF DATA ANALYSIS

4.8.1 Quantitative Data Analysis Techniques

In the analysis of quantitative data collected through questionnaires embossed of variables of perceived usefulness, perceived ease of use, perceived trust, perceived quality, e-recruitment adoption and good governance practice were analysed through regression analysis to test the relationship between independent variables, mediating and dependent variables.

Using regression technique the relationship of the proposed research model and the properties of the scale were analyzed using Statistical Package for Social Sciences (SPSS) version 18.0 in the following areas:

- A response to research question one regarding the question on “Is there any significant relationship between e-recruitment adoption and good governance practices” was generated by computing means and frequency for each survey item was statistically analysed.
- A response to research question two, regarding the question on “Does e-recruitment adoption mediate the relationships between PU, PEOU, PT and PQ with good governance practices” was also statistically analysed.

This study used multiple regression analysis technique to test the relationship between e-recruitment adoption and good governance practices as depicted in the research model and at the same time used hierarchical regression using mediation testing procedure by Baron and Kenny (1986) to test the mediating effect of e-recruitment adoption on the relationships between PU, PEOU, PT and PQ with good governance practices.

4.8.2 Qualitative Data Analysis Techniques

Thematic analysis was used to analyse the data collected from interviews and the recorded information collected was arranged in themes and codes for easy analysis. The responses generated from the interview relating to research question three were arranged in five themes as political influence, institutional problems, monetizing e-recruitment, problems of accessibility and distorted selection procedures. Responses

from interviewees in respect to research question four are also arranged in five themes for easy interpretation as non involvement of politicians in recruitment, strict compliance to rules and ethics, banning the sell of scratch cards, bridging the digital divide and the need for open and merit based selection procedure. Denscombe (2003) identified different methods for analysing qualitative data as follows:

1. Descriptive account of situation: the thick descriptive data is necessary to make comparison with the results from other research
2. Coding and categorising the data into units of analysis
3. Reflecting on the early coding and categories
4. Identification of themes and relationship
5. Return to the field to check out emerging explanations
6. Develop a set of generalisations
7. Use the new generalisation to improve any relevant existing theories.

The thematic analytical procedure identified by (Denscombe, 2003; McNamara, 2009; and Gibson, 2006) was used to analyse the data collected from qualitative background.

4.9 THE RESEARCH MODEL

The proposed research model was adapted from research conducted on e-government adoption (Colesca & Liliana, 2009) using Technology Acceptance Model constructs like Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Perceived Trust (PT), Perceived Quality (PQ), User Satisfaction (US), Demographic Variables like Age, Gender, Occupation, Education Level, Income, Prior Internet Experience and finally E-Government Adoption.

The research model depicts of independent variables: perceived usefulness, perceived ease of use, perceived trust and perceived quality, the mediating variable e-recruitment adoption and the dependent variable good governance practices. These constructs and their items are tested and validated empirically. The research model is provided below:

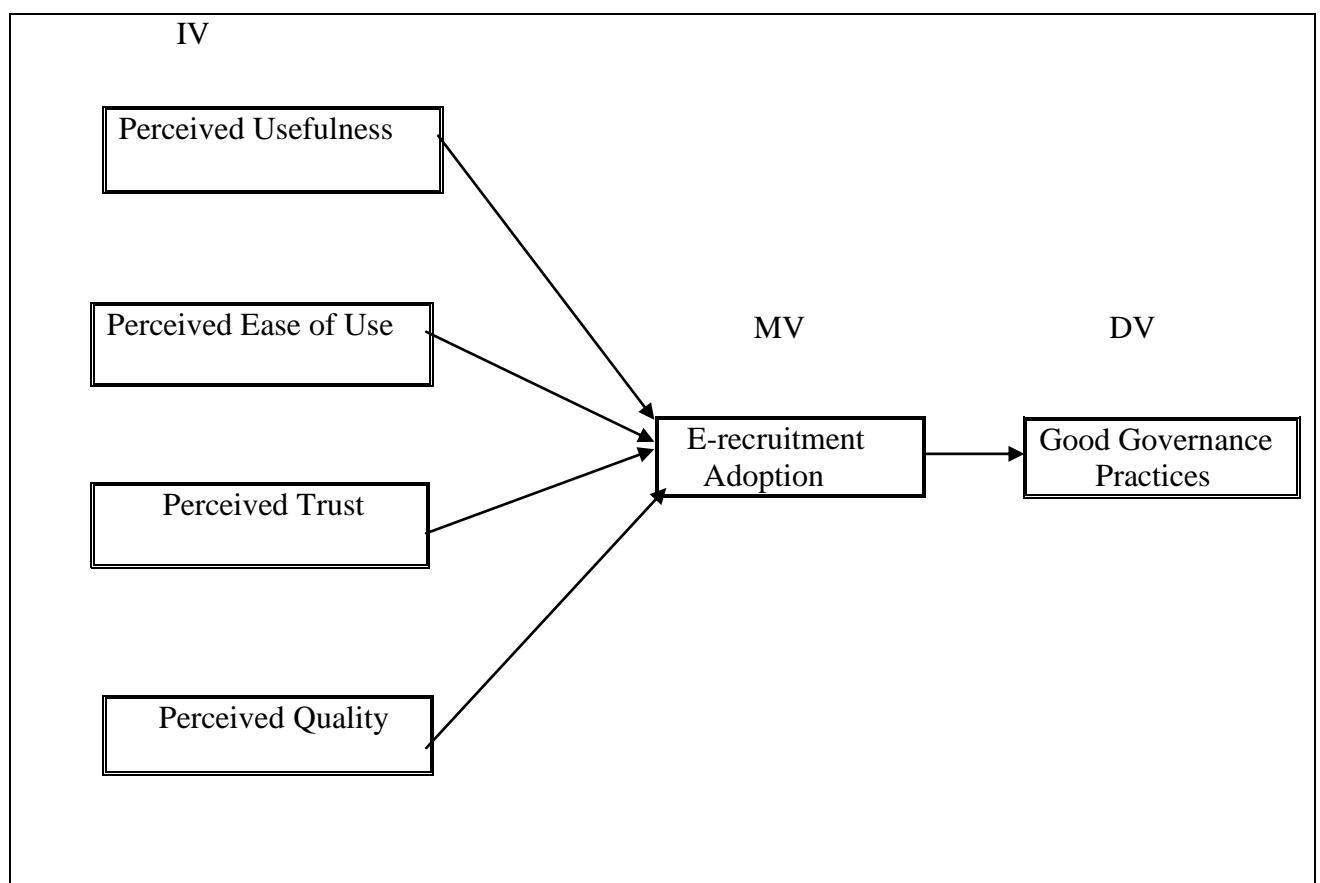


Figure 4.1: Research Model

In this study constructs from the adapted model were dropped and new constructs of good governance practice and e-recruitment adoption were added to new framework because Technology Acceptance Model (TAM) can be extended by using domain-

specific constructs when used with newer technologies (Serenko & Bontis, 2004).

The research model depicts the independent variable, mediating variable and the dependent variable.

4.9.1 Independent Variables

i) Perceived Usefulness

Perceived usefulness refers to the degree to which a person believes that using a particular system will enhance his or her job performance (Davis, 1989). That's people are more likely to use a system that they believe will help them perform their duties diligently (Davis 1989). Significant number of Technology Acceptance Model researches revealed that perceived usefulness became strong determinant of user acceptance, adoption, and usage behaviour (Davis, 1989; Mathieson, 1991; Taylor & Todd, 1995). The perceived usefulness has been found to be the most significant factor in the adoption of technology in the workplace and in the organisation, even doing better than perceived ease of use (Davis, 1989).

Users may found the adoption of e-recruitment useful in the workplace and their quest for searching jobs online. Previous technology adoption researches revealed that a system that does not help people perform their jobs is not likely to be received favourably (Nysveen et al., 2005). Under perceived usefulness five items relating to good governance were measured which includes content, timeliness, effectiveness, pricing and importance. The next independent variable is perceived ease of use.

ii) Perceived Ease of Use

Perceived ease of use refers to the degree to which a person believes that using a particular system would be free of effort (Davis, 1989). The definition of ease simply refers to freedom from difficulty or great effort. (Davis, 1989) claimed that, a technology or an application perceived to be easier to use is more likely to be accepted by users. The perceived ease of use has great advantage for early acceptance of an innovation and is necessary for adoption and subsequent diffusion of technological innovations (Davis, 1989). Perceived ease of use has been employed widely in understanding user adoption of technology and it also has empirical support as a critical component of the adoption process (Venkatesh & Davis, 2000).

Users may found choosing e-recruitment technology as easy if compared with other methods of recruiting. Perceived ease of use has been tested both directly and indirectly and was found to have positive and significant effects in the workplace and organisational context (Adams et al., 1992; Davis, 1989). Under perceived ease of use five items were used which includes usability, navigation, understandable, simplicity and availability (Colesca & Liliana, 2009). The next independent variable is perceived trust:

iv) Perceived Trust

Trust refers to the confidence a person has in his or her favourable expectations of what other people will do based on in many cases on previous interactions (Gefen et al. 2003). Trustworthiness of new technology is simply defined as the perception of confidence in the electronic system reliability and integrity (Belanger et al., 2002). In a study conducted by Hung et al. (2006) revealed that perceived trust is an important

determinant of user acceptance and adoption of electronic tax filling and payment system. The issue of trust is very critical in online transactions as opposed to offline because some transactions require high level of security and privacy of information transferred through the internet (Suh & Han, 2000). The users of e-recruitment services require security and privacy in dealing with their documents and if such documents are not secured there is likelihood for them not to adopt the new innovation. Perceived trust was measured using five items like trustworthiness, privacy, security, risk and confidence. The next independent variable is perceived quality.

v) Perceived Quality

Perceived quality refers to as the total judgement of evaluations with respect to a product or service bearing on the relative superiority of this product/service. Quality of internet services is essential ingredient in e-recruitment adoption and acceptance. Previous studies revealed that without robust internet connectivity e-recruitment will not achieve the hiring purpose of the organisation. Pikkarainen et al. (2004) elucidate the importance of internet connection and its quality in adoption of internet banking and they conclude that without qualitative and reliable internet connectivity internet banking will not possible. The quality of the internet content is the major determinant of overall information system quality (Luo et al., 2006).

The adoption of e-recruitment technology will depend on the quality of information provided on the web page of government or private e-recruitment portal. If the information quality is lucid and clear without any ambiguity users may likely abandon the traditional method and resort to electronic method of recruiting.

Parasuraman et al. (1988) developed a scale to measure service quality called SERVQUAL. They used five dimensions like tangibles, reliability, responsiveness, assurance and empathy to measure service quality. In this study five items were used to measure perceived quality but with some modifications from the original sources as accuracy, assurance, relevancy, current and complete. The next is mediating variable:

4.9.2 Mediating Variable

E-Recruitment Adoption

E-recruitment adoption plays a mediating role between the independent variables of perceived usefulness, perceived ease of use, perceived satisfaction, perceived trust and perceived quality. Lack of good governance practices in e-recruitment related activities has long been an impediment to the success of information systems which if avoided would improve performance on the job which is the main goal of most organisationally based information systems (Al-Gahtani & King, 1999). The next is the dependent variable of good governance practices. Colesca and Liliana (2009) used three scale items like willingness to use, intention to use, and frequency of use to measure e-government adoption. In this study willingness to use, intention to use, frequency of job search, ability to use and overall usage were used to measure e-recruitment adoption construct.

4.9.3 Dependent Variable

Good Governance Practice

Previous studies conducted recently showed little empirical researchers on good governance practices in developing world. In this study the good governance practice is dependent variable used to ascertain whether there is good governance practice in the conduct of e-recruitment in Nigerian public service. Good governance practices construct (transparency, accountability, responsiveness, accessibility and efficiency) were used to measure the relationship.

Specific strategies were used in measuring the independent variables, mediating and dependent variables will be deployed using:

- i) Previous researches which identified the same constructs to be use in this study
- ii) Methods and criteria's used in related research
- iii) Through analysis of features used in e-recruitment and e-government researches
- iv) Result of some empirical studies conducted using TAM.

Table 4.12: Criteria to Measure the Constructors

CONSTRUCTS	CRITERIA
Perceived Usefulness	Content Timeliness Effectiveness Pricing Importance
Perceived Ease of Use	Usability Navigation Understandable Simplicity Availability
Perceived Trust	Trustworthiness Privacy Security Risk Confidence
Perceived Quality	Accuracy Assurance Relevancy Current Complete
E-recruitment Adoption	Intention to Use Willingness to Use Frequency of job search Ability to use Overall use
Good Governance Practice	Transparency Accountability Responsiveness Accessibility Efficiency

Source: Adapted from (Lynn, 2001; Davis, 1989 & Colesca, 2009).

4.10 HYPOTHESES DEVELOPMENT

This section discusses the independent variables (Perceived Usefulness, Perceived Ease of Use, Perceived Trust, and Perceived Quality), the mediating variable (E-recruitment Adoption) and the dependent variable (Good Governance Practices) and their relationships within the research model. The model was built on Modified Technology Acceptance Model (TAM) and the governance theory. This study has the following hypotheses.

4.10.1 Hypotheses Statements

- H1: Perceived usefulness positively relates to good governance practices
- H2: Perceived ease of use positively relates to good governance practices
- H3: Perceived trust positively relates to good governance practices
- H4: Perceived quality positively relates to good governance practices
- H5: Perceived usefulness positively influence e-recruitment adoption
- H6: Perceived ease of use positively influences e-recruitment adoption
- H7: Perceived trust positively influence e-recruitment adoption
- H8: Perceived quality positively influence e-recruitment adoption
- H9: E-recruitment adoption positively associated with good governance practices
- H10: E-recruitment adoption mediates the relationship between perceived usefulness and good governance practices
- H11: E-recruitment adoption mediates the relationship between perceived ease of use and good governance practices
- H12: E-recruitment adoption mediates the relationship between perceived trust and good governance practices

H13: E-recruitment adoption mediates the relationship between perceived quality and good governance practices

4.10.2 Justifications for Hypotheses

H1: Perceived usefulness positively relates to good governance practices

Tong (2009) conducted an empirical research on e-recruitment technology adoption in Malaysia and found that perceived usefulness positively relates to performance expectancy which is more related to good governance practices as also indicated in the studies conducted by (Odumeru, 2009; Phatthana & Mat, 2010). Quan et al. (2010) found that perceived usefulness is positively related to perceived credibility. But contrary to this, Hung et al. (2006) reveals that there is no significant relationship between PU and citizens intention to use e-government services like e-payment, e-recruitment and services electronically provided by the government.

H2: Perceived ease of use positively relates to good governance practices

Previous studies conducted by Quan et al. (2010) reveals that perceived usefulness is positively related to perceived credibility of information system adoption. Similarly perceived ease of use is significantly related to perceived usefulness (Colesca & Liliana, 2009). Phatthana and Mat (2011) revealed that perceived ease of use was found to be positively related to e-purchase intention. These studies are consistent with (Davis 1989; Venkatesh & Davis, 2000, Venkatesh et al., 2003; Pikkarainen et al., 2004; Ramayah & Aafaqi, 2004, and Amin, 2007).

H3: Perceived trust positively relates to good governance practices

Perceived trust is significantly related with good governance practices in line with Colesca (2009) where perceived trust is statistically significant factor influencing people trust in e-government. Gefen et al. (2003) confirm that perceived trust is important predictor of transparent conduct, information utilisation and technology adoption. This study empirically tested the assumption that perceived trust in e-recruitment adoption significantly relates to good governance practices.

H4: Perceived quality positively relates to good governance practices

Previous studies conducted by Parasuraman et al. (1988) and Wadhwa et al. (2010) reveals that perceived quality has significant relation with perceived credibility which goes in line with the findings from Colesca and Liliana (2008) where perceived quality is statistically significant with e-government adoption.

H5: Perceived usefulness positively influence e-recruitment adoption

Study conducted by Tong (2009) found that there is significant relation between perceived usefulness and e-recruitment technology adoption in Malaysia. This finding is in consistent with the recent TAM researches that found PU to be more important in determining whether or not to adopt e-recruitment technology (Igbaria et al., 1989; Venkatesh, 2000; Fusilier & Durlabhji, 2005). Recent studies conducted by Cho et al. (2011) on e-recruitment and the effect of enjoyment and attitudes toward website on corporate image and intention to apply revealed that perceived usefulness (PU) is significantly related to recruitment websites adoption. The

findings also concur with earlier TAM research that consistently found PU as powerful predictor of e-government and e-recruitment adoption (Colesca & Liliana, 2009; Wadhwa et al. 2010 and Cho et al. 2011).

H6: Perceived ease of use positively influences e-recruitment adoption

If people feel that they are at ease with a particular system it simply implied that such individual can easily adopt that system without difficulty. In a study conducted by Colesca (2009) revealed that perceived ease of use impact positively on adoption and actual usage. The study conducted by Aderonke and Charles (2010) showed that the easier the technology the higher the level of adoption of e-banking services in Nigeria. In contrary, Tong (2009) found that perceived ease of use is not positively related to e-recruitment adoption. The result also vindicated previous studies in which PU is more important than PEOU in determining whether or not to adopt a technology (Igbaria et al., 1989; Venkatesh, 2000; Fusilier & Durlabhji, 2005).

H7: Perceived trust positively influence e-recruitment adoption

Gefen (2003) asserted that trust is an expectation that others will not behave opportunistically. Trust here denotes that the users of e-recruitment services possess the needed confidence on e-recruitment systems. It also has to do with individual confidence in sending his particulars to an e-recruitment website. Previous researches indicated that trust has a significant influence on satisfaction of new technology. Study conducted by Suh and Han (2002) showed that trust has significant effect on adopting new technology.

Also previous studies conducted by Colesca (2009) found that there is significant positive relationship between perceived trust and e-government adoption. Schaupp and Carter (2005) found that there is significant relation between perceived trust and e-government adoption. Empirically different studies found that perceived trust has significant positive relationship with technology adoption as indicated by Gefen et al. (2003) and Colesca and Liliana (2008).

H8: Perceived quality positively influence e-recruitment adoption

The high the quality of information the greater the adoption of e-recruitment services on the web page. Almahamid et al. (2010) conducted a study on the relationship between perceived usefulness, perceived ease of use, perceived quality and intention to use e-government. The study found that there is significant relationship between perceived quality and citizen's intention to use of e-government services. It revealed that the higher the quality of service rendered the higher the adoption. This is also consistent with several studies that suggested perceived trust as a powerful variable in explaining the rate at which users adopt e-recruitment in Nigerian public sector (Odumeru, 2009 and Wadhwa et al., 2010).

H9: E-recruitment adoption significantly relates to good governance practices

Though no previous studies were conducted to test the relationship between e-recruitment adoption and good governance but related studies confirmed that e-government portal has significant effect on transparency in governance (Odumeru, 2009). Only some few qualitative studies like Lynn (2001) and Kettani et al. (2009) used good governance as a measure of organisational efficiency and effectiveness.

H10: E-recruitment adoption mediates the relationship between perceived usefulness and good governance practices

Studies conducted by Stefanie et al. (2010) shows that relational governance mediated between formal governance and business process outsourcing performance in information technology. Ramayah et al. (2006) found that perceived usefulness as predictor variable fully mediated the relationship between perceived ease of use and SMS Usage in Malaysia. The result is in tandem with (Ndubisi et al., 2001; Ramayah & Aafaqi, 2004; and Mosahab et al., 2010).

H11: E-recruitment adoption mediates the relationship between perceived ease of use and good governance practices

Stefanie et al. (2010) found that relational governance partially mediates the effect of the contract on business process outsourcing performance in information technology. It is in consistence with mediation effect suggested by Baron and Kenny (1986). Ramayah et al. (2006) found that perceived ease of use partially mediate the relations between perceived usefulness and SMS Usage.

H12: E-recruitment adoption mediates the relationship between perceived trust and good governance practices

Though no empirical research was conducted to ascertain the mediation effect of e-recruitment on perceived trust and good governance practices but Ha and Akamavi (2009) found that e-shopping perfectly mediated the relationship between perceived trust and attitude among customers in Korea, Taiwan and United Kingdom.

H13: E-recruitment adoption mediates the relationship between perceived quality and good governance practices

Only related research gained from the theory can justify the assumption regarding the mediation effect of e-recruitment with perceived quality and good governance practices which is currently none existing in previous literature. But Lai and Pires (2009) found that e-government portal mediated the relationship between perceived quality and intention to use government electronic services.

Furthermore, as the questionnaires used in this study were adopted from the previous studies Table 4.13 presents construct and corresponding items with their sources.

Table 4.13: Construct and Corresponding Items with their Sources

Constructor	Corresponding Items	Sources of Items
Perceived Usefulness (PU)	<ul style="list-style-type: none"> -Content (Does e-recruitment portal provide the exact information you required). -Timeliness (Usually the e-recruitment portal provides up-to-date information). -Effectiveness (Is e-recruitment services effective). -Pricing (Do you pay before you use e-recruitment portal). -Importance (Do you found e-recruitment very important). 	<ul style="list-style-type: none"> Davis et al. (1989) Wu & Wang (2005) Yu et al. (2005)
Perceived Ease of Use (PEOU)	<ul style="list-style-type: none"> -Actual usage (How do you perceive the easiness of use of e-recruitment service). -Navigation (How easily can you operate e-recruitment website). -Understandable (Is e-recruitment website easily understandable). -Simplicity (Is e-recruitment process simple). -Availability (Is e-recruitment services always available on the website). 	<ul style="list-style-type: none"> Davis (1989) Yu, Ha, Choi & Rho (2005).
Perceived Trust (PT)	<ul style="list-style-type: none"> -Trustworthiness (Do you feel that e-recruitment service providers are trustworthy). -Privacy (Do you have confidence sending your particulars through e-recruitment portals). 	<ul style="list-style-type: none"> Liao et al. (2002); Wang, Wang, Lin & Tang (2003); Chan & Lu (2004).

	<ul style="list-style-type: none"> -Security (Do you feel your information is secure when using e-recruitment service). -Risk (Do you believe that there could be negative consequences when using e-recruitment service). -Confidence (Do you have confidence in e-recruitment services). 	
Perceived Quality (PQ)	<ul style="list-style-type: none"> -Accuracy (Does e-recruitment services provide accurate information) -Assurance (Does e-recruitment services provide enough assurance of quality) -Relevancy (Does e-recruitment services provide relevant information) -Current (Does e-recruitment services provide current and understandable information) -Complete (Does e-recruitment service provide complete information). 	Wang, Lo, Chi & Tang (2004); Yang (2005).
E-recruitment Adoption (EA)	<ul style="list-style-type: none"> -Intention (I have positive intention to use e-recruitment services) -Frequency (How often do you use e-recruitment services) -Willingness (I have positive attitude to use e-recruitment services). -Ability (I have positive ability to use e-recruitment services) -Overall (Overall I use e-recruitment portal to search for a job). 	Tong (2009), Colesca (2009).
Good Governance Practice (GGP)	<ul style="list-style-type: none"> -Transparency (I found the conduct of e-recruitment transparent) -Accountability (The officials in charge of e-recruitment are accountable) -Responsiveness (I received quicker response anytime I send my resume to the portal) -Accessibility (E-recruitment services are always accessible) -Efficiency (In the overall I found e-recruitment services efficient). 	Lynn (2001) Kettani et al. (2009)

4.11 Conclusion

In this chapter appropriate research methodology was adopted with robust data collection and analysis techniques in line with the best practice. As mentioned above both questionnaire and interview methods were used in order to provide true picture of good governance practices and it's relate to e-recruitment adoption in Nigerian public service. The next is chapter five consisting of quantitative data analysis.

CHAPTER FIVE

QUANTITATIVE DATA ANALYSIS AND FINDINGS

5.0 INTRODUCTION

In the previous chapter this study examines the research design, population and sampling procedures, instrumentations, data collection procedures and the techniques of quantitative and qualitative data analysis. It highlights the research framework, developed the hypotheses and justified the hypothesized statements. This chapter provide answer to research question one and two that are quantitative in nature through the use of questionnaires as research instrument. The data collected from the respondents through questionnaires are presented and later analysed using regression analysis technique to explain the relationship among the variables. Before running the regression this study conducted pilot study to test the reliability of measuring items through Cronbach's Alpha Coefficient, check the missing data, detected and deleted the abnormal data and finally subjected all the items to factor analysis in order to refine and validate new measurement scales that are not tested or tested in different environmental settings.

5.1 PILOT STUDY

In order to ensure reliability and trustworthiness of the measuring items in the questionnaires, pilot study survey was conducted as the first quantitative data collection strategy. Bennekom (2002) asserted that the main purpose of pilot study is to identify any shortcomings or questions that are unclear, which might affect the

quality of the questionnaire. In a more logical way, Sekaran (2003) asserted that pilot studies were conducted in social science research in order to:

- a) Reduce or remove the deficiencies inherent in the measuring instruments
- b) Reduce time and cost before conducting main studies
- c) Allow for using appropriate measuring instruments in the main studies
- d) Check the reliability and validity of measuring instruments
- e) Check ‘floor and ceiling effect’ (easiness and tedious nature of questions)
- f) Help in selecting the appropriate data analysis technique to be used in the main studies
- g) Test the suitability of the environment where the studies will be conducted.

The target respondents were given questionnaires for pilot study to fill for optimal reliability and validity of the result. The questionnaires were divided into seven sections in which the first six sections composed of questions relating to perceived usefulness (five scale items), perceived ease of use (five scale items), perceived trust (five scale items), perceived quality (five scale items), e-recruitment adoption (five scale items), good governance practices (five scale items) and the last section contains the demographic information of respondents. The 7-Point Likert Scaling procedure with anchors ranging from “strongly agree” to “strongly disagree” was used. Prior to the conduct of the main study about 85 questionnaires were distributed to the target respondents for pilot study purpose but only 80 questionnaires are found suitable for reliability test. The demographic information of pilot study respondents are presented in Table 5.1.

Table 5.1: Profile of Survey Respondents from the Pilot Study (n= 80)

Demographic	Items	Respondents	Percentage
Age	25-30	25	31.3
	31-35	44	55.0
	36-40	7	8.8
	41-45	4	5.0
	46- Above	-	-
Gender	Male	63	78.8
	Female	17	21.3
Education Level	Diploma/ NCE	10	12.5
	Degree/HND	59	73.8
	PG/Advance Diplomas	8	10
	Masters Degree/MPhil	3	3.8
	Others	-	-
Employment	Public Servants	21	26.3
	Applicants	55	68.8
	Students	4	5.0
	Others	-	-
Internet Experience	Below 1 Year	28	35.0
	1-5 Years	31	38.8
	6-10 Years	21	26.3
	11 and Above	-	-

In the pilot study, about 80 (n= 80) returned questionnaires were used to determine the reliability of measuring instruments. There were about 25 respondents within the ages of 25-30 constituting about 31.3%, from 31-35 years there was 44 respondents constituting 55.0%, from 36-40 years there was 7 respondents constituting 8.8%, and 4 respondents constituting 5.0% were recorded within the ages of 40-45. Out of 80 respondents about 63 (78.8%) are males while 17 (21.3%) are females. In terms of educational level, about 10 (12.5%) respondents are Diploma/NCE holders, 59 (73.8%) holders of first Degree/HND, 8 (10.0%) are Postgraduate/Advance Diploma holders, while about 3 respondents (3.8%) are Masters/MPhil Degree holders. On the employment status about 21 (26.3%) of the respondents are public servants, 55

(68.8%) are applicants, while 4 respondents (5.0%) are students. The demographic profile also shows that about 28 (35.0%) of the respondents has internet experience of less than 1 year, while about 31 (38.8%) has internet experiences ranging from 1-5 years, while 21 (26.3%) of the respondents possessed internet experience ranging from 6-10 years.

5.1.1 Reliability Test in the Pilot Study

Reliability is essentially about consistency in measures, and it allows for estimation of errors. In ensuring reliability, Cronbach's alpha was used to explain how well the items in a set are positively correlated to each other. Nunnally (1979) asserted that the nearer the value of the Cronbach's alpha to 1 the higher the internal consistency and reliability between of 0.60 is sufficient for early stage of research. Also, Kaiser-Meyer-Olkin (KMO) was used to test the sampling adequacy for the factor analysis and 0.50 is adequate enough for sampling adequacy. On the other hand, Bartlett's test of sphericity was also conducted to tests whether the correlation matrix is an identity matrix, and significance at $p < .000$ which indicates that the factor model is appropriate.

SPSS Version 18 is used to test the reliability of measuring instruments used in this study. The independent variables within the research framework include perceived usefulness (PU), perceived ease of use (PEOU), perceived trust (PT) and perceived quality (PQ). The mediating variable is the e-recruitment adoption (EA) while good governance practice (GGP) is the dependent variable.

Table 5.2: Reliability Test for Perceived Usefulness (PU) in the Pilot Study

Items	No. of Items	Cronbach's Alpha	KMO/ Bartlett's Test
PU1			
PU2			
PU3			
PU4			
PU5			
	5	.716	.755

About five items coded PU1, PU2, PU3, PU4, PU5 are measured which revealed that the measuring instrument are reliable at Cronbach's Alpha .716 which is above .60 recommended by Nunnally (1979) and Sekaran (2003). The KMO is about .755 which shows higher sampling adequacy.

Table 5.3: Reliability Test for Perceived Ease of Use (PEOU) in the Pilot Study

Items	No. of Items	Cronbach's Alpha	KMO/ Bartlett's Test
PEOU1			
PEOU2			
PEOU3			
PEOU4			
PEOU5			
	5	.716	.704

Five items from independent variable of perceived ease of use coded as PEOU1, PEOU2, PEOU3, PEOU4, and PEOU5 are measured for reliability and sampling adequacy test, the result shows good reliability level in which Cronbach's Alpha is valued at .716 and KMO is .704 which show higher sampling adequacy.

Table 5.4: Reliability Test for Perceived Trust (PT) in the Pilot Study

Items	No. of Items	Cronbach's Alpha	KMO/ Bartlett's Test
PT1			
PT2			
PT3			
PT4			
PT5			
	5	.745	.732

Perceived Trust is another independent variable coded as PT1, PT2, PT3, PT4, and PT5. The construct undergoes reliability test with Cronbach's Alpha value at .745 which indicates positive reliability while the result of KMO and Bartlett's test shows higher sampling adequacy of .732.

Table 5.5: Reliability Test for Perceived Quality (PQ) in the Pilot Study

Items	No. of Items	Cronbach's Alpha	KMO/ Bartlett's Test
PQ1			
PQ2			
PQ3			
PQ4			
PQ5			
	5	.710	.640

The last independent variable for reliability test is perceived quality coded as PQ1, PQ2, PQ3, PQ4, and PQ5. After the reliability test the results shows higher reliability of measure with Cronbach's Alpha of .710 while KMO and Bartlett's test shows acceptable sampling adequacy of .640 which is higher than the recommended cut off value.

Table 5.6: Reliability Test for E-Recruitment Adoption (EA) in the Pilot Study

Items	No. of Items	Cronbach's Alpha	KMO/ Bartlett's Test
EA1			
EA2			
EA3			
EA4			
EA5			
	5	.723	.709

E-recruitment adoption mediates between the independent and dependent variables in the research model coded EA1, EA2, EA3, EA4, and EA5. The reliability test shows higher level of acceptance as the Cronbach's Alpha value at .723 while KMO and Bartlett's test result shows positive sampling adequacy at .709.

Table 5.7: Reliability Test for Good Governance Practices in the Pilot Study

Items	No. of Items	Cronbach's Alpha	KMO/ Bartlett's Test
GGP1			
GGP2			
GGP3			
GGP4			
GGP5			
	5	.872	.819

Good governance practice is the dependent variable coded as GGP1, GGP2, GGP3, GGP4, and GGP5. In the reliability test, it accurately measures what is supposed to be measured with the highest Cronbach's Alpha of .872. It was also subjected to KMO and Bartlett's test showing significant sampling adequacy of .819 indicating that the two are appropriate for usage in the main studies.

All the items were subjected to reliability test in which the Cronbach's Alpha ranges from .710 to .872 which shows significant level of acceptance and reliability. The KMO's sampling adequacy is also above the required level of significance while all items shows the appropriateness of research model in which the constructs are significant at $<.000$ when subjected to Bartlett's test of sphericity. This explained that all the measuring items are appropriate enough to be used in the main study.

5.2 DATA SCREENING AND PRELIMINARY ANALYSIS

Before the actual conduct of data analysis, this study employed data screening methods in order to remove unwanted data that will negatively harm the analysis. The strategies utilised in this study includes detection of missing data, checking outliers and treatment through Mahalanobis distance, reliability test, KMO/Bartlett's test of sphericity and exploratory factor analysis.

5.2.1 Missing Data

Previous studies revealed that data is sometimes missing when the respondents refuse to fill some gaps intentionally or unintentionally. Missing data can emanate from demographic information like age, sex, educational level etc or sometimes from the measuring scales in questionnaire. Hair et al. (2010) suggested that questionnaires with missing data need to be deleted up to 50% if it cannot affect the sample size. In this study no missing data was recorded in the main study which may be as a result of educational and literacy level of target respondents.

5.2.2 Outliers Detection and Treatment (Mahalanobis Distance)

Hair et al. (2010) defined outliers as an observation with unique combination of characteristics identifiable as distinctly different from the other observation. On the other hand, Zikmund (1997) views outliers as a value that lies outside the normal range of the data and presences of outliers can cause inflated sums of square, distort the estimate and statistical significance (p value), biasness and faulty conclusions (Robin, 2000).

After detecting outliers, their treatment can best be conducted using Mahalanobis Distance because it serves as an efficient and effective technique of detecting outliers through the settings of some predetermined threshold that will assist in defining whether certain point could be categorise as an outlier or not. Mahalanobis distance is the distance between a particular case and the centroid (the point created by the means of all the variables in the analysis) of the remaining case (Zikmund, 1997). For this study to achieve its objectives, the chi-square statistical table was used to determine the empirical optimal value. Hair et al. (2010) believed that new SPSS excel could be created after competing all those values that are above the required estimate will be deleted and those accepted will form the new sample that will be use in the analysis.

5.3 RELIABILITY AND KMO/BARTLETT'S TEST IN THE MAIN STUDY

Previously in the pilot study, all the measuring items are appropriate enough to measure what they are supposed to measure with positive level of reliability. The same method was adopted to test the reliability (Cronbach's Alpha), sampling adequacy (Kaiser-Meyer-Olkin-KMO) and appropriateness of the research model

through Bartlett's test of sphericity. At the initial stage of quantitative data analysis, the first step is to test the measuring items. The main reason for conducting reliability test is to ascertain how suitable a set of items can fit into some sources of variance which is measured using Cronbach's Alpha Coefficient. The minimum Cronbach's Alpha Coefficient should range from 0.50 to 0.70; Hair et al. (2006) recommended a minimum of .050; Churchill (1999) recommended 0.60 while both Nunnally (1979) and Venkatesh (2000) recommended for a minimum Cronbach's Alpha Coefficient of 0.70.

Table 5.8: Reliability Measurement in the Main Study

	Constructs	No. of Items	Cronbach's Alpha	KMO	Bartlett's Test
1.	PU	5	.801	.827	.000
2.	PEOU	5	.721	.735	.000
3.	PT	5	.786	.790	.000
4.	PQ	5	.803	.765	.000
5.	EA	5	.811	.802	.000
6.	GGP	5	.880	.849	.000

Perceived usefulness (PU) is one of the independent variables with five items (PU1, PU2, PU3, PU4, and PU5). When subjected to reliability test the Cronbach's Alpha value at .801 for all the five items which is adequate enough for usage in the main study and it shown an increased reliability from what was obtained in the pilot study.

The sampling adequacy (KMO) is .827 and Bartlett's test of sphericity recorded the required significance level at .000.

Perceived ease of use (PEOU) has five items (PEOU1, PEOU2, PEOU3, PEOU4 and PEOU5). All the five items showed reliable Cronbach's Alpha of .721 which is suitable enough to be used in the main study. The KMO sampling adequacy reached the required minimum value of .735 and Bartlett's test conducted revealed higher significance at .000. Perceived trust (PT) is the third independent variable with five measuring items (PT1, PT2, PT3, PT4 and PT5). The result of reliability test showed higher Cronbach's Alpha of .786 and KMO sampling adequacy of .790 with Bartlett's test revealing positive significance at .000. The last independent variable is Perceived quality (PQ) with five measuring items (PQ1, PQ2, PQ3, PQ4 and PQ5). All the five measuring items stood at .803 Cronbach's Alpha Coefficient, the KMO is .765 while the Bartlett's test is significant at .000.

E-recruitment adoption is the mediating variable with five measuring items (EA1, EA2, EA3, EA4 and EA5). After the reliability test, the Cronbach's Alpha stood at .811 which is a higher reliability figure, the KMO sampling adequacy conducted showed positive result of .802 and Bartlett's test recorded positive significance at .000. The next variable for measurement is the dependent variable Good governance practices (GGP) comprising of five measuring items coded GGP1, GGP2, GGP3, GGP4 and GGP5. The items showed the highest Cronbach's Alpha of .880 which signified that it is highly reliable to measure what it is supposed to measure (Sekaran & Bougie, 2010). The KMO sampling adequacy for all the five items stood at .849 while Bartlett's sphericity test recorded an appreciable positive significance at .000.

From the reliability test, it shows all the items in the independent variables (PU, PEOU, PT and PQ) are reliable and suitable enough to be use in the main study. The mediating variable EA showed a sign of reliability in measure which made it to be one of for the important construct in this study. Good governance practices which served as dependent variable proved worthy of relevance and reliability in this research. The Cronbach's Alpha for the constructs in the independent, mediating and dependent variables ranges from .713 to .880 which is adequate enough for the conduct of the main study. The KMO sampling adequacy test showed higher level partial correlation among variables ranging from .723-.849. Finally all the items showed higher significance level when subjected to Bartlett's test of sphericity at .000.

5.4 EXPLORATORY FACTOR ANALYSIS (EFA)

Before conducting regression analysis, there is a need for subjecting the data to exploratory factor analysis in order to refine and validate new measurement scales that are not tested or tested in different environmental settings. EFA is a data reduction and purification strategy used to reduce large number of data to a sizeable and manageable quantity that contained the much needed vital information. Hair et al. (2006) and Cavana et al. (2001) pointed out differently that EFA is geared towards exploring the data set to be used in research from existing theoretical point of view by enabling the statistical data to load on factors that are independent of theory and any priori supposition that relates to the measurement instruments to be used in the research.

Hair et al. (2006) clarifies that 0.30 can be a minimum benchmark in factor loading and can be describe as an absolute value and significant, but loading 0.40 are considered more important, and if the loading are 0.50 or greater than that it is describe as very significant. Nunnally (1979) considered 0.50 as the most appropriate value in exploratory factor analysis. Comrey and Lee (1992) describe factor loading > 0.32 (10% overlapping variance of R^2) as poor loading, > 0.45 (20% overlapping variance of R^2) as fair, > 0.55 (30% overlapping variance of R^2) as good, > 0.63 (40% overlapping variance of R^2) as very good, and loading > 0.71 (50% overlapping variance of R^2) as excellent. For a more robust and clean data, researcher removed all variables that can cause problem through checking their determinants at the bottom of component matrix. At preliminary level, the researcher conducted exploratory factor analysis and the result is presented below:

Table 5.9: Factor Analysis Result for Perceived Usefulness (PU)

Codes	Loading(s)	Communalities	Cronbach's Alpha	Anti-Image Matrices
PU1	.819	.582	.801	.822
PU2	.763	.500		.841
PU3	.727	.528		.848
PU4	.723	.523		.851
PU5	.707	.671		.792

Note: Likert Scale Endpoint: 1 = Strongly Disagree and 7 = Strongly Agree (n= 326)

The factor analysis result for the first independent variable perceived usefulness indicated that the loading range from a minimum of .707-.819 which is above the recommended cut off criterion suggested by Hair et al. (2006). The communalities are the variance explained by the extracted factors. In this study the communalities for five measuring items for PU ranges from .500-.671 above the cut off criterion of

0.50 recommended by Hair et al. (2010). Therefore, all the items are capable of explaining the variance among the variables. With Cronbach's Alpha of .801, the anti-image matrices were used to ascertain the degree of correlation between one variable and another. As rule of thumb, all variables with correlation of less than 0.50 are excluded from the analysis (Hair et al. 2006). In this study, the anti-image matrices of PU range from .792-.851 indicating that there is sufficient correlation with other variables. For the next independent variable of perceived ease of use, we have the factor analysis result presented below:

Table 5.10: Factor Analysis Result for Perceived Ease of Use (PEOU)

Codes	Loading(s)	Communalities	Cronbach's Alpha	Anti-Image Matrices
PEOU1	.787	.403	.721	.751
PEOU2	.713	.419		.764
PEOU3	.663	.508		.708
PEOU4	.648	.619		.744
PEOU5	.635	.440		.715

Note: Likert Scale Endpoint: 1 = Strongly Disagree and 7 = Strongly Agree

In Table 5.10 the result of factor analysis for perceived ease of use indicates that the factor loading ranges from .635-.787 above the recommended minimum cut off criterion suggested by Hair et al. (2010). There is higher degree of communalities ranging from a lower of .403 to the higher of .619 which is an acceptable level in explaining the variance among variables. With the Cronbach's Alpha coefficient of .721, anti-image correlation matrices range from .708-.764 indicating that perceived ease of use can correlates sufficiently with other variables. The next independent variable subjected to factor analysis is perceived trust.

Table 5.11: Factor Analysis Result for Perceived Trust (PT)

Codes	Loading(s)	Communalities	Cronbach's Alpha	Anti-Image Matrices
PT1	.813	.608	.790	.806
PT2	.810	.660		.788
PT3	.780	.675		.806
PT4	.643	.413		.776
PT5	.613	.376		.755

Note: Likert Scale Endpoint: 1 = Strongly Disagree and 7 = Strongly Agree

As evident from other researches, perceived trust is one of the items with higher loading potentials in adoption studies in third world countries (Aderonke and Charles 2010). The loading for PT ranges from a lower of .613 to a high of .813 which is considered as one of the most appropriate value in exploratory factor analysis (Nunnally, 1978). The communalities results ranges from a lower of .376 to a high of .675 though small, but Neill (2011) asserted that communalities from .350 and above are adequate to explain variance. The Cronbach's Alpha Coefficient for perceived trust is .790 and the values for anti-image matrices fall from the lower of .755 to the high of .806 which indicates sufficient correlation with other variables. The last independent variable for factor analysis is perceived quality.

Table 5.12: Factor Analysis Result for Perceived Quality (PQ)

Codes	Loading(s)	Communalities	Cronbach's Alpha	Anti-Image Matrices
PQ1	.822	.504	.765	.765
PQ2	.757	.543		.789
PQ3	.737	.676		.773
PQ4	.721	.573		.742
PQ5	.710	.520		.760

Note: Likert Scale Endpoint: 1 = Strongly Disagree and 7 = Strongly Agree

The factor loading results for perceived quality as shown in the Table 5.12 indicates higher loading value ranging from the lower of .710 to the high of .822 which is above the recommended 0.50 cut off criterion suggested by Hair et al. (2006). Communalities for PQ range from a lower of .504 to the high of .676 which means there is evidence of high communalities and all the variables are suitable enough to explain the variance. The Cronbach's Alpha Coefficient for PQ is .765 above the minimum recommended while the anti-image correlation matrices range from the lower of .742 to the high of .789 which means that all the items sufficiently correlate with other variables and are appropriate to be included in the analysis. The next construct for factor analysis is the mediating variable of e-recruitment adoption.

Table 5.13: Factor Analysis Result for E-Recruitment Adoption (EA)

Codes	Loading(s)	Communalities	Cronbach's Alpha	Anti-Image Matrices
EA1	.833	.461	.811	.836
EA2	.816	.606		.820
EA3	.778	.427		.839
EA4	.679	.666		.767
EA5	.654	.694		.783

Note: Likert Scale Endpoint: 1 = Strongly Disagree and 7 = Strongly Agree

Table 5.13 shows the result of factor analysis for e-recruitment adoption indicating satisfactory factor loading ranging from the lowest of .654 to the higher of .833 signifying that all items are appropriate for factor analysis and can adequately represent the data. Communalities for EA range from .427-.697 indicating a lower capability of variables in explaining the variance as compared to other constructs. The Cronbach's Alpha Coefficient is .811 with anti-image values from the lower of .767 to the higher of .839 indicating sufficient correlation with other variable. The next variable is the dependent variable of good governance practice (GGP).

Table 5.14: Factor Analysis Result for Good Governance Practices (GGP)

Codes	Loading(s)	Communalities	Cronbach's Alpha	Anti-Image Matrices
GGP1	.888	.788	.880	.850
GGP2	.872	.560		.899
GGP3	.867	.542		.891
GGP4	.749	.761		.832
GGP5	.736	.752		.807

Note: Likert Scale Endpoint: 1 = Strongly Disagree and 7 = Strongly Agree

From Table 5.14 the results of factor analysis for good governance practices show higher loading ranges from the lower of .736 to the higher of .888 indicating the

appropriateness of the variable in the analysis. The results for communalities range from a minimum of .542 values to a maximum of .788 which means there is evidence of higher communalities and all the variables are suitably enough to explain the variance. The Cronbach's Alpha Coefficient for GGP is .880 above the minimum recommended value while the anti-image correlation matrices ranges from the lower of .807 to the high of .899 which means all the items possesses the sufficient correlation with other variables and are appropriate to be included in the analysis. After different data screening and exploratory factor analysis are conducted, the study summarised the usable and unusable responses illustrated in Table 5.15.

Table 5.15: Response Rate

S/N	Questionnaires	Total	Percent
1.	Questionnaires Distributed	600	100
2.	Questionnaires Returned	355	59.1
3.	Questionnaires Unreturned	245	40.9
4.	Questionnaires Returned but Unused	29	8.1
5.	Questionnaires used	326	54.3

The response rate indicates that about 600 questionnaires were distributed out of which 355 were returned representing 59.1% while about 245 (40.9%) questionnaires are not returned. About 29 (8.1%) questionnaires were not used because some are spoiled and others were discarded in the process of data screening. In the final note, about 326 questionnaires representing 54.3% are used in the main study which is more than the recommended 30% rate of return (Punch, 2010).

5.5 ANALYSIS OF DEMOGRAPHIC INFORMATION

Demographic information of respondents was collected through the questionnaires administered. The information collected from the respondents includes their age, gender, educational level, employment and internet experience. The demographic information collected is analysed using frequency and percentages.

Table 5.16: Respondents: Age

Age					
	Years	Frequency	Percent	Valid Percent	Cumulative Percent
1.	25-30	123	37.7	37.7	37.7
2.	31-35	157	48.2	48.2	85.9
3.	36-45	30	9.2	9.2	95.1
4.	46 and above	16	4.9	4.9	100.0
	Total	326	100.0	100.0	

Note: (n=326)

Out of 326 respondents, about 123 (37.7%) are within the age bracket of 25-30 years, 157 (48.2%) are within the age range of 31-35 years, about 30 (9.2%) respondents are within the ages of 36-45 years while 16 (4.9%) of respondents fall within 46 and above years. This shows that large chunk of respondents are young generation based on World Bank age categorisation because cumulatively more than 85% of our respondents are within the age bracket of 25-35. It is in line with Tong (2009) who studied e-recruitment technology adoption in Malaysia where his respondents are mostly younger generations who are anxious in searching for jobs. Young people are more eager to search for jobs via internet or conventional methods than the older ones (Galanaki, 2002).

Table 5.17: Respondents: Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
1.	Male	233	71.5	71.5	71.5
2.	Female	93	28.5	28.5	100.0
	Total	326	100.0	100.0	

Note: (n=326)

Out of 326 respondents about 233 representing 71.0% are males while females are about 93 constituting 28.5% of the total respondents. It is in line with Aderonke and Charles (2010) who asserted that the school enrolment in Nigeria is 70:30 ratio in favour of males because females recorded poor enrolment in Muslim dominated northern Nigeria where religious and cultural beliefs are not wholly tilted to western education. Similarly Ali and Sentosa (2008) found that the number of males out numbered those of females because of accessibility, socio-cultural and environmental constraints in reaching the two groups they recorded 87.8% males, and 12.2% females.

Table 5.18: Respondents: Educational Level

Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
1.	Diploma/NCE	35	10.7	10.7	10.7
2.	Degree/HND	201	61.7	61.7	72.4
3	PG/ Advance Diploma	49	15.0	15.0	87.4
4.	Masters Degree/MPhil	38	11.7	11.7	99.1
5.	PhD	1	.3	.3	99.4
6.	Others	2	.6	.6	100.0
	Total	326	100.0	100.0	

Note: (n=326)

Out of 326 respondents about 35 (10.7%) are Diploma and National Certificate of Education (NCE) holders, 201 (61.7%) are Degree and Higher National Diploma holders, 49 (15.0%) are Postgraduate and Advance Diploma holders, 38 (11.7%) are Masters Degree and MPhil holders and only one PhD holder constituting about (.3%) responded. It is in line with Briggs (2007) who asserted that out of every 100 applicants searching for government jobs 70 are Degree/HND holders. This is so because most the fresh graduates from universities, polytechnics and other tertiary institutions searching public service jobs fall under this category (Adegoroye, 2006).

Table 5.19: Respondents: Employment

Employment					
Frequency		Percent	Valid Percent	Cumulative Percent	
1.	Public Servants	126	38.7	38.7	38.7
2.	Applicants	162	49.7	49.7	88.3
3.	Students	38	11.7	11.7	100.0
	Total	326	100.0	100.0	

Note: (n=326)

The total number of respondents is 326 out of which 126 (38.7%) are public servants cutting across different strata's in ministries, departments and federal government agencies. About 162 (49.7%) of respondents are applicants while 38 (11.7%) are final year students of universities who are searching for jobs on awaiting result basis. Mukoro (2005) asserted that bulk of those who are looking for government jobs are mostly unemployed applicants and employed workers (public servants) who are desperate to change jobs for greener pasture and other reasons best known to them.

Table 5.20: Respondents: Internet Experiences

Internet Experience					
	Years	Frequency	Percent	Valid Percent	Cumulative Percent
1.	Below 1	113	34.7	34.7	34.7
2.	1-5	132	40.5	40.5	75.2
3.	6-10	79	24.2	24.2	99.4
4.	10 Above	2	.6	.6	100.0
	Total	326	100.0	100.0	

Note: (n=326)

Out of 326 respondents about 113 (34.7%) of respondents possessed below 1 year internet experiences, 132 (40.5%) gained internet experiences ranging from 1-5 years 79 (24.2%) have internet experience from 6-10 years while only 2 (.6%) of the respondents gained internet experiences above 10 years. In e-recruitment process internet competency and experiences is the major yardstick to measure the level of adoption of particular technology by the users.

5.6 REGRESSION ANALYSIS

On the quantitative side of this study, multiple regression analysis was used as statistical technique to ascertain whether relationship exists between the independent variables (PU, PEOU, PT and PQ) mediated by e-recruitment adoption with good governance practices as the dependent variable. It was chosen because it allows additional factors to enter the analysis separately so that the effect of each can be estimated. It is also valuable for quantifying the impact of various simultaneous influences upon the single dependent variable (Sykes, 1986). Multiple regression analysis is best suitable in this study because it confirms whether the suppositions developed are true and appropriate (Zikmund, 1997).

Table 5.21: Regression Model for Predicting Good Governance from PU, PEOU, PT, PQ and their Interactions

Variables	Beta	R Square	F	Sig.
PU	.027			.621
PEOU	.132			.025
PT	-.425			.000
PQ	.147			.005

Dependent Variable: GGP

The output from Table 5.21 contains correlations between four independent variables (PU, PEOU, PT and PQ) with the dependent variable GGP. The correlation ranges from (.027) to (-.425). The regression fit is ($R^2 = .203$) which means that the model has accounted for 20% of the variance in the dependent variable, while in the overall relationship using the enter method indicates that the overall model is statistically significant ($F = 20.469, p < 0.001$). Furthermore all the three independent variables are

statistically significant (PEOU= $p<0.025$, PT= $p<0.000$, and PQ= $p<0.005$) except PU which is not significant ($p= 0.621$).

Table: 5.22: Regression Model for Predicting E-Recruitment Adoption (EA) from PU, PEOU, PT, PQ and their Interactions

Variables	Beta	R Square	F	Sig.
PU	.198			.000
PEOU	.096	.353		.070
PT	.432			.000
PQ	.104			.026

Dependent Variable: EA

The output from Table 5.22 contains correlation between four independent variables of PU, PEOU, PT and the PQ. The correlation ranges from the high of (.432) to the lower of (.096). The regression's good fit show ($R^2= .353$) which means that the model has accounted for 35% of the variance while the overall relationship using the enter method indicate that the overall model is statistically significant at ($F= 43.761$, $p<0.000$). In the second multiple regression analysis shown in the Table 5.22 above, independent variables are statistically significance (PU= 0.000, PT= 0.000 and PQ= 0.026).

Result from the model revealed that perceived usefulness is significant and positively relates to e-recruitment adoption at ($\beta= .198$), perceived ease of use is significant and positively influence e-recruitment adoption at ($\beta= .096$), perceived trust is significant and positively influence e-recruitment adoption at ($\beta= .432$), while perceived quality is significant and positively influence e-recruitment adoption at ($\beta= .104$).

Table 5.23: Regression Model for Predicting Good Governance from E-Recruitment Adoption (EA) and their Interactions

Variables	Beta	R Square	F	Sig
EA	-.533	.284	128.5	.000

Dependent Variable: GGP

The Table 5.23 show the output of regression results containing the correlation between e-recruitment adoption and good governance practices. The regression good fit is ($R^2 = .284$) which means that the model is accounted for 28% of the variance, while the overall relationship using the enter method indicates that the overall model is statistically significant ($F = 128.5$, $p = 0.001$). The result from the model indicated further that e-recruitment adoption significantly relates to good governance practices at ($\beta = -.533$). The negativity of the beta value may be as a result of poor selection procedures in public service recruitment (Briggs, 2007). Our next analysis has to do with the mediation relationship among the independent variables (PU, PEOU, PT and PQ), mediating variable and the dependent variable.

5.7 Testing Mediator Variable

In testing for mediation effect Baron and Kenny (1986) and Judd and Kenny (1981) have suggested four steps in establishing mediation:

Step 1: Show that the initial variable is correlated with the outcome. Use Y as the criterion variable in a regression equation and X as a predictor (estimate and test path c in the above figure). This step establishes that there is an effect that may be mediated.

Step 2: Show that the initial variable is correlated with the mediator. Use M as the criterion variable in the regression equation and X as a predictor (estimate and test path *a*). This step essentially involves treating the mediator as if it were an outcome variable.

Step 3: Show that the mediator affects the outcome variable. Use Y as the criterion variable in a regression equation and X and M as predictors (estimate and test path *b*). It is not sufficient just to correlate the mediator with the outcome; the mediator and the outcome may be correlated because they are both caused by the initial variable X. Thus, the initial variable must be controlled in establishing the effect of the mediator on the outcome.

Step 4: To establish that M completely mediates the X-Y relationship, the effect of X on Y controlling for M (path *c'*) should be zero. The effects in both Steps 3 and 4 are estimated in the same equation.

Based on four steps in testing for mediation as provided by Baron and Kenny (1986) and Judd and Kenny (1981) the path will be as follows:

1. Relationship between independent variables PU, PEOU, PT, and PQ with the dependent variable GGP. The variable GGP is used as criterion in regression equation and PU, PEOU, PT and PQ as the predictors. This step will confirm that there is an effect that may be mediated as shown in the figure below.

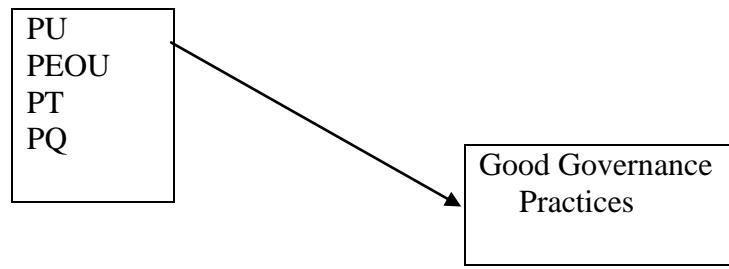


Figure 5.1: First Step in Testing Mediation

2. The second step showed the relationship between independent variables of PU, PEOU, PT and PQ with the mediator variable e-recruitment adoption. In the test, the mediator variable e-recruitment adoption is used as criterion variable in the regression equation and PU, PEOU, PT and PQ serves as predictors. It is graphically represented in Figure 5.2.

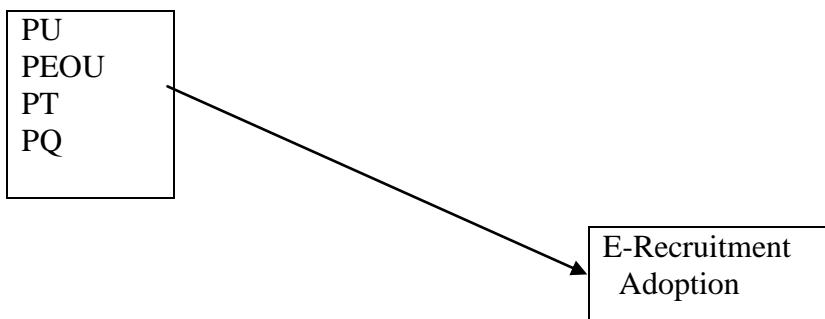


Figure 5.2: Second Step in Testing Mediation

3. This third step showed the mediator variable e-recruitment adoption affecting the dependent variable good governance practices. The variable GGP is used as the criterion while e-recruitment adoption served as predictor. The regression equation is graphically represented thus:

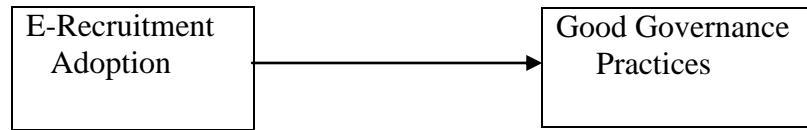


Figure 5.3: Third Step in Testing Mediation

4. In the last step of testing for mediation Baron and Kenny (1986) and Judd and Kenny (1981) established that the independent variables of PU, PEOU, PT and PQ together with mediator variable e-recruitment adoption can be regressed against the dependent variable good governance practices. The Independent variables of PU, PEOU, PT and PQ together with mediator variable e-recruitment adoption served as predictors while the dependent variable Good Governance Practices served as the criterion variable as graphically presented Figure 5.4.

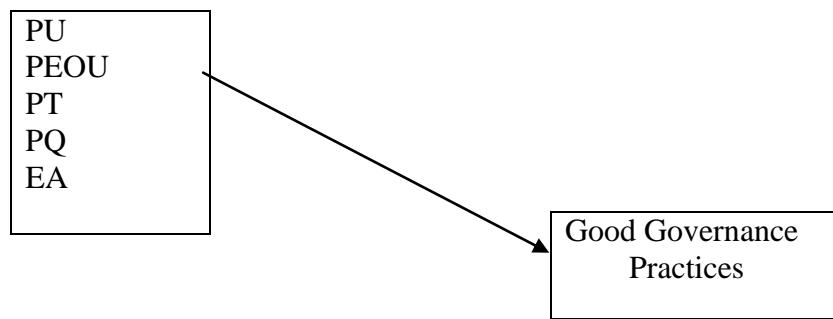


Figure 5.4: Fourth Step in Testing Mediation

Multiple regression was used to test the relationship between e-recruitment and good governance practices in Nigerian public service and on the other hand, hierarchical

regression was used to test whether e-recruitment adoption mediate the relationship between independent variables of PU, PEOU, PT and PQ with the dependent variable good governance practices.

Table 5.24: E-Recruitment Adoption (EA) Mediating between PU, PEOU, PT and PQ with Good Governance Practice (GGP)

Variables	Beta	Sig.	R Square
PU	.027	.621	
PEOU	.132	.025	
PT	-.425	.000	
PQ	-.174	.005	.203

Dependent Variable: GGP

The output from Table 5.24 contains the correlations between four independent variables (PU, PEOU, PT and PQ) with the dependent variable GGP. The correlation ranges from (.027) to (-.425). The regression fit is ($R^2 = .203$) which means that the model has accounted for only 20% of the variance in the dependent variable, while in the overall relationship using the enter method indicated that the overall model is statistically significance ($F = 20.469$, $P < 0.001$). Furthermore all the independent variables are statistically significant (PEOU= $p < .025$, PT= $p < .000$, and PQ= $p < .005$) except PU which is not significant at ($p < .621$).

Baron and Kenny (1986) and Judd and Kenny (1981) argued that after completing the first step any variable which shows a level of non significance should not be included in the next stage of mediation regression. As such the perceived usefulness was dropped because it is not significant but other three independent variables of PEOU, PT and PQ scale to the next step of the analysis.

Table 5.25: E-Recruitment Adoption (EA) Mediating between PEOU, PT and PQ with Good Governance Practice (GGP)

Variables	Beta	Sig.	R Square
PEOU	.174	.001	
PT	.438	.000	
PQ	.101	.035	.320

Dependent Variable: EA

The Table 5.25 contains the correlation between three independent variables of PU, PEOU and PQ regress to the mediating variable e-recruitment adoption. The regression good fit show ($R^2 = .320$) in which PEOU is significant and positively relates to EA at ($\beta = .174$), PT is significant and positively related to EA at ($\beta = .438$) while PQ is said to be significant and also positively relates to EA at ($\beta = .101$).

In the third stage of the analysis independent variables of PEOU, PT, PQ including the mediating variable of EA is regressed against GGP as shown in Table 5.26.

Table 5.26: E-Recruitment Adoption (EA) Mediating between PEOU, PT, PQ, EA with Good Governance Practice (GGP)

Variables	Beta	Sig.	R Square
PEOU	.225	.000	
PT	-.215	.000	
PQ	-.099	.035	
EA	-.475	.000	.356

Dependent Variable: GGP

In the first step PEOU is ($\beta = .132$) less than what was obtained in the third analysis where it is about ($\beta = .225$) which clearly indicated that e-recruitment adoption unable to mediate between perceived ease of use and good governance practices. The result obtained from the first regression shows PT is ($\beta = -.425$) less than ($\beta = -.215$) indicating that e-recruitment adoption fully mediated the relationship between

perceived trust and good governance practices. The independent variable of PQ is ($\beta = .174$) in the first model and ($\beta = -.099$) in the third model indicating that partial mediation has taken place. PU was found not significant hence it cannot mediate the much needed relationship.

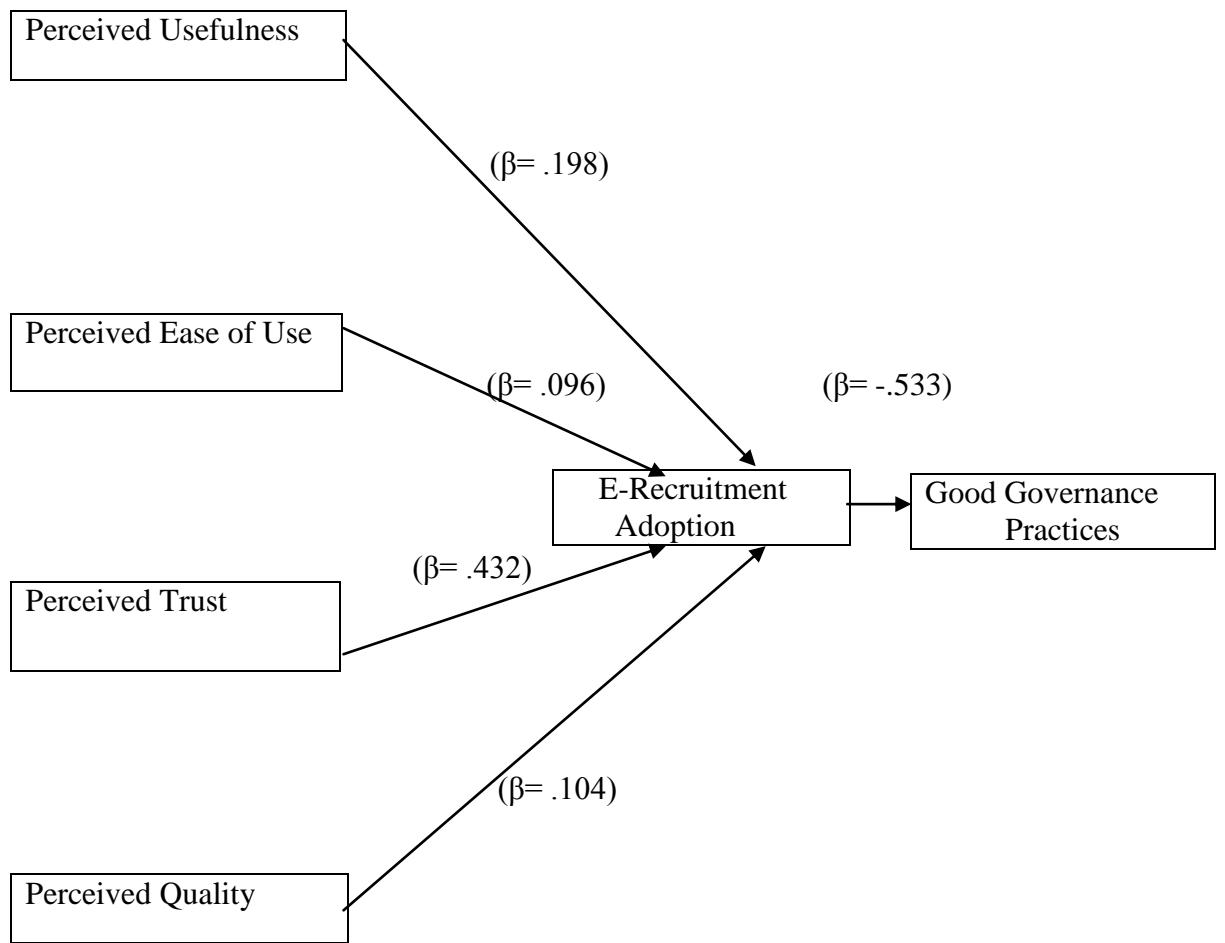


Figure 5.5: The Model Estimate

5.8 TESTING OF HYPOTHESES

This study conducted multiple regression analysis to ascertain the relationship between independent variables of perceived usefulness (PU), perceived ease of use (PEOU), perceived trust (PT) and perceived quality (PQ), the mediating variable of e-recruitment adoption (EA) and dependent variable of good governance practices (GGP). The study went further to test for mediation whether e-recruitment adoption in Nigerian public service will help us to conceptualise and understand how PU, PEOU, PT and PQ bring about good governance.

H1: Perceived Usefulness positively relates to Good Governance Practices

The analysis reveal that perceived usefulness (PU) is not significantly related with good governance practices (GGP) ($\beta= 0.027$, $p= 0.621$). Though no previous studies were conducted to test the relationship between perceived usefulness and good governance practices but related studies like Brown (2002) confirmed that perceived usefulness is negatively related to usage ($\beta= 0.04$, $p= .793$) also Ha and Akamavi (2009) revealed that there is no significant relationship between PU and citizens intention to use e-government services like e-payment, e-recruitment and the host of other services electronically provided by the government.

In any typical African agrarian society where white collar job is becoming a mirage reserved only for privileged few, perceived usefulness can hardly predict good governance practices. Therefore, perceived usefulness of e-recruitment adoption is not significantly related to good governance practices in Nigerian public service. The insignificant relations between perceived usefulness and good governance practices

indicate that usefulness does not create the much needed good governance. The hypothesis is rejected.

H2: Perceived Ease of Use positively relates to Good Governance Practices

The result from multiple regression analysis reveal that perceived ease of use is significantly related to good governance practices ($\beta = .132$, $p = 0.025$). Phatthana and Mat (2010) found that PEOU was found to be positively related to e-purchase intention ($\beta = 0.39$, $p = 0.03$). The result is consistent with previous studies (Davis et al., 1989; Venkatesh and Davis, 2000, Venkatesh et al., 2003; Pikkarainen et al., 2004; Ramayah and Aafaqi, 2004 and Amin, 2007). The significant relationship between perceived ease of use and good governance practices indicates that an easier technological system may warrant to transparency, accountability, responsiveness, accessibility and efficiency. Therefore the hypothesis is supported.

H3: Perceived Trust positively relates with Good Governance Practices

The more users trust the e-recruitment adoption then the more the good governance. Trustworthiness of new technology is simply defined as the perception of confidence in electronic system reliability and integrity (Belanger et al., 2002). It also refers to the confidence a person has in his or her favourable expectations of what other people will do based on many cases on previous interactions (Gefen, 2000). The multiple regression analysis reveal that PT is significantly related to GGP ($\beta = -.425$, $p = 0.000$). The result is in line with what was obtained by Colesca and Liliana (2009) where perceived trust is statistically significant factor influencing people trust in e-government ($\beta = 0.42$, $p = 0.000$). This is in tandem with results obtained by Gefen et

al. (2003). Therefore the higher the perceived trust the lower the good governance practices in e-recruitment adoption. Therefore the hypothesis is supported.

H4: Perceived Quality positively relates to Good Governance Practices

In words of Parasuraman et al. (1988) perceived service quality is a global judgment, or attitude relating to the superiority of service rendered. Researchers in perceived quality of services have proven that high quality of service must be the consequences of achieving good governance in public sector's daily operations. As governments are viewed as service provider, a high quality service will ensure a high level of good governance (Wadhwa et al. 2010). The result from the analysis reveals that perceived quality significantly relates to good governance ($\beta = .147$, $p = 0.005$) which is in line with Colesca (2009) which found that perceived quality is statistically significant to e-government adoption ($\beta = 0.34$, $p = 0.000$). The significant relationship between perceived quality and good governance practices indicates that perceived quality of e-recruitment adoption can fully explain good governance practices. Therefore the hypothesis is supported.

H5: Perceived Usefulness positively influence E-Recruitment Adoption

The multiple regression analysis results on the relationship between perceived usefulness and e-recruitment adoption revealed that PU has a direct effect on EA ($\beta = 0.198$, $p = 0.000$) and is a critical factor for applicants, public servants and general public to adopt e-recruitment technology. This finding is consistent with the recent studies that found PU to be more important than PEOU in determining technology adoption (Igbaria et al., 1996; Chau, 1996; Venkatesh, 2000; Fusilier & Durlabhji,

2005). Recent studies conducted by Cho et al. (2011) on e-recruitment and the effect of enjoyment and attitudes toward website on corporate image and intention to apply revealed that perceived usefulness (PU) is significantly related to recruitment websites adoption ($\beta= 0.033$, $p= 0.000$).

From the result above, it is glaring to note that the higher the usefulness of e-recruitment by the users the higher the level of adoption. The finding also concurs with earlier TAM research that consistently found PU to be a powerful predictor of e-government and e-recruitment adoption (Colesca & Liliana, 2009; Wadhwa et al. 2010 and Cho et al., 2011). Therefore the hypothesis is supported.

H6: Perceived Ease of Use positively influences E-Recruitment Adoption

In adoption studies perceived ease of use of technology explains the degree at which individual belief that the use of certain technology is free from effort (Davis, 1989) it further asserted that the easier in using recruitment portal and recruitment tools the higher the adoption. These studies found that there is no significant relationship between perceived ease of use and the e-recruitment adoption ($\beta= .090$, $p= .070$)

indicating that the insignificant relationship between perceived ease of use and e-recruitment adoption indicates that an easier system does not necessarily create potency for adopting e-recruitment as recruitment strategy in Nigerian public service.

In tandem with this result Tong (2009) discovered that perceived ease of use is not positively related to e-recruitment adoption. The result also vindicated previous studies in which PU is more important than PEOU in determining whether or not to adopt a technology (Igbaria et al., 1989; Venkatesh, 2000; Fusilier & Durlabhji, 2005). Therefore the hypothesis is rejected.

H7: Perceived Trust positively influence E-Recruitment Adoption

The multiple regression analysis results on the relationship between perceived trust and e-recruitment adoption reveals that PT has a direct effect on EA ($\beta= 0.432$, $p= 0.000$) and is an important factor for adopting e-recruitment technology. Also previous studies conducted by Colesca and Liliana (2009) indicated that there is significant positive relationship between perceived trust and e-government adoption ($\beta= 0.412$, $p= 0.001$). Schaupp and Carter (2005) found that there is significant relation between perceived trust and e-government adoption. Empirically many studies found that perceived trust has significant relation with technology adoption as indicated by Gefen et al. (2003) and Colesca (2009). Therefore it is pertinent to note that high perceived trust will influence high level of user adoption of e-recruitment and the more the trust the higher the level of e-recruitment adoption. Therefore the hypothesis is supported.

H8: Perceived Quality positively influence E-Recruitment Adoption

The analysis reveals that perceived quality is significantly related with e-recruitment adoption ($\beta= .104$, $p= 0.026$). The significant relationship between perceived quality and e-recruitment adoption indicates that perceived quality is a good predictor of e-recruitment adoption. This finding is also consistent with the recent TAM studies that suggest PT is a powerful variable in explaining the rate at which users adopt e-recruitment (Odumeru, 2009 and Wadhwa et al., 2010). Therefore the hypothesis is supported.

H9: E-Recruitment Adoption positively relates to Good Governance Practices

Though no empirical research was conducted test the relationship between e-recruitment adoption and good governance practices in public sector organisations but recent findings revealed that significant relationship exist between the two in relation to public sector this may be due the fact that more than 80% of research conducted on e-recruitment adoption were based on private sector within advance capitalist societies (Verhoeven & Williams, 2008). The result from this study found that there is significant relation between e-recruitment adoption and good governance practices ($\beta = -.533$, $p = 0.000$) indicating that the conduct of e-recruitment can fully explained the applicability of good governance practices. Therefore the hypothesis is supported.

H10: E-Recruitment Adoption mediates the relationship between Perceived Usefulness and Good Governance Practices

The result from hierarchical regression analysis revealed that PU was found not significant hence it cannot mediate the much needed relationship ($p = .621$). Baron and Kenny (1986) opined that any variable that is not significant at the first step of the analysis in testing for mediation effect should not be included in the next step of the analysis. But in contrary Ramayah et al. (2006) found that perceived usefulness as predictor variable mediated the relationship between perceived ease of use and SMS Usage in Malaysia. As such the non significance of PU indicated that the hypothesis is rejected.

H11: E-Recruitment Adoption mediates the relationship between Perceived Ease of Use and Good Governance Practices

The result from the analysis reveals that PEOU is ($\beta = .132$) less than ($\beta = .225$) which clearly indicated that e-recruitment adoption unable to mediate between perceived ease of use and good governance practices as suggested by Baron and Kenny (1986) and Judd and Kenny (1981). The failure of e-recruitment adoption to mediate the relationship between perceived ease of use and good governance practices may likely be as a result of difficulty associated with low level efficacy and accessibility. Therefore the hypothesis is rejected.

H12: E-Recruitment Adoption mediates the relationship between Perceived Trust and Good Governance Practices

The result obtained from the first hierarchical regression shows PT with ($\beta = -.425$) less than ($\beta = -.215$) reveals that e-recruitment adoption mediated between perceived trust and good governance practices. This reveals that perceived trust mediated between EA and GGP. Ha and Akamavi (2009) found that e-shopping perfectly mediated the relationship between perceived trust and attitude among customers in Korea, Taiwan and United Kingdom. Perceived trust has the highest predictive power than any other single variable in this study as shown in all the regression models. The ability of e-recruitment adoption to mediate the relationship between perceived trust and good governance practices indicates that the hypothesis is supported.

H13: E-Recruitment Adoption mediates the relationship between Perceived Quality and Good Governance Practices

The result from the analysis revealed that the independent variable of PQ was significant and the ($\beta = .174$) in the first model and ($\beta = -.099$) in the third model indicating that mediation has taken place as suggested by Baron and Kenny (1986) and Judd and Kenny (1981). In related study Lai and Pires (2009) found that e-government portal perfectly mediated the relationship between perceived quality and intention to use electronic services. Therefore the hypothesis is supported.

Table 5.27: Summary of Results from Tested Hypotheses

	Path of Relationship	Results
H1	PU → GGP	NOT SUPPORTED
H2	PEOU → GGP	SUPPORTED
H3	PT → GGP	SUPPORTED
H4	PQ → GGP	SUPPORTED
H5	PU → EA	SUPPORTED
H6	PEOU → EA	NOT SUPPORTED
H7	PT → EA	SUPPORTED
H8	PQ → EA	SUPPORTED
H9	EA → GGP	SUPPORTED
H10	PU → EA → GGP	NOT SUPPORTED
H11	PEOU → EA → GGP	NOT SUPPORTED
H12	PT → EA → GGP	SUPPORTED
H13	PQ → EA → GGP	SUPPORTED

5.9 Conclusions

In the chapter above, this study discussed the imperatives of quantitative research methodology and its suitability, conducted pilot study using 80 respondents to test the reliability of measuring instruments through Cronbach's Alpha Coefficient. It also conducted data screening within which outliers are detected and treated and at the same time tested the reliability and KMO/Bartlett's test in the main study. The study also conducted factor analysis in order to measure the factorability of all measuring items. It further conducted an analysis of demographic information of respondents, regression analysis and testing of mediation effect among the variables. The chapter concluded with testing of hypotheses which revealed that, out of 13 tested hypotheses, 9 were supported and 4 were not supported. The study continues with the analysis of qualitative data collected through interviews and other secondary sources. The next chapter is qualitative data analysis.

CHAPTER SIX

QUALITATIVE DATA ANALYSIS AND FINDINGS

6.0 INTRODUCTION

The previous chapter answered research questions one and two that are quantitative in nature through the questionnaires as research instrument. The data was screened, detected and deleted the outliers and finally conducted factor analysis for all the constructs. The data collected through questionnaires are analysed using regression analysis technique to explain the relationship between the variables. This chapter discusses the research designs and methodology used for qualitative data collection and analysis. It discussed the qualitative research methodology its approaches, merit and demerits, case study approach, interview results as well as thematic analysis of interviews. The chapter was designed to answer research questions three and four which looks more as qualitative in nature and approach.

6.1 MAIN INTERVIEWS

Another way of achieving the objectives of this study is through conducting an in-depth interview with major stakeholders involved. The main purpose of conducting interviews is to allow the researcher to have detailed picture about respondent's belief on the major challenges facing e-recruitment in applying good governance as well as providing suitable solutions to the problems at stake. The interview was targeted towards answering research questions three and four on the major challenges facing good governance practices in e-recruitment adoption and the possible solutions to aforementioned problems.

6.1.1 Interview Protocols

Before conducting interviews the researcher strictly follows some basic protocols that guide him to execute his interviews with less ease. The study adapted McNamara (2009) eight principles to the preparation stage of interviewing which includes the following ingredients:

- Choose a setting with little distraction.
- Explain the purpose of the interview.
- Address terms of confidentiality.
- Explain the format of the interview.
- Indicate how long the interview usually takes
- Tell them how to get in touch with you later.
- Ask them if they have any questions before you start the interview.
- Don't count on your memory to recall their answers.

1) Choosing a setting with little distraction

In this study some public servants from NDLEA and NNPC were selected to provide update information about the challenges bedevilling transparency and accountability in the conduct of e-recruitment. Also some members of civil society groups and labour unions were also interviewed within the public sector setting which is our major concern.

2) Explain the purpose of the interview

On reaching the target respondents the researcher openly told them the purpose of conducting such an interview which includes among other things the challenges of e-recruitment in ensuring good governance and possible solutions to such problems.

The participants welcomed the idea as an opportunity for them to express their views on this burning issue.

3) Address terms of confidentiality

Because the research directly involved implementation of government policies and programmes privacy and security of information is highly required. The researcher told the respondents that the views they expressed will be treated with utmost confidentiality as their names will not be mentioned in the final report. Nearly all of them agreed with such terms and conditions.

4) Explain the format of the interview

On reaching the target respondents the researcher explained the modalities on which the interview will be conducted. The face to face approach was used and no third party was used due to the privacy of information sought because involving third party will prevent the respondents from feeling free to hit the nail on the head. Voices were recorded with mini tape recorder and important notes were taken with pen and paper to supplement the recorded version of the tape recorder.

5) Indicate how long the interview will take

The researcher seeks the audience of the targeted respondents and told them 30-45 minutes were enough in the conduct of interview because of their tight schedules in their various offices. We spent less than 30 minutes with some of the respondents within the government circle who positively responded to the questions asked. In the same vain, other respondents agreed to respond during the weekends due to tedious nature of their jobs more especially during working hours.

6) Tell them how to get in touch with you later

Contact between interviewer and interviewee is very essential in any qualitative research because it will allow them to reach one another during and after the interview session. This gave ample opportunity to the researcher to know developing stories which will help him to update his information in line with current trends.

Telephone numbers and email address were exchanged to make contact possible.

7) Ask them if they have any questions before you start the interview

Before the conduct of the interview it is very essential for the interviewer to politely tell the person he will interview to fell free and ask questions relating to the topic under discussion. The researcher gave them opportunity but most of them complaints about the issue of their security and privacy of information they will give.

8) Don't count on your memory to recall their answers

For more comprehensive and reliable interview results the information so gathered were recorded with tapes and some written documents were given to support the survey data. During the conduct of interview only the voice of the respondents were recorded and notes were taken.

The interview was geared towards answering the following questions which includes exploring potential challenges confronting the good governance practice in e-recruitment and to suggest strategies to improve the quality of good governance in e-recruitment. Previous studies revealed that e-recruitment in Nigerian public service failed to provide the impetus that will enhance transparency, accountability, responsiveness, accessibility and efficiency which are the hallmark of good governance practices in

both private and public sector organisations (Lynn, 2001). It was generally agreed that public service recruitment lacks transparency and equity in its conduct making it too cumbersome if not impossible for the best available brains to gain government jobs (Briggs, 2007). The persistent pressure from applicants and their parents coupled with myriad problem of fresh graduates chasing few government jobs makes it imperatives for agencies involved to imbibe and apply the good governance practices in the process of recruitment.

The quest for good governance became the most widely slogan for effective and sustainable service delivery in both private and public sector organisations. Of more concerned here is the public sector which was characterised with inefficiency and ineptitude in the process of achieving the main goals of the state. Studies conducted by Briggs (2007) on the problems of recruitment in Nigerian public service revealed that political influence played a domineering role in recruiting potential candidates into federal public service. He further revealed that neglect of stipulated rules and regulations governing the conduct of recruitment created uncertainties in recruiting the most suitably qualified candidates.

Public servants played a crucial role in the quest for achieving the stated goals and objectives of the state through formulation and execution of governmental policies and programmes. But in most cases policies failed because those responsible for their implementation are wrongly recruited by government and its agencies. The efficiency and effectiveness of any organisation started at recruiting the most suitably qualified candidates who will spearhead the smooth workability of government on daily basis. Failure of most organisations emanated at the level of recruiting wrong hands in the

midst of available qualified ones and the success of any organisation hinged on recruiting the right kind person at right time on the right job.

Among the problems militating against applicability of good governance practices in e-recruitment is the inordinate ambitions of some politicians to deliver their electoral campaign promises through recruitment couple with technological backwardness, and poor accessibility to mentioned but a few.

6.2 THEMATIC ANALYSIS OF INTERVIEWS

Gibson (2006) sees thematic analysis as an approach dealing with data that involves the creation and application of ‘codes’ to data. The ‘data’ being analyses might take any number of forms it can be an interview transcript, field notes, policy documents, photographs, video footage. There is also a clear link between this type of analysis and grounded theory, as the latter clearly lays out a framework for carrying out this type of code-related analysis. Similarly, many computer assisted qualitative data analysis packages were designed to facilitate in data gathering and thematic coding. The specialized computer software programmes exist for qualitative data help to organize the data rather than interprets the data.

Thematic analysis can be use to represent a picture of reality through systematically sorting the text to identify topics that are well integrated into hierarchical order of themes through the processes of de-contextualisation and re-contextualisation. The thematic analytical process involves the initial preparation of data for analysis, then read the original text and identify items that are of relevance through first reading of the text and re-read the text to annotes any text in the margin, sort relevant items into proto-themes, assess the pro-themes and try initial definitions, re-assess the text

thoroughly and carefully for related incidents of data for each pro-theme, arrange and construct the final form of each theme, and finally report each theme as summarized in Table 6.2 below:

Table 6.1: Steps in Thematic Analytical Process

S/N	Steps/Phase	Thematic Analytical Process
1.	Step One	Initial preparation for data analysis
2.	Step Two	Reading and re-reading of the text to annotes any text in the margin
3.	Step Three	Sort relevant items into proto-themes
4.	Step Four	Assessing the proto-themes and try initial definition
5.	Step Five	Re-assessing the text thoroughly and carefully for related incidence of data for each proto-theme
6.	Step Six	Arrange and construct the final form of each theme
7.	Step Seven	Finally report each theme.

Source: Gibson (2006)

The above stages provided were strictly observed in this study. Interviews was conducted in order to provide answers to the research questions on the challenges confronting the practice of e-recruitment and strategies to be adopted in order to improve the quality of good governance in e-recruitment. Time, date and venue was arranged by the researcher with the stakeholders involved in e-recruitment activities in selected public service organisations, members of civil society groups, applicants as well as labour union officials.

6.3 Challenges Confronting the Achievement of Good Governance

The recorded version of the interview was transcribed into themes for easy analysis on question 3 bordering on the challenges confronting the achievement of good governance in e-recruitment adoption as shown in the table below:

Table 6.2: Themes on Research Question 3

S/N	Codes	Themes
1.	CH1	Political Influence.
2.	CH2	Institutional problems.
3.	CH3	Monetizing e-recruitment.
4.	CH4	Problems of Accessibility.
5.	CH5	Distorted Selection Procedure.

6.3.1 Political Influence

Playing politics in e-recruitment impinged good governance practices because it gave undue advantages to politically connected individuals and groups at the detriment of less privileged members of the society. The issue of political patronage in recruitment of personnel in both developed and developing countries affects the achievement of good governance practices.

One of the interviewees stated that:

One of the major challenges facing recruiting potential candidates is the issue of political influence where politician regards securing employment for people within his constituency as a major achievement that will warrant his re-election. On different occasions highly placed politician will come with a list demanding for placement of all his candidates irrespective of whether they applied or attend any selection tests. (CH1- *Public Affairs Analyst*)

Same view was expressed by another respondent who lamented that:

A lot of problems bedeviling e-recruitment in respect to transparency and accountability started at the level of appointment of some member's in-charge of recruitment itself because those who are appointed are either sympathizers or card-carrying members of the ruling party. How do you expect openness and fairness? Those people are more loyal to the party rather than the oath of allegiance they enter into. (CH1- *Member of Civil Society Group*)

Responding on the same issue a labour union leader opined that:

Political patronage played a crucial role in recruiting potential candidates for government jobs which negate the basic principles of good governance practices. Politicians took over and decide who to appoint and who to disappoint and at the same time well-connected were appointed while the disconnected ones were disappointed. (CH1- *Labour Union Official*)

In line with the above responses one respondent was quoted as saying that:

I made several attempts to enlist into the public service, but all in vain. I was told by an insider that most of the positions were allocated to members of the National Assembly who, in turn, filled the positions with their relations and political thugs. During the April polls, I worked for the lawmaker representing my federal constituency. That is why I am here to see him so that he can get a job for me. (CH1- *Sunday Trust Newspaper of 3rd July, 2011*)

Also one respondent, on her own part, said she did all she could in the past one year to get a job with any of the public sector organisations, but she could not go beyond online submission of application and sitting down to write examination. She asserted further asserted that:

I have never seen the result of the examinations I've written. A friend of mine whom I know I am better than, is now in one of the public sector agencies. She told me that the Senator from her area took her name and other personal bio data. Few weeks later, she was asked to go and do her documentation. The easiest and shortest way into any of these services is through the National Assembly members. (CH1- *Applicant*)

But in the contrary, one management staff from oil and gas industry asserted that:

There is nothing political influence in the recruitment of our personnel because standard were set and anybody who failed to meet the standard we show them the way out. The true situation is that some of the applicants cannot even operate computers effectively and computer efficacy is one of our conditions for employment. (CH1- *Senior Public Servant*)

Former Head of Civil Service of the Federation and Secretary of Government of the Federation was quoted as saying:

In the past, the public service is the darling of applicants who saw it as a place to make contributions towards good governance and economic growth of the nation. It is the pillar that sharpens the direction of national goals and aspiration. Many joined the service because of job security, efficient career progression and self-contentment from realistic wage. But lately the system has been bastardized with the fear of victimization and sudden retrenchment which make the public service vulnerable to political interference very weak to give genuine advice and sincere recommendation on policy issues to the government. (CH1- *Former Head of Federal Civil Service*)

Looking at the views expressed above by the respondents it is glaring that politicians and political actors influenced the process of e-recruitment hence diminishing the objective of achieving good governance in recruitment process. If the response of the last person interviewed is anything to go by, it is imperative to assert that inability of most applicants to effectively operate computers can delay the attainment of good governance practices in the conduct of e-recruitment in Nigerian public service.

6.3.2 Institutional Problem

Institutional problem is one of the challenges facing good governance practices in e-recruitment as expressed by cross section of respondents interviewed. In each and every governmental agency there were rules and regulations guiding the effective

operations of that agency but sometime such rules are overlooked for the purpose of satisfying the ego of privilege individuals.

The Group Managing Director (GMD) of NNPC, Mr Austen Oniwon was quoted as saying that:

NNPC is undergoing a transformation process that would make it to compete with other integrated national oil companies in the world. With the present 10,000 staff strength, the corporation will recruit fresh hands to boost its transformation agenda through job openings across its strategic business units. I assured Nigerians that the recruitment of our new staffs nationwide will be online, transparent and responsive so that we can treat everybody equally. (CH2- *Group Managing Director of NNPC quoted from Vanguard Newspapers of 24th February, 2011*)

A member of civil society group which is non governmental organisation stated that:

Federal character principle embedded in the constitution of this country which clearly stipulated that government appointments at all levels must be in line with equality of states and meritocracy was negated and the laws are discarded.....how could one state be allocated 40 slots while another states got less than 10 slot each, is it in line with principles of equity we all agreed to abide by. (CH2- *Member of Civil Society*)

The 1999 Constitution of the Federal Republic of Nigeria section 14(3) and (4) empowered the Federal Character Commission to work out equitable formula subject to the approval of the National Assembly for the distribution of all cadres of posts in the public service of the federation and of the States, the armed forces of the federation, the Nigeria Police Force and government security agencies, government owned companies and parastatals of the states.

Contrary to the above constitutional provision one applicant aptly stated that:

We don't know why some states are allocated large number of seats at the detriment of the others out of 1000 vacancies made available by the federal government only 12 are allocated to my state which ideally we need at least 27 seats if the issue of equality of states is anything to write about. (CH2- *Applicant*)

The two positions expressed above clearly manifested that rules and regulations were not strictly followed within the recruiting institutions. In line with this management staff of federal character commission was quoted as thus:

Employments into the federal public service, which include Para-military organizations, are lopsided with some states fielding in more candidates than others even when Federal Character Commission provide equal employment opportunities. The commission was saddled with the responsibility of ensuring balanced employment opportunities for all states among others, but had not been able to ensure the required balanced opportunity in its staff employment and among its contractors.
(CH2- Senior Public Servant Quoted from Sunday Trust Newspapers of 3rd July, 2011)

But some studies proved contrary because they believed that given more emphasis on equality of the state as a yardstick in employment is not enough if merit principles were neglected. Briggs (2007) opined that one of the major problems faced by organisations in e-recruitment is the sacrifice of merit in favour of equality of states. What we observed was that most of these public sector organisations conduct recruitment exercise without official consent of federal character commission which at the end of the day led to legal battle between the two organisations.

6.3.3 Monetizing E-Recruitment

Another major challenge of e-recruitment in instilling good governance is the issue of sales of scratch cards where applicants have to pay before they can access recruitment portal. In the scratch card there is a pin number which when scratch it will allow the applicants to enter and send his resumes or check the status of his application.

One interviewee stated:

The major impediment I saw was the rampant sells of scratch cards where applicants paid substantial amount of money before they can access the recruitment portal which impinge good governance practices and in most cases such scratch cards cannot be used over a long period of time because of validity period. (CH3- *Member of Civil Society Group*)

One of the applicant interviewed lamented that:

We were asked to buy scratch card before we can fill in application form for appointment online what matters must is the tedious nature of filling the form and uncertainties surrounding the appointment itself. Imagine an agency with 100 vacant positions selling more than 10,000 scratch cards. (CH3- *Applicant at National Drugs Law Enforcement Agency, Abuja*)

Supporting the assertion Bumah (2008) lamented that good governance practice is lacking in electronic recruitment especially in the public sector where sells of scratch cards is becoming rampant by different government agencies as compared to private sectors who engaged in e-recruitment for long but never use scratch card sells as part of their bargain. One interviewee aptly said:

Some organisations and private recruiting consultancy firms appointed by the government forced applicants to buy scratch cards before they can log on to access the recruitment portals. The scratch card may be invalid because it has validity period, sometime it may not function well when inserting the digits into the computer. (CH3- *Labour Union Official*)

In a swift reaction the Head of Public Affairs in one of the targeted agencies conducting e-recruitment stressed that:

Charging ₦1,500.00 is meant to cover the costs of ICT equipment, software and training; public enlightenment, and media advert by the vendor, bank and related costs as well as administrative cost of the exercise to its logical end, is indeed justified. We involved about 12 indigenous banks in vending of the access code with which applicant can participate online without difficulty and at the same time we paid for media adverts in line with regulations stipulated by Federal Character Commission so that everybody can participate without difficulty. (CH3- *NDLEA spokesperson*)

The major impediment in achieving good governance in e-recruitment is the higher level exploitation and extortion exhibited in the name of administrative charges by some public sector agencies. The money collected as we learned was shared in ratio between the agencies involved and the technical partners in charge of e-recruitment portals. In support of first respondent on this issue, this study observed that an agency with 250 vacant positions can release more than 100,000 scratch cards for sells to anxious waiting applicants which negate the principles of good governance.

6.3.4 Problems of Accessibility

Good governance can be realized if citizens can have access to government services irrespective of ethnic and religious inclinations. Poor accessibility was numerous mentioned by some stakeholders interviewed as one of the major challenges facing the achievement of good governance in e-recruitment. One interviewee stated:

People stayed in rural area where electricity supply is not regular talk less of internet which sometimes they have to travel for distance before they get internet cybercafé so that they can browse to be part of the world; I they only gain access when they travel to the city where facilities are available. (CH4- *Applicant*)

In the same vain one interviewee aptly commented that:

Our main problem is poor networking and broadband is not within the reach of poor applicant. I applied for the past three month when vacancies were declared on the website but up till now I cannot describe my situation; sometimes the recruitment portal was not accessible and even if you are lucky it will just read your application is under review. (CH4- *Applicant at NNPC Plaza, Abuja*)

But in the contrary, a top management staff in one of the agencies involved in e-recruitment asserted that:

Government portals and other agencies engaged in e-recruitment are always available and I can only tell you about my organisation, that we have our independent recruitment portal and because of pressure from teeming number of applicants our portal can only be accessible if vacancies are available. (CH4- *Senior Public Servant*)

Bello (2003) asserted that there is the problem of locating the appropriate information by the citizens as well as inadequate mechanism that will allow citizens to share information within their sphere of influence. Therefore if information cannot be shared properly the quest for good governance practices in e-recruitment process will be a mirage because the entire modus operandi depends on information generation and accessibility.

6.3.5 Distorted Selection Procedures

The last ladder of recruitment process is the selection and the two are inseparable (Breaugh and Starke, 2000). Most of the public sector organisations possessed viable recruitment strategy but their selection procedures are always the problem. One of the major challenges of e-recruitment in ensuring good governance is the distorted selection procedure as expressed by one of our respondent interviewed.

The interviewee stated that:

After participating in array of screenings and scrutiny through written and verbal examinations online, the selection committee discarded our results and selects others best known to them. I don't precisely understand the procedure they used to select candidates. (CH5- *Applicant at National Drugs Law Enforcement Agency, Abuja*)

In tandem with the above assertion one of the interviewees said:

Marks obtained during aptitude tests and interviews should be yardstick of selecting the most suitably qualified candidate for the job not present situation where very few brilliant applicants are selected in the midst of large number of vacancies. I don't know why some handful number of people makes recruitment selections without given due considerations to individual performance (CH5- *Labour Union Official*)

In reaction to the above statement one interviewee narrated that:

Sometimes we compromised standards because of interest at the top echelon of the leadership within and outside the organisation. The selection criterions are there but due to our human nature we languished on political and parochial considerations at the detriment of meritocracy which will not augur well in achieving the overall objectives of our organisation. (CH5- *Senior Public Servant*)

The best practice here, according to rules and regulations governing the effective conduct recruitment in Nigerian public sector is the selection of applicants based on performance evaluation organised by agencies involved in the exercise as stipulated in the Constitution of the Federal Republic of Nigeria. Briggs (2007) asserted that one of the major impediments in public service recruitment in Nigeria is discarding the selection procedures at the final stage of e-recruitment process which resulted in hiring mediocre and less experience applicants.

6.4 Ways of Improving the Quality of Good Governance

In order to achieve the objectives of this research we transcribed the recorded views on the challenges facing good governance delivery in e-recruitment process. But now emphases were shifted to looking for viable solutions to problems mentioned above. Cross-section of interviewees gave different views on the major challenges and finally proffers solutions. On the way to improve the quality of good governance in e-recruitment, views expressed by our teeming respondents interviewed are arranged in themes and coded below.

Table 6.3: Themes on Research Question 4

S/N	Codes	Themes
1.	SL1	Non Involvement of Politicians in Recruitment.
2.	SL2	Strict Compliance to Rules and Ethics.
3.	SL3	Banning the Sell of Scratch Cards.
4.	SL4	Bridging the Digital Divide.
5.	SL5	Open and Merit Based Selection Procedure.

6.4.1 Non Involvement of Politicians in Recruitment

As mentioned earlier one of the factors militating against the applicability of good governance in e-recruitment process is the undue political intervention in recruitment activities by politicians who subverted the yearning and aspirations of the governed in achieving transparent and people oriented e-recruitment process in Nigerian public service. One interviewee gave suggestion as follows:

If we need clean and transparent recruitment in the public sector all card-carrying members of any political party whether ruling or in the opposition should not partake in the recruitment process. Career and professional public servants should be involved and remain neutral in the conduct of the exercise. (SL1- *Member of Civil Society Group*)

The same view was expressed by Briggs (2007) who aptly suggested that politicians did more harm than good through injecting unqualified candidates into the system which will later put provision of quality and effective service delivery into jeopardy. He further called for laws that will exclude politician from towing with e-recruitment activities. In line with this, another interviewee stated that:

I don't know why the entire exercise was hijacked by politicians and their cohorts. The main solution to political intrusion in e-recruitment activities is through promulgating an enabling law that will distance politicians from government recruitment related activities in the future. (SL1- *Labour Union Official*)

Another interviewee further added that:

We can only separate recruitment activities from politic and the politicians through strict compliance to the rules and regulations governing the conduct of recruitment which clearly gave emphasis on merit and equal representation. (SL1- *Public Affairs Analyst*)

In a more coherent manner one interviewee suggested that:

E-recruitment can only achieve the purpose of its adoption if politicians are no more appointed into the boards and management of government agencies because the level of patronage exhibited by some politicians in recruiting potential candidate is alarming. I therefore call on the government to appoint seasoned administrators and professional bodies to handle the issue of e-recruitment in the public service. (SL1- *Senior Public Servant*)

Non compliance with rules and regulations gave room for politicians to intrude into the recruitment process and curtail the workability of good governance. We think there is nothing wrong in appointing politicians if they can play the games according to the rules and ethics.

6.4.2 Strict Compliance to Rules and Ethics

The institutional problems directly relate to political influence in providing good governance in e-recruitment the politicians distorted the institutional arrangement in their favour at the detriment of teeming number of beneficiaries. Also we observed that government officials saddled with the responsibility of conducting transparent recruitment abandoned the rules and ethics in favour of their individual goals.

One interviewee stated that:

Ineffective institutional framework, unequal representation and neglect for meritocracy need to be taking seriously by the government and its agencies so that good governance can be achieved. We need to rejig our recruitment guidelines so that they will toy in line with global standard. (SL2- *Member of Civil Society Group*)

The above statement is in tandem with Mukoro (2005) who opined that goals of good governance in recruitment can only be achieve if sectionalism and favoritism are kept aside and laws guiding recruitment are constantly reviewed for the common good. On bringing lasting solutions to institutional problems another interviewee suggested that:

Provided we have rules and regulations as well as federal character principle which strongly emphasized equitable representation and transparent conduct of recruitment, the agency involved must ensure compliance and obedience to such laws so that good governance can be achieve (SL2- *Member of Labour Union*)

In line with the above statement one stakeholder provide some solutions that will address institutional problems bedevilling effective delivery of good governance in recruiting agencies in Nigeria where they suggested for:

The need for clear definition of lines of accountability between recruiters and recruiting agencies; establishing how responsibilities are allocated, comprehensive guidance to the line ministries by FCSC on the development and application of selection criteria; guidance on the composition, operating procedures and reporting relationships of selection boards; unambiguous guidance on appeal mechanisms, with FCSC having an office of special counsel to investigate cases and ensure that whistleblowers on corruption in the service are protected. (SL2- *Public Affairs Analyst*)

In addition bending rules in order to favour individual or group of individuals can led to institutional decay and bad governance in the process of achieving effective service delivery in Nigerian public service. In United States, Malaysia and countries in Africa

like Botswana and South Africa recruiting agencies were given some discretionary powers to conduct their activities without leveraging on the role of other central agencies.

6.4.3 Banning the Sell of Scratch Cards

Good governance cannot be achieved in an atmosphere of extortion of the weaker by the stronger (UNDP, 1997). From the recorded version of the interviews, cross section of interviewees lamented that they pay before they can access recruitment portal which contravened one of the essence of the state i.e. provision of cheaper and affordable services to the citizenry.

One of the interviewee stated:

If we want to achieve good governance in e-recruitment, portals should be free and accessible for 24 hours daily and the issue of selling scratch cards should henceforth brought to a halt so that poor applicants can search for the job anytime vacancy is available. (SL3- *Applicant*)

Providing solution on the same issue one of the respondents interviewed stated that:

Recruiting consultancy firms appointed by the government that charged exorbitantly should cease to partake in public sector recruiting or it will be stated categorically before signing contract that they should not engage in the sells of scratch cards to the applicants. (SL3- *Labour Union Official*)

Paying exorbitantly for the services rendered negates the principles of accountability and transparency in public governance (World Bank, 2007). Uche Nworah a public affairs commentator stated that:

There was also information in the adverts showing that a renowned consulting firm the KPMG is associated with the project. Perhaps government hopes to pay KPMG's consulting fees from part of the money that will be raised from the sales of the scratch cards. But I see this as self-inflicted agony. The government does not need KPMG to manage its recruitment process as it has enough personnel officers in ministries to manage such a process. (SL3- *Public Affairs Analyst*)

In most cases government officials connived with private recruiting firms to charge certain amount as portal maintenance fees not minding that they set aside recruitment expenses in their annual budgetary allocation. Nearly all public sector organisations managed their recruitment expenses from their annual budgetary allocations. So the issue of imposing some fees on applicants needs to be revisited.

6.4.4 Bridging the Digital Divides

From the views expressed by most of the respondents interviewed poor accessibility to e- recruitment information and outdated information on recruitment portals posed a major challenge in achieving good governance.

One interviewee stated that:

The only solution is to ensure 24 hours uninterrupted services and providing an enabling environment where e-recruitment services can be accessible to all and sundry. On the other hand stand-by-generating set with state of the art facilities should be provided in order to ameliorate the problem of frequent power outage. (SL4- *Labour Union Official*)

On the same issue another respondent interviewed pointed that:

There is the need for harmonious working relationship between recruiting organisations and the applicants in ensuring just and transparent exercises and at the same time applicants need to be updated at certain intervals about the current status of their applications. (SL4- *Member of Civil Society Group*)

In a positive suggestion one interviewee stated that:

Government should expand the internet reach through the establishment of more telecentres in all the 774 Local Governments Areas of the federation. Schools should embark upon computer appreciation courses at all levels and they should adjust their curriculum so that it will suit new information and communication technology initiatives. (SL4- *Senior Public Servant*)

On the other way round total technological overhaul is required and connectivity need to be more wider so that digital divide will be properly address. With the intrusion of broadband as a panacea for addressing the digital divide, effort should be made to make broadband more affordable and accessible in all the nooks and crannies of Nigerian society.

6.4.5 Open and Merit Based Selection Procedures

Part of the problems militating against achieving good governance in e-recruitment as widely commented by interviewees is the failure of those charges with the conduct of e-recruitment to abide by stipulated selection procedures. As mentioned earlier some applicants succeeded in crossing all the hurdles but at the end of the day their names got missing in the final recruitment list.

To provide solution to that problem one of the respondent interviewed stated:

Marks obtained in competitive online examinations must be the yardstick for selecting suitably qualified candidates irrespective of regional or parochial considerations. I suggested that if recruitment can be conducted online then, even selection should be done electronically. (SL5- *Applicant*)

The decision taking by the members of recruiting board played crucial role in recruiting potential candidates. But it is pertinent to note that abiding by minimum acceptable requirements stipulated in recruitment guidelines will in small measure propels good governance practices in the entire exercise. When incompetent and unqualified are selected they will derail the structures and brought the entire system into stand still (Mukoro, 2005).

One interviewee stated that:

We need an enlarge board membership composition where each and every state of the federation can be represented equally rather than current geo-political representation because final recruiting decisions of who to select relied heavily on the board. (*SL5- Labour Union Official*)

Contributing on the same issue another interviewee stated that:

Government has to put effective machinery in motion to ensure future e-recruitment is guided by openness, transparency and fairness so that everybody will have a sense of belonging. Selection of candidates should be on merit and equal representation in order to meet organisational aims and objectives. (*SL5- Labour Union Official*)

There were divergent views about the factors militating against the applicability of good governance practices in e-recruitment as majority of the government officials interviewed asserted that only some few technical and management issues are affecting the strategy but efforts are being intensified by government to ensure transparency and accountability in the conduct of e-recruitment through providing the much needed technical and managerial assistance that will make it a success. But on the contrary some members of labour union within the public service narrated that the conduct of e-recruitment is yet to address the quandary of marginalisation, favouritism and balanced public service recruitment. This study found that if filling of application forms, conducting competency test and interviews online, why the machines were not allowed to select qualified candidates online. Therefore the conduct of e-recruitment as panacea for enhancing good governance in public service is just a camouflage and a strategy for cornering government vacant positions to few and connected at the detriment of less privileged.

6.5 Conclusion

The above chapter discussed the issues in qualitative design and case study methodology applied in this study. It transcribed the interview conducted with about 13 respondents which include public servants, applicants, and members of organised labour unions, civil society groups, and stakeholders involved in e-recruitment. Interview protocols are adopted and interview results was interpreted through thematic analysis of major highlights of the interview. Both research questions were arranged in five themes each for easy analysis and reporting. The next is chapter seven which dealt with discussions on findings.

CHAPTER SEVEN

DISCUSSION ON FINDINGS

7.0 INTRODUCTION

The previous chapter answered research questions three and four through the data collected from interviews and other secondary sources. The interview response were analysed through thematic analytic procedure. After completing data analysis, this chapter synthesises the findings from quantitative and qualitative analysis so as to provide an overall picture of the results of this study. In order to accomplish that, this chapter discusses the quantitative results regarding the relationship between variables used in this study on the relationship between e-recruitment adoption and good governance practices in Nigerian public service and the mediating effect of e-recruitment adoption on the relationship between PU, PEOU, PT and PQ with GGP. It integrates the qualitative results generated from archival documents and interviews conducted with the respondents involved so as to achieve the objectives of this study.

7.1 DISCUSSIONS ON QUANTITATIVE FINDINGS

7.1.1 Relationship between E-recruitment and Good Governance

Results from regression analysis found that perceived usefulness is not significantly related to good governance practices ($\beta= 0.027$, $p= 0.621$). Though no previous studies were conducted to test the relationship between perceived usefulness and good governance practices but related studies like Brown (2002) confirmed that perceived usefulness is negatively related to usage of information system ($\beta= 0.04$,

$p = .793$) and there is no significant relationship between PU and citizens intention to use e-government services like e-payment, e-recruitment and host of other services electronically provided by the government.

The assumption that perceived usefulness of e-recruitment adoption is positively related to good governance practices in Nigerian public service is not significant. The insignificance of the relation may be connected to the previous studies which revealed that applicants found e-recruitment lacking good governance because after participation in rigorous recruitment exercises some few privileged individuals finally make the list of those offered the job. The insignificant relationship between perceived usefulness and good governance practices indicates that usefulness does not necessarily create good governance in e-recruitment adoption in Nigerian public service.

The result from multiple regression analysis revealed that perceived ease of use is significantly related with good governance ($\beta = .132$, $p = 0.025$). Phatthana and Mat (2010) revealed that perceived ease of use was found to be positively related to e-purchase intention ($\beta = 0.39$, $p = 0.03$). This result is consistent with (Davis, 1989; Venkatesh & Davis, 2000; Venkatesh et al., 2003; Pikkarainen et al., 2004; Ramayah & Fernando, 2009; Amin, 2007). The significant relationship between perceived ease of use and good governance practices indicates that if the system is easier to use it will create transparency, accountability, responsiveness, accessibility and efficiency. Therefore, the more people find e-recruitment adoption easier, the more the good governance.

Trustworthiness of new technology is simply defined as the perception of confidence in the electronic system reliability and integrity (Belanger et al., 2002) it also refers to the confidence a person has in his or her favourable expectations of what other people will do base on many cases of previous interactions (Gefen, 1997). The multiple regression analysis reveals that perceived trust is significantly related to good governance practices ($\beta = -.425$, $p = 0.000$) in line with what was obtained by Colesca & Liliana (2009) which is a significant factor influencing people trust in e-government ($\beta = 0.42$, $p = 0.000$). Odumeru (2009) lamented that applicants fear sending their resumes to recruitment portals because of privacy and trust in the system and at the same time hackers can use it to advance their nefarious activities.

Parasuraman et al. (1988) conceptualise that perceived service quality is a global judgment, or attitude relating to the superiority of service. Studies on perceived quality of services have proven that high quality of service rendered must be the consequences of achieving good governance in public sector daily operations. As government are viewed as service providers, high quality service will ensure a high level of good governance (Wadhwa et al., 2010). The result from the analysis found that PQ significantly related to good governance ($\beta = .147$, $p = 0.005$) which is in line with Colesca and Liliana (2009) where perceived quality is statistically significant to e-government ($\beta = 0.34$, $p = 0.000$). The significant relationship between perceived quality and good governance practices imply that perceived quality of e-recruitment adoption can fully explain good governance practices. The assertion can be true because it is not the only ingredient that can be used to believe that perceived quality can influence good governance practices.

The regression analysis results on the relationship between perceived usefulness and e-recruitment adoption reveal that PU has a direct effect on EA ($\beta= 0.198$, $p= 0.000$) and is a critical factor for applicants, public servants and the users to adopt e-recruitment technology. These findings are consistent with recent TAM researches that suggest PU is more important than PEOU in determining whether or not to adopt e-recruitment technology (Igbaria et al. 1996; Venkatesh, 2000; Fusilier & Durlabhji, 2005). However, Cho et al. (2011) in their study on e-recruitment and the effect of enjoyment and attitudes toward website on corporate image and intention to apply found that PU is significantly relates to recruitment websites adoption ($\beta= 0.033$, $p= 0.000$).

From the result above, it is confirmed that the higher the usefulness of e-recruitment activities by the users the higher the level of adoption. The findings also concur with earlier TAM research that consistently found that PU is a powerful predictor of technology adoption (Colesca & Liliana, 2009; Wadhwa et al., 2010 and Cho et al. 2011). It is useful for searching jobs online because most of the public sector organisations failed to print employment application form to prospective candidates but applicants are forced to buy scratch card that will enable them to access recruitment information online (Bumah, 2008).

In adoption research perceived ease of use of technology explain the degree at which individual belief that the use of certain technology is free from effort (Davis, 1989) and the more easier in using recruitment portal and recruitment tools the higher the adoption. This studies found that there is no significant relationship between PEOU and e-recruitment adoption ($\beta= .090$, $p= .070$) that the insignificant relationship

between perceived ease of use and e-recruitment adoption denotes that an easier system does not necessarily create potency for adopting e-recruitment as recruitment strategy in Nigerian public service. In tandem with this result Tong (2009) discovered that perceived ease of use is not positively related to e-recruitment adoption. The result also vindicated previous studies in which PU is more important predictor than PEOU in determining whether or not to adopt technology (Igbaria et al., 1989; Venkatesh, 2000; Fusilier & Durlabhji, 2005). In tandem with qualitative research findings the respondents interviewed lamented that they found it difficult to access or send their documents to recruitment portal because the server is low with little bandwidth to boost the connectivity. About 70% of those interviewed supported the assertion that the recruitment information provided on the web is not complete and organisational image is not clearly portrayed.

The multiple regression analysis results on the relationship between perceived trust and e-recruitment adoption reveal that PT has a direct effect on EA ($\beta= 0.432$, $p= 0.000$) and is an important factor for adopting e-recruitment technology. Previous studies conducted by Colesca and Liliana (2009) found that there is significant positive relationship between perceived trust and e-government adoption ($\beta= 0.412$, $p= 0.001$). Schaupp and Carter (2008) found that there is significant relation between perceived trust and e-government adoption. Empirically, many some recent studies found that PT has significant positive relationship with technology adoption as indicated by Gefen et al. (2003) and Colesca (2009). Therefore it is pertinent to note that high perceived trust will influence a high level of user citizens' adoption of e-recruitment and the more the trust the higher the level of e-recruitment adoption.

Trust in the system's quality is part of good governance and at the same time when people never trust the quality of system it is obvious that good governance is lacking. As founded in qualitative findings, the process of final selection of candidates in public sector e-recruitment is the most challenging rather than the main exercise itself.

The result revealed that perceived quality is significantly related with e-recruitment adoption (EA) ($\beta = .104$, $p = 0.026$). The significant relationship between PQ and EA indicates that perceived quality is a good predictor of e-recruitment adoption. This finding is also consistent with the several studies that found PQ to be a powerful variable in explaining the rate at which individuals adopt e-recruitment in Nigeria (Odumeru, 2009; Wadhwa et al., 2010). Colesca and Liliana (2009) found perceived quality to be a good predictor of e-government adoption. It further reveals that the more the quality of e-recruitment services, the more users adopts it as recruitment strategy. The e-recruitment atmosphere can only be conducive if all the stakeholders involved agreed with the quality of the tools and the entire exercises. The perceived quality is a linchpin to good governance and possibly a viable option for ensuring transparent e-recruitment in Nigerian public service. As society move from analogue to digital concerted efforts need to be intensified in order to ensure strict compliance with new technological regime for public sector performance.

Though no empirical research was conducted to test the relationship between e-recruitment adoption and good governance practices in public sector organisations but related findings revealed significant relationship between the two, this may be due the fact that more than 80% of research conducted on e-recruitment adoption was

based on private sector within advance capitalist societies (Verhoeven & Williams, 2008). The result revealed that there is positive relationship between e-recruitment adoption and good governance practices ($p= 0.000$) indicating that the conduct of e-recruitment can fully explained the applicability of good governance practices. Bumah (2008) categorically lamented that the conduct of e-recruitment lacked good governance in its ramifications. Bumah (2008) lamenting that e-recruitment in most public sector organisations is characterised with extortion and bad governance which negate the fundamental human rights and constitutional provisions of the Federal Republic of Nigeria.

7.1.2 Mediating Effect of EA on PU, PEOU, PT, PQ with GGP

The result from hierarchical regression analysis revealed that e-recruitment adoption did not mediate between perceived usefulness and good governance practices because of the insignificance of PU ($p= .621$). Baron and Kenny (1986) opined that any variable that failed to attain significance level at the first step of the analysis in testing for mediation effect should be excluded in the next step of the analysis. The mediational model hypothesizes that the independent variable (Perceived Usefulness) causes the mediator variable (E-Recruitment Adoption), which in turn causes the dependent variable (Good Governance Practices). Bennett (2000) asserted that the mediator variable was introduced to clarify the nature of the relationship between the independent and dependent variables. Therefore the non positive mediational effect of e-recruitment adoption on the relationship between PU and GGP may be attributed to non respect for e-recruitment results by the organisation concern in favour of political patronage.

The result from the analysis reveals that PEOU is ($\beta = .132$) less than ($\beta = .225$) which clearly indicated that EA unable to mediate between PEOU and GGP as suggested by Baron and Kenny (1986). The introduction of e-recruitment adoption as a mediator between PEOU and GGP shows negative relationship. Therefore, we can say that the introduction of e-recruitment adoption as mediator failed to clarify the relationship between the independent variable (PEOU) and the dependent variable (GGP). Ease of use of e-recruitment technology will be difficult to achieve because of technical and managerial quandary attached to the conduct of the whole exercise. Though most of the survey respondents from the questionnaires obtained minimum qualification of first degree which is a boost for increased efficacy, but in terms of ease of use the organisation has to play a leading role in making e-recruitment an easy task.

The result obtained from the first regression shows PT is ($\beta = -.425$) less than ($\beta = -.215$) reveals that e-recruitment adoption (EA) mediated between perceived trust (PT) and good governance practices (GGP). The introduction of mediator variable show high degree of mediating relationship between the independent and dependent variables. Very important to note under this mediating relationship is that the higher the trust of e-recruitment adoption by public servants, applicants and others, the better the good governance practices. Chaudhry et al. (2009) asserted that good governance does not only portrays government operate an efficient and effective policies but accountable, responsive and transparent implementation of such policies and programmes. But all these depended largely on the level of trust citizens has on such policy initiative of the government.

Perceived quality here denotes the quality of system that provides information output which can be measured in terms of accessibility, reliability, integration and response time. In this study the results revealed that the independent variable of PQ was ($\beta = .174$) in the first model and ($\beta = -.099$) in the third model indicating the mediation has taken place as suggested by Baron and Kenny (1986). The positive mediational effect of e-recruitment adoption on the relationship between PQ and GGP may be attributed to increase in bandwidth and larger coverage supported by Nigerian Communication Commission (NCC) and other internet service providers.

7.2 DISCUSSIONS ON QUALITATIVE FINDINGS

For the purpose of achieving the objectives of this study thematic analysis was used to answer research questions three and four geared towards exploring potential challenges confronting the good governance practice in e-recruitment adoption and to suggest strategies for improve the quality of good governance in e-recruitment in Nigerian public service. The discussions on qualitative findings are as follows.

7.2.1 Challenges of Good Governance in E-recruitment Adoption

The first qualitative research question was arranged in five themes as follows: i) political influence, ii) institutional problems, iii) monetizing e-recruitment, vi) problems of accessibility and v) distorted selection procedure.

i. Political Influence

The first theme under research question three dwelled on political influence as one of the major challenges facing the realisation of good governance in e-recruitment adoption in Nigerian public service. The interview results revealed that transparency,

accountability, responsiveness, accessibility and efficiency are lacking in the conduct of e-recruitment in Nigerian public service due to undue intervention of politician and high placed Nigerians. Most applicants and other stakeholders interviewed blamed politician, top bureaucrats and highly placed citizens for thwarting and subverting the e-recruitment results for their selfish reasons at the detriment of less privilege.

The introduction of information and communication technology into government operations especially in recruitment issues was geared towards achieving transparency and accountability (Aduwa-Oiegbaen & Iyamu 2005) but politician masterminded the whole exercise by bringing their cronies who later contributed abysmally to the growth and development of the public service (Briggs, 2007). The growing concern here is the selection of incompetent person in the midst of competent ones without due respect for the stipulated rules and procedure, this will impact negatively on the society because those wrongly recruited exhibited high level loyalty to politician who masterminded their appointment at the expense of the general public. The interview results further revealed that, the use of patronage in recruitment process which was abhorred since the Northcote Trevelyan Act of 1854 in the United Kingdom and abandonment of spoil system after the passage of Pendleton Act of 1883 in United States still persist in Nigerian public service recruitment.

ii. Institutional Problems

From the views expressed by teeming number of respondent it is pertinent to note that non compliance with rules and regulations guiding the effective conduct of e-recruitment constituted one of the major challenges facing the achieving of good

governance. Recruitment into any federal public service organisation must be in line with federal character which stipulated that good governance practices must be adhered to in the conduct of recruitment exercise. It further emphasised that all appointments must be on merit and equality of the federating units so as to avoid the phenomenon of one section of the country dominating the others.

Majority of the interviewees expressed concern over bending recruitment rules in order to favour some individuals and groups. From the in-depth interview conducted the result revealed that government officials maintained that rules and regulations guiding efficient conduct of e-recruitment are strictly followed and applicable. On the other side the applicants and stakeholders interviewed expressed contrary views in which they lamented that merit and equal representation are compromised in the conduct of e-recruitment in the public service. Therefore if such basic guidelines in recruitment are compromised the global quest for achieving good governance will be a mirage.

The discrepancies arising from imbalance nature of e-recruitment exercises call for sober reflection by all because marginalised recruitment will question the integrity of those who are saddled with the responsibility of ensuring good governance and fair play in the discharge of their responsibilities. Sometime it is not the organisation conducting recruitment that is to blame for the neglect of institutional norms and values but regulating agencies that were responsible for ensuring good governance in the conduct of recruitment exercise. Mukoro (2005) asserted that agencies regulating

the conduct of e-recruitment at federal level failed to sanction organisations that conduct recruitment in contravention of stipulated rules and regulations.

iii. Monetizing E-recruitment

One of the major challenges confronting the achievement of good governance in e-recruitment is the issue of imposition of some monetary benefits before an applicant can get access to e-recruitment portal. What are central in monetizing e-recruitment are the rampant sells of scratch card before user can log on to access the recruitment portal. This phenomenon cast doubt on the entire processes and call for immediate attention of government and its agencies responsible for e-recruitment.

Investigation conducted by the researcher in some e-recruitment portals revealed that organisations like National Drugs Law Enforcement Agency (NDLEA) sell its e-recruitment scratch card at the total cost of ₦1,500.00, Nigerian Social Insurance Trust Fund (NSITF) sell scratch card at the total cost of ₦1,000.00, Federal Road Safety Commission (FRSC) sell at ₦1,000.00, Nigerian Police Force (NPF) sell at ₦1,000.00, Nigerian Army (NA) sell at ₦1,000.00, Nigerian Navy (NN) sell at ₦1,000.00 to mention but a few. Therefore accessibility to internet is one thing while getting a minimum of ₦1,000.00 to buy scratch card is another thing entirely.

The documentary evidence gathered revealed that most the organisational head or their representative defended the sells of scratch cards to teeming number of jobless citizens. They elaborated that they charged the said amount in order to cover some administrative cost, portal maintenance as well as purchase of ICT equipment. But the question to ask here is that why the number of scratch cards in designated banks

didn't tally with available vacancies? Looking at the number of applicants who bought scratch cards hardly an organisation can recruit 5% of the total number and at the same time the remaining unsuccessful candidate will buy another card if they want to reapply in the future e-recruitment exercises to be conducted by the same organisation. It is obvious that good governance dimensions cannot be achieved in scratch card dependant society where all services rendered by the government need monetary inducement before it can be actualised (Bumah, 2008).

iv. Accessibility

Poor accessibility to government information relating to e-recruitment is one of the major challenges curtailing the realisation of good governance in Nigerian public service. Bridging the digital divide is one of the herculean tasks facing most of African countries including Nigeria. The e-government e-readiness index revealed that Europe has the highest number of internet accessibility closely followed by North and Latin America, Asia took the third global position while Africa maintained the last position in e-government ranking (World Bank, 2008). Within the African region, Nigeria ranked 1st in terms of internet accessibility ahead of Egypt, Libya, Morocco, Tunisia, Botswana and South Africa (Adeyemo, 2011).

But contrary to the ranking, the interview results revealed that cross section of our respondents expressed dismay over the inaccessibility of internet and e-recruitment potentialities provided by the government for accountable and transparent interaction between the government and the governed. The applicant's complaint about poor connectivity and inaccessibility but government officials maintained their neutral position. Government through its representatives asserted that millions of naira was

spent in order to increase the bandwidth and local connectivity so that all the nooks and crannies can enjoy internet services at affordable price. The establishment of telecentres as internet hub for rural communities can serve as moral buster for bridging the digital divide but at the same time diffusion and expansion of broadband reach by telecommunication companies like MTN, GLO, ETISALAT, AIRTEL to mention but a few has taken over from public liability companies. The central issue here is the rate at which such companies charges their customers at exorbitant price which is beyond the reach of a common man. Moreover if such companies can widen their coverage and reduce the price of their services, citizens can easily access the internet and e-recruitment information which will enhance good governance (Parry, 2006).

v. Distorted Selection Procedures

Recruitment and selection of suitably qualified candidates in public service are inseparable due to the fact that after successful recruitment process then the selection follows (Breaug & Starke, 2007). Previous studies revealed that one of the major challenges confronting public service recruitment and Nigeria is the bias selection of candidates without following the due process (Mukoro, 2005; Adegoroye, 2006; Briggs, 2007; Parry & Tyson, 2008). Result from the interviews conducted in this study revealed that respondents unilaterally and collectively criticised the manner in which top management take bias decisions when finally selecting the appointable candidates.

As a corollary to the above, those interviewed lamented that their performance in various e-recruitment tests does not reflect on the final list of successful applicants, which made them to loss hope in future recruitment exercises. The distortion in selection procedures and non respect for rules and regulations guiding the effective conduct of e-recruitment may be attributed to the first theme that's undue political interference, which may virtually alter the recruitment results in favour of those with lesser qualification. Also applicants collected letters from highly placed individuals and gave to recruiting organisation for placement into the public service, which led to distortion of stated rules regulations in e-recruitment process. What we observed is that, list from a particular interest jeopardised the entire genuine list at the level of selection. More importantly, the applicability of good governance practices in the conduct of e-recruitment cannot be achieved if selection guidelines and procedures are not strictly observed by all the parties involved.

To sum up, political interference, institutional problem, monetizing e-recruitment, poor accessibility and distorted selection procedures hinders the achievement of good governance in the conduct of e-recruitment in government organisations. Solutions to aforementioned problems are provided by people we interviewed in this study as well as other suitable recommendations gathered from the previous studies.

7.2.2 Strategies for Improving Good Governance in E-recruitment Adoption

The research question 4 dealt with providing suitable solutions on how to improve the quality of good governance in e-recruitment adoption in the public service. As mentioned above five problems are highlighted which includes political interference, institutional problem, monetizing e-recruitment, poor accessibility and distorted

selection procedures. From the interview conducted and other secondary sources, this study discussed some ways of improving the quality of good governance as follows.

i. Non Involvement of Politicians in Recruitment

Previous studies, scholars, stakeholders and those interviewed proffers different solutions to the issue of political influence by highly placed individuals and top government officials in the conduct of e-recruitment in Nigerian public service. In the first place, nearly 80% of those interviewed suggested that politician should stop using recruitment as a yardstick of gaining political popularity or canvassing of votes from the electorates. That's solicitation letters from politicians should henceforth be rejected from any angle so that merit and principles of equal representation will takes a day in e-recruitment activities.

Moreover, appointment of politician into boards and parastatals shall be reviewed and competent technocrats should be appointed on merit and experience to handle recruitment related issues. On the other hand, government should take drastic action to bring to book the perpetrators who subverted the yearnings and aspirations of citizens in public sector recruitment. On the role of government officials in the conduct of e-recruitment, some interviewees suggested that all recruitment results should be made public so that each and every applicant will know his performance in recruitment examinations. The above views expressed by some interviewees were in tandem with Odumeru (2009) who suggested that, the involvement of politicians in managing recruitment hampered the achievement of good governance in Nigerian public service.

ii. Strict Compliance to Rules and Ethics

The compromise and bending of rules and regulations guiding the effective conduct of e-recruitment was expressed by our interviewees as one of the main causes of government failure to achieve good governance in e-recruitment in Nigerian public service. The solutions proffered by our interviewees include the full compliance with recruitment guideline by all the stakeholders involved. Interviewees were of the view that federal character principles which stipulated that equal representation and meritocracy in the recruitment process should not be sacrificed in favour of selfish interest of individuals and groups. The federal character commission established by the government in order to address the issue of imbalance and marginalisation in the public sector appointment should buckle up to fully rectify the abnormalities inherent in the system. They will do it through well coordinated and coherent surveillance and enforcement of rules and regulations guiding the effective conduct of recruitment.

In a related study, Briggs (2007) confirmed that 75% of his respondents believed that neglect of federal character principles in the appointment of qualified candidates posed a major challenge in recruiting best hands; he further suggested that federal character laws should be respected and institutionalised in public service recruitment. To address the issue of institutional problem there is the need for redesigning and structural overhaul of personnel management departments who are responsible for staff recruitment and retention and at the same time granting them some degree of freedom to conduct their activities diligently and effectively without due interference from the government or its representatives. Also the flagrant award of contract by some public sector organisations to private recruiting consultants should be revisited

and at the same time all public sector agencies should be encourage to design and manage their e-recruitment portals as done by other sister agencies.

iii. Banning the Sell of Scratch Cards

The rates at which organisations sell scratch card to teeming number of applicants are alarming and impinge good governance. Results from respondents interviewed revealed that e-recruitment is becoming a conduit pipe through which organisation milk the meagre resources of poor applicants in the name offering job. As briefly stated in the problem statements, prospecting applicants paid whooping sum of ₦1,000.00 to ₦1,500.00 before getting access to e-recruitment portal, we observed that the purchase of scratch card cannot warranty appointment into the public service. Results from some interview respondents suggested for total stoppage of scratch card sells in public sector recruitment, which they termed as extortion capable of bringing insanity in the e-recruitment process. Some described it as hydra-headed monster where after buying scratch card an applicant need to buy air time if he don't have access to internet. Therefore the duality of expenses incurred call for concerted effort from government and its agencies to fully reverse this ugly phenomenon.

In a more elaborate and lucid position, e-recruitment portals should be updated, fees free and available 24 hours daily so that the user's can use it without difficulty. Rampant sells of scratch cards for service rendered without following due process negate the global clamour for good governance in public sector operations and hence retards organisational growth and development.

iv. Bridging the Digital Divide

The accessibility gap and poor information technology infrastructure hindered the success of e-recruitment and e-government in developing countries (Tapscott, 1996). For effective e-recruitment there must be well articulated e-government structure, reliable and consistent electricity, internet access and telecommunication network put in place, which will give all citizens equal access to government information and services (Dada, 2006). Most of the interviewees suggested for reduction in the price of broadband by telecom service providers, so that people within and outside big cities can have internet accessibility at lower and affordable rates.

The establishment of telecentres aimed at increasing accessibility and bridging the digital divide is a welcome development and at the same time requiring an effective machinery to be put in place to ensure its full implementation and sustainability. The issue of frequent power interruption can be ameliorated through the penetration of broadband but still electricity generation should be improve because the use of generators as suggested by one interviewee can be too costly and unbearable in harsh economic situations. For increase accessibility of e-recruitment activities government should provide the state of the art equipment so that software-hardware gap will be taken care of and good governance at all levels of the exercise will be enhanced.

v. Open and Merit Based Selection Procedure

The end result of any recruitment exercise is the robust and unbiased selection of competent candidates who will propels organizational growth and development (Braugh, 2007). Decision taken by management on which candidate to select and

which to reject must reflect the overall performance of applicants in recruitment examinations and competency testing. Failure to implement recruitment decisions in line with candidate's individual performance will not augur well for enhancing good governance practices in e-recruitment adoption in Nigerian public service. Mukoro (2005) opined that the Max Weber's option of "best result" should be the yardstick in taken recruitment decisions not nepotism and sectionalism.

Teeming number of our interviewees suggested that the only way out in solving the quandary of bias selection procedures is by using an open benchmark and cut off point in taken final recruitment decision without fear or favour by the authorities concerned. More importantly also, is the enlargement of board membership which take final decision on recruitment because the larger the membership the balance the decision. We observed that the composition of more than 70% of federal government boards and agencies does not reflect federal character and equality of the state but rather it reflect party affiliation and ethnic chauvinism. Therefore board membership should be enlarged to reflect federal character, equality of the states and meritocracy should be the basis of selection.

7.3 Conclusion

This chapter discussed the quantitative research findings on the relationship between e-recruitment adoption and good governance practices in Nigerian public service and the mediating effect of e-recruitment adoption on the relationship between PU, PEOU, PT and PQ with GGP. On the qualitative findings, results generated from interviews conducted with the respondents on the challenges and possible solution to

attainment of good governance practices in e-recruitment adoption in Nigerian public service were discussed. The next chapter is the eighth and the last chapter dealing with recommendations and conclusions.

CHAPTER EIGHT

RECOMMENDATIONS AND CONCLUSION

8.0 INTRODUCTION

In the previous chapter this study discussed quantitative and qualitative research findings. This chapter highlighted methodological and theoretical contributions, implications for policy and practices within and outside global academic community, limitations of the study, viable suggestions and direction for further research.

8.1 RESEARCH CONTRIBUTIONS AND IMPLICATIONS

As evident in the data analysis results from both quantitative and qualitative sources this study has provided some contributions to theory, methodology and the field of public administration.

8.1.1 Theoretical Contributions

With the gradual demise of paper work in public sector operations coupled with adoption of technology in government daily routine we found it appropriate to integrate Technology Acceptance Model (TAM) as one of the underpinning theories in this study. One of the major contribution of this study is the usage of Technology Acceptance Model (TAM) to conceptualised, developed and empirically tested perceived usefulness (PU), perceived ease of use (PEOU), perceived trust (PT) and perceived quality (PQ) as independent variables with strong establishment of the linkages between e-recruitment adoption (EA) as the mediating variable and good governance practices (GGP) as dependent variable as one of the major contribution

of this research. More important here, is the inclusion of mediator which showed the value of $R^2 = .203$ in the first regression model but when the mediator is added, the last regression model increase to $R^2 = .356$ signifying that the mediator is highly desirable. Increase in R^2 in testing mediation effect is one of the major theoretical contributions in management research (Iacobucci, 2003).

Empirically, the research findings have contributed immensely to building theory in both public administration and technology adoption researches. The first contribution is that PEOU has been established as positive and significantly affecting GGP. The result was in tandem with previous researches conducted by (Davis, 1989; Venkatesh & Davis, 2000, Venkatesh et al., 2003 and Pikkarainen et al., 2004). The results empirically revealed that perceived ease of use is highly important if an organisation want to achieve good governance in adopting e-recruitment.

Another important theoretical contribution is that perceived trust significantly influenced good governance practices in the sense that the more the trust, the more the good governance. This study has expand beyond some existing findings (Gefen et al. 2003; Chen et al. 2009) by clearly demonstrating that perceived trust is a major factor to be considered for public sector to achieve good governance practices in e-recruitment adoption. This result has empirically provided strong evidence that perceived trust is a unique and vital component in achieving good governance.

Thirdly, this research has theoretically contributed to the notion that perceived quality significantly influences good governance practices. This could be ascertained and empirically validated through the research findings where perceived quality positively relates to good governance practices. More related to this result is the

research conducted by Colesca and Liliana (2009) which found that perceived quality significantly influence e-government adoption and it is an important factor to be considered in assessing the applicability of good governance practices in Nigerian public service.

Fourthly, the result from quantitative findings has contributed immensely to the theory by further confirming the empirical findings of Tong (2009) who studied e-recruitment technology adoption in Malaysia and found that perceived usefulness significantly influence e-recruitment technology adoption. This has further confirmed the result obtained in this study where perceived usefulness significantly influences e-recruitment adoption in Nigerian public service. Therefore it was fully asserted and empirically verified that, the higher the usefulness, the more the adoption of e-recruitment in the public service.

Fifthly, the result from this study contributed to the theory by confirming that perceived trust significantly relates to e-recruitment adoption. The result further vindicated previous studies (Schaupp & Carter, 2008; Colesca, 2009). Therefore the result indicated that perceived trust is an important factor to be considered in e-recruitment adoption because without trust which encompasses security and privacy the level of e-recruitment adoption will be low. Evidence from previous studies reveals that perceived trust is crucial in technology adoption more especially in e-government, e-recruitment, e-purchase, and e-banking (Colesca & Liliana, 2009; Odumeru, 2009; Phatthana & Mat, 2010; Charles & Aderonke, 2010).

Sixth, the result from quantitative findings revealed that there are significant relationship between perceived quality and e-recruitment adoption testifying that perceived quality is a good predictor of e-recruitment adoption. This finding is not surprising because it is in tandem with the results obtained by Odumeru (2009) and Wadhwa et al. (2010) that on different environmental settings conceptualised perceived quality and found it to be a significant predictor in technology adoption researches at both individual and organisational levels. This study also vindicated the use of SERVQUAL as measuring instrument in adoption researches as suggested by Parasuraman et al. (1988).

Seventh, previous studies conducted on e-recruitment emphasised on the private sectors of advance capitalist world and some few developing countries but little literature can be found in Africa. So conducting empirical research in typical African setting is one of the major theoretical contributions of this study. The study found that for e-recruitment adoption to be successful there is the need for transparency, accountability, responsiveness, accessibility and efficiency in the conduct of the exercise. Very important valid evidence in this study indicated that there hasn't any previous study which empirically validated the relationship between e-recruitment and good governance in both private and public sector organisations.

Eighth, another major contribution of this study shows that e-recruitment adoption mediated perfectly between perceived trust and good governance practices. In the first stage of regression analysis the result revealed that perceived trust significantly relates to good governance practices and when mediator was added it profound the relationship and mediated as assumed. Therefore as part of contributions of this study

we noted that e-recruitment adoption helps us to understand and conceptualise how perceived trust bring about good governance in public service e-recruitment.

The ninth and the last contribution from quantitative findings of this study to theory is the empirical evidence which revealed how EA mediates the relationship between PU and GGP. More importantly is its ability to empirically verify that e-recruitment adoption helped us to conceptualise and understand how perceived quality bring about good governance and test the predictive power of each construct in explaining the mediation relationship among the various variables.

In line with global realities, no public sector organisation can survive without embracing technology in its modus operandi this warranted this study to integrate good governance measures to Technology Acceptance Model (TAM) by explaining how adoption of particular technology helps to bring transparency, accountability, responsiveness, accessibility and efficiency in public service. The theoretical linkage between technology adoption and the good governance practices is another major contribution of this study.

On the qualitative findings, the result in this study has contributed to theory of governance by further confirming the research conducted by Lynn (2001) and Kettani et al. (2010) among others. This broaden the scope of good governance indicators' by introducing the concept of 'efficiency' as against the previous studies where it was numerously merged with 'effectiveness' as used by some international organisations like UNDP (1997) and World Bank (2010).

Another contribution of this study is that it affirmed that good governance is a yardstick to measure transparent, accountable, responsive, accessible and efficient e-recruitment adoption in Nigerian public service. Findings from the interviews conducted revealed that political influences from politicians, institutional problems, monetizing e-recruitment, unequal accessibility and distorted selection procedures blocked the realisation of good governance practice in e-recruitment adoption in Nigerian public service. Conversely, this result is in tandem with the research findings from Mukoro (2005), Briggs (2007), and Odumeru (2009).

8.1.2 Methodological Contributions

Due to the controversy surrounding using one method, this study based on the research questions uses both quantitative and qualitative methods to analyse the data collected from different sources. The previous related studies conducted used either quantitative or qualitative methodology but combining the two close such gaps and became one of the methodological contributions of this study. Also, larger sample size of more than 300 was used as usable responses on quantitative side after data cleaning, making it an important milestone and contribution in cross-sectional study (Hair et al., 2010).

8.2 IMPLICATIONS FOR POLICY AND PRACTICES

The research findings could be used to provide suitable solution and the way forward in enhancing good governance practices in e-recruitment in both developed and developing countries. The purpose of jettisoning conventional recruitment method in favour of e-recruitment in public sector organisations is to ensure good governance in the conduct of the exercise (Odumeru, 2009) call for this study to empirically

investigate the applicability of such good governance indicators. With the present quest for good governance in government daily operations, this study will be useful to policy makers and public sector practitioners on the ways to improve transparency, accountability, responsiveness, accessibility and efficiency in e-recruitment in both private and public sector organisations.

The saliency of using modern technological tools in recruitment and attracting larger pool in transparent and equitable manner has important implication to policy makers who should adopt it as a policy for efficiency and improve service delivery in the public service. With the present global economic recession couple with introduction of market-cum strategy in the public sector, policy makers need to imbibe the culture of managerialism and best practices for the attainment of organisational goals and objectives. For the purpose of achieving good governance, the UNDP dimensions of transparency, accountability, responsiveness, accessibility and efficient policies should be supported by legislative enactments so that they can be fully implemented and enforceable.

This study will be of benefit to policy makers in the sense that it can enhance their understanding and conceptualisation of public service reforms as they affect e-recruitment. Reforms are conducted to bring the much needed transformations in the public service for increased efficiency and effective service delivery (Adegoroye, 2006). Evident from the literature revealed that previous researches conducted on e-recruitment adoption dwelled on private sector, applying the same strategy in the public service will be of great benefit to the public sector practitioners in their future policy decisions. The research however recommended the proper implementation of

public service recruitment reforms in line with good governance practices so that the policies cannot be window dressing in nature.

This study identified the rampant sells of scratch cards at exorbitant price before an applicant or any user can access e-recruitment portal that extortionist attitude was described by our teeming respondents as a complete diversion from realisation of good governance. The findings also revealed that the money realised from illegal sell of scratch cards goes into individual pocket based on sharing formula agreed among the major stakeholders. Therefore it will be of immense benefits to both government and policy makers to devise a means through which corrupt tendencies that curtailed the achievement of good governance in e-recruitment adoption can be remedied through mass mobilisation and public enlightenment campaigns.

From the quantitative findings this study found that perceived trust is significant in all the tested models at the level of multiple regression and hierarchical regressions. E-recruitment adoption in Nigerian public service can only succeed if security and privacy of the users are guaranteed and enhanced. Trust is an important ingredient for achieving transparency and confidence in technology adoption in both private and public sectors (Gefen et al., 2003). The policy implication is that government should build trust, privacy and confidence in e-recruitment so that good governance can be achieved in e-recruitment activities.

The other salient implication of this research is the importance of perceived quality in the model. Results from empirical evidence revealed that quality of technological infrastructure can help propel good governance in e-recruitment adoption in Nigerian public service. Observably, this research believes that the information quality display

in e-recruitment portals should be the driving force for users to effectively achieve their goals. Even the quality of those in-charges of e-recruitment will be an important factor in achieving good governance. This study suggested that government should pay attention in training its staffs and provides them with quality infrastructure that will propel e-recruitment in order to enhance good governance.

Finally, government should liaise with telecom service providers so as to reduce the service charges on broadband which is regarded as a panacea for bridging the digital divide between higher and low income earners. The establishment of telecentres by the government of Federal Republic of Nigeria for the purpose of bringing internet access to the rural communities is a welcome development but there is the need for more coverage nationwide so that citizens can easily have access to e-recruitment services.

8.3 LIMITATIONS OF THIS STUDY

As in any other researches this study has its own limitations. The first limitation is the newness of the concepts of e-recruitment and good governance where this study relied heavily on current literature with little support from the old ones to augment the arguments. Related previous studies conducted in this area emphasised more on private sectors of advanced capitalist world, Asia and few countries in Africa. Also most of the dimensions of good governance emerged from qualitative background of international political and economic organisations like World Bank, IMF, UN and UNDP to mention but a few with little literature from empirical evidences.

Another limitation of this study is the usage of few public service organisations to get the data. Though the public service institutions used are adequate enough to

represent the views, more holistic picture is required to provide clean and validated results. Methodologically, the 326 responses used in this study are adequate enough as suggested by Sekaran (2003) but more respondents are needed to increase the sample size because the larger the sample size, the more the trustworthiness and robustness of the results (Hair et al. 2010). Also the people interviewed are just 13 in number which is one of the limitations of this research. The low interview response rate may be connected to its sensitivity and those contacted regarded it as disclosure of government information. But McNamara (2009) believed that a minimum of 10 people are adequate enough for interview in cross-sectional studies.

Also using smaller measuring items of five for each construct is another limitation of this research in the sense that the more the measuring items, the more the reliability of measures (Nunnally, 1979). Though this study primarily focused on adoption it requires more timeframe within which it can be ascertain and investigated. Therefore longitudinal studies as against cross-sectional studies will be of immense benefit in studies of this nature. Finally financial and time limitations warranted the author to only focus on few public service institutions in Nigeria.

8.4 IMPLICATIONS FOR FURTHER RESEARCH

It is imperative that one of the major challenges facing public service in Nigeria is lack of effective recruitment strategy that will provide good governance. This study focuses on adoption because e-recruitment process is at the level of adoption during the period under review. As such more robust studies are required to investigate the level of implementation and perception of the users in line with good governance practices.

There is the need for more studies in developing and underdeveloped countries because previous studies depended on western literature. Therefore depending on western literature alone to solve African problem will not be adequate to be problem-solving mechanism. Also more empirical studies are required as against archival documents from different international economic and political organisations. Equally important is the need for more empirical research that cut across quantitative and qualitative methodologies with holistic focus so that generalisation can be achieved.

As recommended in previous studies (Aliyu et al., 2010; Phatthana & Mat, 2010; Wadhwa et al. 2010) suggested that further studies should emphasise on enlarging the sample size so that the final result will be more reliable and verifiable. This study used only 326 usable questionnaires after data cleaning, so future studies should pay more attention in increasing the number to minimum of 400 usable responses or more. On the qualitative side, this study interviewed only 13 people, effort should be made to interview more people as representative of the population. Though, this study relates to information technology adoption in the public service targeting respondents with minimum qualifications of Diploma constituting only intermediate and senior staffs, further studies need to incorporate the support staff so that the results can be generalisable.

This study suggested that there is a need for more measuring items that can fully help to explain the situation as suggested by Hair et al. (2010). Though the measuring items were subjected to exploratory factor analysis more research needs to be done on refinement and validating the measures used in this research and employing them to related researches in the future. This research is cross-sectional in design because

of unfolding scenarios, financial and time lag. Further research should focus on longitudinal design so as to address some empirical and methodological gaps left unexplored.

8.5 CONCLUSION

This study provides overarching picture and empirical on the relationship between e-recruitment adoption and good governance practices using public service as the focus. The results from both quantitative and qualitative findings provided support for the key theoretical propositions. Evidently, this study answered all the research questions through testing 13 hypotheses within which 9 are supported and 4 are not supported. It also succeeded in conducting an interview with about 13 stakeholders who contributed in no small measure by expressing their views on the challenges and proffered suitable solutions which if taken can enhance good governance practices in e-recruitment in Nigerian public service.

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APPENDICES

APPENDIX

A

QUESTIONNAIRES AND SAMPLE SIZE DETERMINATION TABLE

QUESTIONNAIRE



SURVEY ON GOOD GOVERNANCE PRACTICES IN E-RECRUITMENT ADOPTION IN NIGERIAN PUBLIC SERVICE

Dear Sir/Madam,

I am a postgraduate student of College of Law, Government and International Studies Universiti Utara Malaysia currently conducting research on good governance practices in e-recruitment adoption in Nigerian public service as a major requirement for the award of PhD degree. Kindly assist in completing this questionnaire as accurate as you can. We assure you that your responses will be accorded the extreme confidentiality as the purpose of this research is purely based on academics.

Your Cooperation is highly appreciated.

Thank you for sparing your valuable time,

Yours Sincerely,

Ahmad Sanusi

Guidelines for Completing of the Survey Questionnaire

1. You are required to **circle** the option that best suit your choice.
2. There is no right or wrong answers, your honest and complete response will help us understand your views.
3. We re-assure you that, your response will be treated with utmost confidentiality.
4. Please you are kindly expected to response to all the questions below:

All the questions are based on 7-point Likert type rating scale as follows:

1. **Strongly Disagree = SD**
2. **Very Disagree = VD**
3. **Disagree = D**
4. **Neutral = N**
5. **Agree = A**
6. **Very Agree = VA**
7. **Strongly Agree = SA.**

PART 1: Please indicate the degree to which you agree or disagree with statement base on 7-Point Likert scale. Please **circle** where appropriate

Section A: Perceived Usefulness (PU)

	Statements	SD	VD	D	N	A	VA	SA
1.	Using e-recruitment services is useful to me.	1	2	3	4	5	6	7
2.	I get precise information I need in e-recruitment portal.	1	2	3	4	5	6	7
3.	I found using e-recruitment services effective	1	2	3	4	5	6	7
4.	I have to pay before I can access the recruitment portal.	1	2	3	4	5	6	7
5.	I found using e-recruitment services very important.	1	2	3	4	5	6	7

Section B: Perceived Ease of Use (PEOU)

	Statements	SD	VD	D	N	A	VA	SA
6.	E-recruitment services are easy and usable to me.	1	2	3	4	5	6	7
7.	It would be easy for me to navigate while searching for job.	1	2	3	4	5	6	7
8.	I can easily understand the information provided on E-recruitment portal.	1	2	3	4	5	6	7
9.	E-recruitment services are simple and affordable.	1	2	3	4	5	6	7
10.	The information I require on the e-recruitment portal is always available.	1	2	3	4	5	6	7

Section C: Perceived Trust (PT)

	Statements	SD	VD	D	N	A	VA	SA
11.	I found e-recruitment service trustworthy.	1	2	3	4	5	6	7
12.	There is adequate security of my information in e-recruitment portal.	1	2	3	4	5	6	7
13.	My documents are fully protected in e-recruitment portal.	1	2	3	4	5	6	7
14.	There will be positive consequences in using e-recruitment in job search.	1	2	3	4	5	6	7
15.	My documents are preserved with high confidentiality.	1	2	3	4	5	6	7

Section D: Perceived Quality (PQ)

	Statements	SD	VD	D	N	A	VA	SA
16.	Information on e-recruitment portal is always accurate	1	2	3	4	5	6	7
17.	I found e-recruitment services reliable	1	2	3	4	5	6	7
18.	The information on e-recruitment portal is quite relevant	1	2	3	4	5	6	7
19.	The information on e-recruitment portal is current and up-to-date	1	2	3	4	5	6	7
20.	Some part of e-recruitment portal is incomplete	1	2	3	4	5	6	7

Section E: E-Recruitment Adoption (EA)

	Statements	SD	VD	D	N	A	VA	SA
21.	I am always willing to search for a job using e-recruitment portal	1	2	3	4	5	6	7
22.	I have positive intention to use e-recruitment portal whenever I am searching for job	1	2	3	4	5	6	7
23.	I always visit e-recruitment portal frequently	1	2	3	4	5	6	7
24.	I use e-recruitment services only if I am searching for a job.	1	2	3	4	5	6	7
25.	Overall, I use e-recruitment services.	1	2	3	4	5	6	7

Section F: Good Governance Practices (GGP)

	Statements	SD	VD	D	N	A	VA	SA
26.	I found the conduct of e-recruitment transparent	1	2	3	4	5	6	7
27.	The officials in charge of e-recruitment are accountable	1	2	3	4	5	6	7
28.	I received quicker response anytime I send my resume to the portal	1	2	3	4	5	6	7
29.	E-recruitment services are always accessible	1	2	3	4	5	6	7
30.	In the overall I found e-recruitment services efficient.	1	2	3	4	5	6	7

Section G: Demographic Information of Respondents

1. Age: Please **tick** the most appropriate

- 25-30
- 31-36
- 36-45
- 46 and above

2. Gender:

- Male
- Female

3. Educational Level:

- Diploma/NCE
- Degree/ HND
- Postgraduate/Advance Diplomas
- Masters Degree/MPhil
- PhD
- Others

4. Employment Status:

- Public Servant
- Applicant
- Student
- Others

5. You use internet for how many years:

- Below 1 Year
- 1-5
- 6-10

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
 "S" is sample size.

Sources: Krejcie and Morgan (1970).

APPENDIX

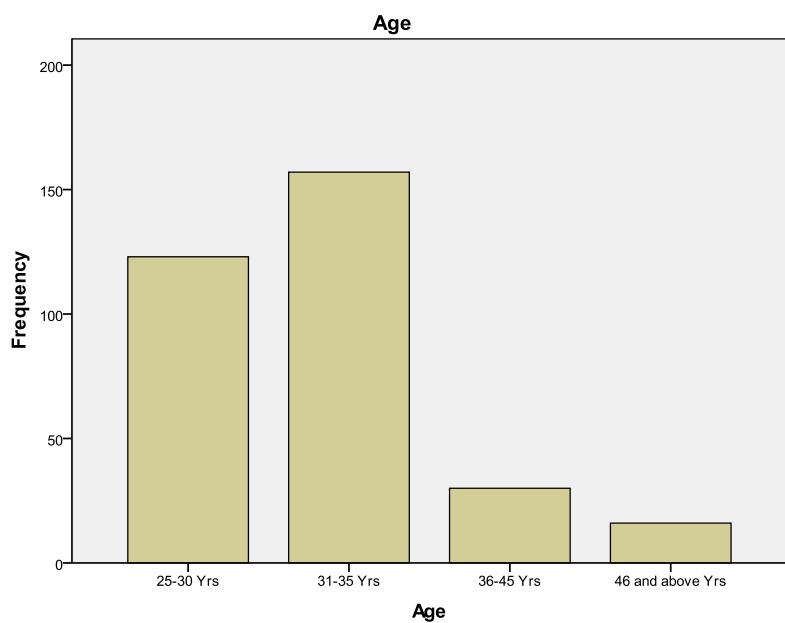
B

DESCRIPTIVE CHARACTERISTICS OF RESPONDENTS

STATISTICS FOR AGE RESPONDENTS FROM THE QUESTIONNAIRE

Statistics		
Age		
N	Valid	326
	Missing	0
	Mean	1.8129
	Std. Error of Mean	.04405
	Median	2.0000
	Mode	2.00
	Std. Deviation	.79534
	Variance	.633
	Range	3.00
	Minimum	1.00
	Maximum	4.00
	Sum	591.00

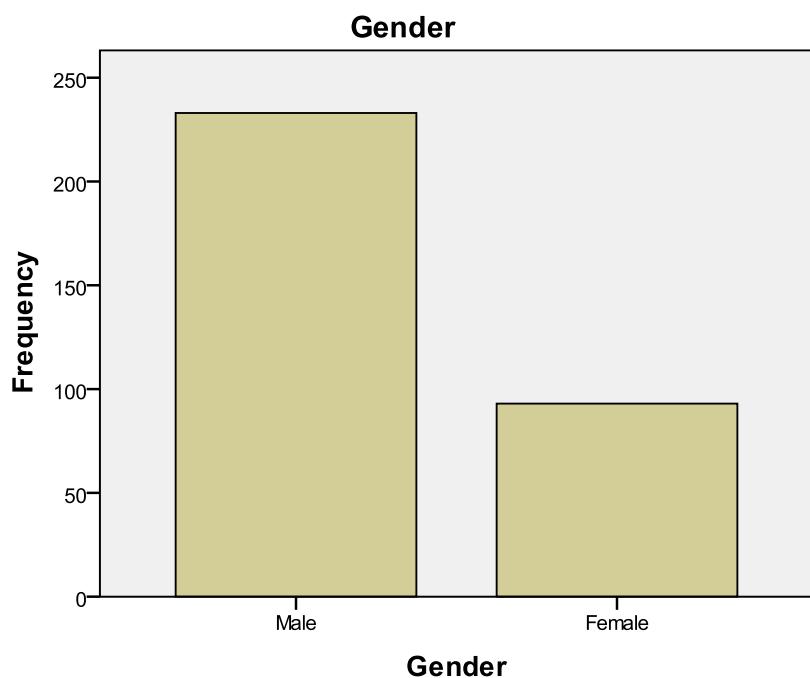
Age				
		Frequency	Percent	Valid Percent
Valid	25-30 Yrs	123	37.7	37.7
	31-35 Yrs	157	48.2	48.2
	36-45 Yrs	30	9.2	9.2
	46 and above Yrs	16	4.9	4.9
	Total	326	100.0	100.0



**STATISTICS FOR GENDER OF RESPONDENTS
FROM THE QUESTIONNAIRE**

Statistics		
Gender		
N	Valid	326
	Missing	0
Mean		1.2853
Std. Error of Mean		.02505
Median		1.0000
Mode		1.00
Std. Deviation		.45224
Variance		.205
Range		1.00
Minimum		1.00
Maximum		2.00
Sum		419.00

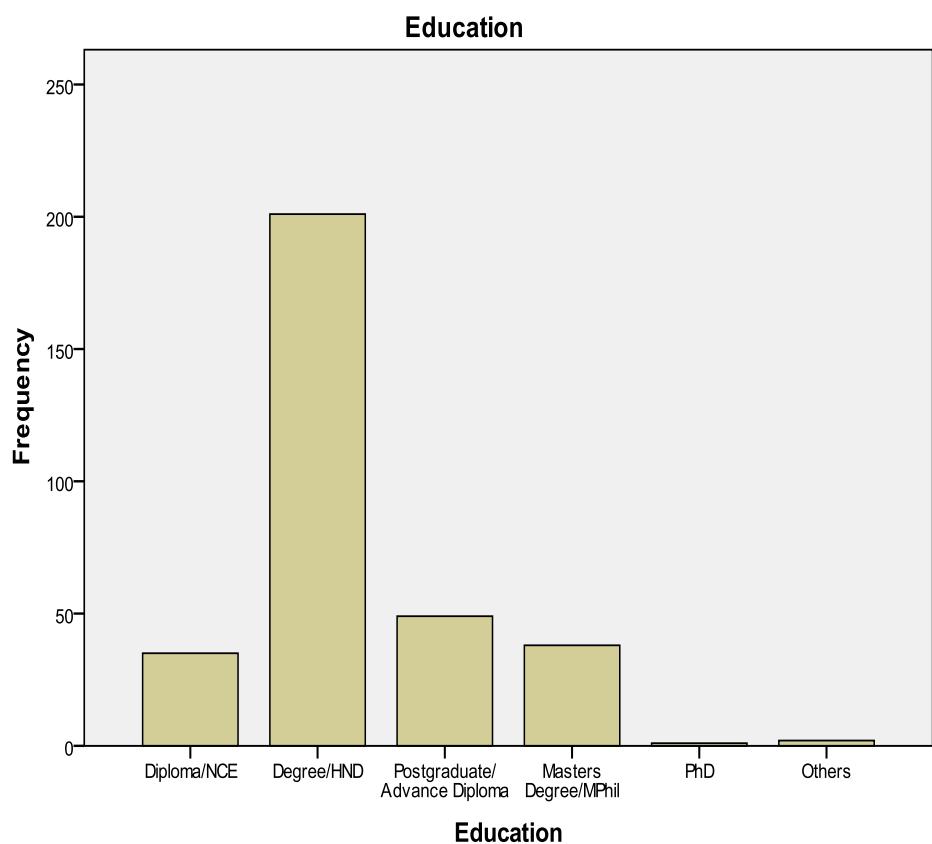
Gender				
		Frequency	Percent	Valid Percent
Valid	Male	233	71.5	71.5
	Female	93	28.5	28.5
	Total	326	100.0	100.0



**STATISTICS FOR EDUCATIONAL LEVEL OF RESPONDENTS
FROM THE QUESTIONNAIRE**

Statistics		
Education		
N	Valid	326
	Missing	0
Mean		2.3098
Std. Error of Mean		.04816
Median		2.0000
Mode		2.00
Std. Deviation		.86950
Variance		.756
Range		5.00
Minimum		1.00
Maximum		6.00
Sum		753.00

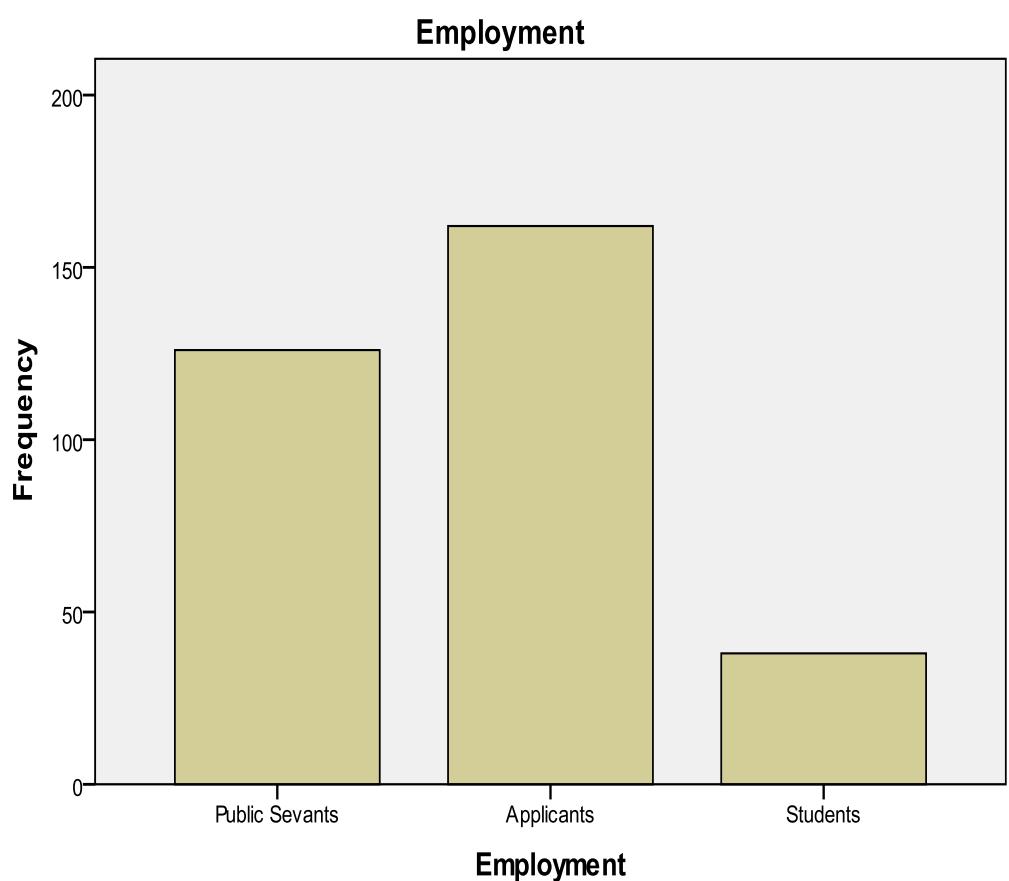
Educational Level				
		Frequency	Percent	Valid Percent
Valid	Diploma/NCE	35	10.7	10.7
	Degree/HND	201	61.7	61.7
	Postgraduate/ Advance Diploma	49	15.0	15.0
	Masters Degree/MPhil	38	11.7	11.7
	PhD	1	.3	.3
	Others	2	.6	.6
	Total	326	100.0	100.0



**STATISTICS FOR EMPLOYMENT STATUS OF RESPONDENTS
FROM THE QUESTIONNAIRES**

Statistics		
Employment		
N	Valid	326
	Missing	0
Mean		1.7301
Std. Error of Mean		.03638
Median		2.0000
Mode		2.00
Std. Deviation		.65691
Variance		.432
Range		2.00
Minimum		1.00
Maximum		3.00
Sum		564.00

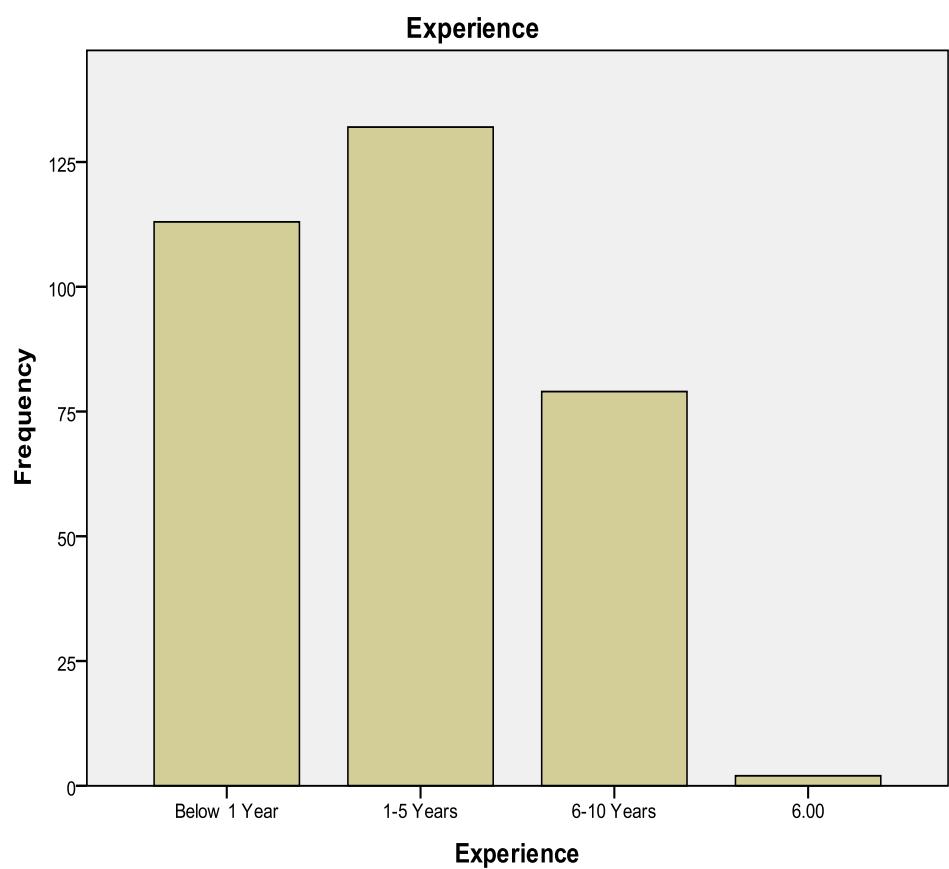
Employment				
		Frequency	Percent	Valid Percent
Valid	Public Servants	126	38.7	38.7
	Applicants	162	49.7	49.7
	Students	38	11.7	11.7
	Total	326	100.0	100.0



**STATISTICS FOR INTERNET EXPERIENCE OF RESPONDENTS
FROM THE QUESTIONNAIRES**

Statistics		
Experience		
N	Valid	326
	Missing	0
Mean		1.9202
Std. Error of Mean		.04577
Median		2.0000
Mode		2.00
Std. Deviation		.82635
Variance		.683
Range		5.00
Minimum		1.00
Maximum		6.00
Sum		626.00

Internet Experience				
		Frequency	Percent	Valid Percent
Valid	Below 1 Year	113	34.7	34.7
	1-5 Years	132	40.5	40.5
	6-10 Years	79	24.2	24.2
	6.00	2	.6	.6
	Total	326	100.0	100.0



APPENDIX

C

RELIABILITY TEST AND EXPLORATORY FACTOR ANALYSIS RESULTS

Reliability Test for Perceived Usefulness (PU)

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. List deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.801	5

Items Statistics

	Means	Std. Deviation	No.
PU1	5.4632	1.12463	326
PU2	5.0276	.96197	326
PU3	5.4509	1.01484	326
PU4	5.5491	.89221	326
PU5	5.5613	.93195	326

Item-Total Statistics

	Scale Means if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Items Deleted
PU1	21.5890	8.409	.601	.759
PU2	22.0245	9.495	.535	.777
PU3	21.6012	9.127	.561	.770
PU4	21.5031	9.697	.558	.771
PU5	21.4908	8.940	.679	.734

Reliability Test for Perceived Ease of Use (PEOU)

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. List deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.721	5

Items Statistics

	Means	Std. Deviation	No.
PEOU1	5.4693	.85430	326
PEOU2	5.1840	.99685	326
PEOU3	5.1074	.87923	326
PEOU4	4.9264	1.11249	326
PEOU5	4.7975	1.17491	326

Item-Total Statistics

	Scale Means if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Items Deleted
PEOU1	20.0153	9.080	.442	.689
PEOU2	20.3006	8.574	.431	.692
PEOU3	20.3773	8.710	.501	.669
PEOU4	20.5583	7.294	.591	.625
PEOU5	20.6871	7.711	.459	.688

Reliability Test for Perceived Trust (PT)

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. List deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.786	5

Items Statistics

	Means	Std. Deviation	No.
PT1	5.1012	1.32161	326
PT2	4.9632	1.22733	326
PT3	5.2699	1.34536	326
PT4	4.7086	1.22702	326
PT5	5.1380	1.18294	326

Item-Total Statistics

	Scale Means if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Items Deleted
PT1	20.0798	13.686	.619	.727
PT2	20.2178	13.937	.659	.715
PT3	19.9110	13.257	.655	.714
PT4	20.4724	15.561	.456	.780
PT5	20.0429	15.980	.434	.785

Reliability Test for Perceived Quality (PQ)

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. List deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.803	5

Items Statistics

	Means	Std. Deviation	No.
PQ1	5.4264	.79563	326
PQ2	5.5399	.75035	326
PQ3	5.4387	.80052	326
PQ4	5.6350	.92414	326
PQ5	5.4785	.84371	326

Item-Total Statistics

	Scale Means if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Items Deleted
PQ1	22.0920	6.625	.553	.776
PQ2	21.9785	6.729	.573	.771
PQ3	22.0798	6.178	.680	.737
PQ4	21.8834	5.980	.595	.765
PQ5	22.0399	6.463	.548	.778

Reliability Test for E-Recruitment Adoption (EA)

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. List deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.811	5

Items Statistics

	Means	Std. Deviation	No.
EA1	5.6166	1.09975	326
EA2	5.7515	1.17260	326
EA3	5.2025	1.09914	326
EA4	5.8436	1.22414	326
EA5	5.7301	1.31060	326

Item-Total Statistics

	Scale Means if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Items Deleted
EA1	22.5276	14.473	.513	.799
EA2	22.3926	13.248	.626	.766
EA3	22.9417	14.658	.488	.806
EA4	22.3006	12.592	.677	.750
EA5	22.4141	11.948	.696	.743

Reliability Test for Good Governance Practices (GGP)

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. List deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.880	5

Items Statistics

	Means	Std. Deviation	No.
GGP1	2.9877	1.43361	326
GGP2	3.1656	1.49775	326
GGP3	3.1380	1.50771	326
GGP4	3.0583	1.70600	326
GGP5	3.1595	1.73800	326

Item-Total Statistics

	Scale Means if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Items Deleted
GGP1	12.5215	27.986	.806	.836
GGP2	12.3436	29.845	.622	.875
GGP3	12.3712	29.957	.608	.878
GGP4	12.4509	25.811	.781	.838
GGP5	12.3497	25.693	.769	.841

FACTOR ANALYSIS: PU

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	463.245
	Df	10
	Sig.	.000

Anti-Image Matrices						
		Content	Timeliness	Effectiveness	Pricing	Importance
Anti-Image Correlation	Content	.822^a	-.105	-.196	-.119	-.350
	Timeliness	-.105	.841^a	-.053	-.240	-.250
	Effectiveness	-.196	-.053	.848^a	-.187	-.245
	Pricing	-.119	-.240	-.187	.851^a	-.158
	Importance	-.350	-.250	-.245	-.158	.792^a

a. Measures of Sampling Adequacy (MSA)

Communalities		
	Initial	Extraction
Content	1.000	.582
Timeliness	1.000	.500
Effectiveness	1.000	.528
Pricing	1.000	.523
Importance	1.000	.671

Extraction Method: Principal Component Analysis.

Component Matrix	
	Component
	1
Content	.819
Timeliness	.763
Effectiveness	.727
Pricing	.723
Importance	.707

Extraction Method: Principal Component Analysis.

FACTOR ANALYSIS: PEOU

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.735
Bartlett's Test of Sphericity	Approx. Chi-Square	322.751
	Df	10
	Sig.	.000

Anti-Image Matrices						
		Usability	Navigation	Understandable	Simplicity	Availability
Anti-Image Correlation	Usability	.751^a	-.012	-.092	-.149	-.330
	Navigation	-.012	.764^a	-.323	-.155	-.083
	Understandable	-.092	-.323	.708^a	-.341	.029
	Simplicity	-.149	-.155	-.341	.744^a	-.267
	Availability	-.330	-.083	.029	-.267	.715^a

a. Measures of Sampling Adequacy (MSA)

Communalities		
	Initial	Extraction
Usability	1.000	.403
Navigation	1.000	.419
Understandable	1.000	.508
Simplicity	1.000	.619
Availability	1.000	.440

Extraction Method: Principal Component Analysis.

Component Matrix	
	Component
	1
Usability	.787
Navigation	.713
Understandable	.663
Simplicity	.648
Availability	.635

Extraction Method: Principal Component Analysis.

FACTOR ANALYSIS: PT

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	465.939
	Df	10
	Sig.	.000

Anti-Image Matrices						
		Trustworthiness	Privacy	Security	Risk	Confidence
Anti-Image Correlation	Trustworthiness	.806^a	-.239	-.196	-.109	-.314
	Privacy	-.239	.788^a	-.321	-.299	-.087
	Security	-.196	-.321	.806^a	-.209	-.202
	Risk	-.109	-.299	-.209	.776^a	.138
	Confidence	-.314	-.087	-.202	.138	.755^a

a. Measures of Sampling Adequacy (MSA)

Communalities		
	Initial	Extraction
Trustworthiness	1.000	.608
Privacy	1.000	.660
Security	1.000	.657
Risk	1.000	.413
Confidence	1.000	.376

Extraction Method: Principal Component Analysis.

Component Matrix	
	Component
	1
Trustworthiness	.813
Privacy	.810
Security	.780
Risk	.643
Confidence	.613

Extraction Method: Principal Component Analysis.

FACTOR ANALYSIS: PQ

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.765
Bartlett's Test of Sphericity	Approx. Chi-Square	515.574
	Df	10
	Sig.	.000

Anti-Image Matrices						
		Accuracy	Assurance	Relevancy	Current	Complete
Anti-Image Correlation	Accuracy	.765^a	.061	-.114	-.397	-.230
	Assurance	.061	.789^a	-.303	-.326	-.120
	Relevancy	-.114	-.303	.773^a	-.182	-.414
	Current	-.397	-.326	-.182	.742^a	.078
	Complete	-.230	-.120	-.414	.078	.760^a

a. Measures of Sampling Adequacy (MSA)

Communalities		
	Initial	Extraction
Accuracy	1.000	.504
Assurance	1.000	.543
Relevancy	1.000	.676
Current	1.000	.573
Complete	1.000	.520

Extraction Method: Principal Component Analysis.

Component Matrix	
	Component
	1
Accuracy	.822
Assurance	.757
Relevancy	.737
Current	.721
Complete	.710

Extraction Method: Principal Component Analysis.

FACTOR ANALYSIS: EA

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.802
Bartlett's Test of Sphericity	Approx. Chi-Square	531.834
	Df	10
	Sig.	.000

Anti-Image Matrices						
		Intention to Use	Willingness to Use	Frequency of Job Search	Ability to Use	Overall Use
Anti-Image Correlation	Intention to Use	.836^a	-.315	-.054	-.036	-.172
	Willingness to Use	-.315	.820^a	-.060	-.147	-.284
	Frequency of Job Search	-.054	-.060	.839^a	-.328	-.074
	Ability to Use	-.036	-.147	-.328	.767^a	-.439
	Overall Use	-.172	-.284	-.074	-.439	.783^a

a. Measures of Sampling Adequacy (MSA)

Communalities		
	Initial	Extraction
Intention to Use	1.000	.461
Willingness to Use	1.000	.606
Frequency of Job Search	1.000	.427
Ability to Use	1.000	.666
Overall Use	1.000	.694

Extraction Method: Principal Component Analysis.

Component Matrix	
	Component
	1
Overall Use	.833
Ability to Use	.816
Willingness to Use	.778
Intention to Use	.679
Frequency of Job Search	.654

Extraction Method: Principal Component Analysis.

FACTOR ANALYSIS: GGP

Extraction Method: Principal Component Analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.849
Bartlett's Test of Sphericity	Approx. Chi-Square	907.104
	Df	10
	Sig.	.000

Anti-Image Matrices						
		Transparency	Accountability	Responsiveness	Accessibility	Efficiency
Anti-Image Correlation	Transparency	.850^a	-.247	-.189	-.243	-.391
	Accountability	-.247	.899^a	-.241	-.048	-.082
	Responsiveness	-.189	-.241	.891^a	-.200	.031
	Accessibility	-.243	-.048	-.200	.832^a	-.487
	Efficiency	-.391	-.082	.031	-.487	.807^a

a. Measures of Sampling Adequacy (MSA)

Communalities		
	Initial	Extraction
Transparency	1.000	.788
Accountability	1.000	.560
Responsiveness	1.000	.542
Accessibility	1.000	.761
Efficiency	1.000	.752

Extraction Method: Principal Component Analysis.

Component Matrix	
	Component
	1
Transparency	.888
Accessibility	.872
Efficiency	.867
Accountability	.749
Responsiveness	.736

Extraction Method: Principal Component Analysis.

APPENDIX

D

REGRESSION RESULTS

REGRESSION RESULTS

Model Summary

Model	R	R Square	R Square Change	F Change	Sig.
1	.451 ^a	.203	.203	20.469	.000

- a. Predictors: (Constant), PQ, PU, PT, PEOU
- b. Dependent Variable: GGP

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	111.657	4	27.914	20.469	.000
Residual	437.762	321	1.364		
Total	549.419	325			

- a. Predictors: (Constant), PQ, PU, PT, PEOU
- b. Dependent Variable: GGP

Collinearity Diagnostics ^a								
Model	Dimensions	Eigenvalue	Condition Index	Variance Proportions				
				Constant	PU	PEOU	PT	PQ
1	1.	4.946	1.000	.00	.00	.00	.00	.00
	2.	.023	14.787	.02	.13	.00	.82	.01
	3.	.017	17.266	.03	.18	.16	.02	.37
	4.	.010	22.306	.00	.57	.75	.14	.00
	5.	.005	32.431	.95	.12	.09	.02	.62

- a. Dependent Variable: GGP

Model Summary

Model	R	R Square	R Square Change	F Change	Sig.
2	.594 ^a	.353	.353	43.761	.000

- a. Predictors: (Constant), PQ, PU, PT, PEOU
- b. Dependent Variable: EA

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	91.610	4	22.903	43.761	.000
Residual	167.999	321	.523		
Total	259.609	325			

- a. Predictors: (Constant), PQ, PU, PT, PEOU
- b. Dependent Variable: EA

Collinearity Diagnostics^a

Model	Dimensions	Eigenvalue	Condition Index	Variance Proportions				
				Constant	PU	PEOU	PT	PQ
2	1.	4.946	1.000	.00	.00	.00	.00	.00
	2.	.023	14.787	.02	.13	.00	.82	.01
	3.	.017	17.266	.03	.18	.16	.02	.37
	4.	.010	22.306	.00	.57	.75	.14	.00
	5.	.005	32.431	.95	.12	.09	.02	.62

- a. Dependent Variable: EA

Model Summary

Model	R	R Square	R Square Change	F Change	Sig.
3	.533 ^a	.284	.284	128.534	.000

- a. Predictors: (Constant), EA
- b. Dependent Variable: GGP

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	156.052	1	156.052	128.534	.000
Residual	393.367	324	1.214		
Total	549.419	325			

- a. Predictors: (Constant), EA
- b. Dependent Variable: GGP

Collinearity Diagnostics^a

Model	Dimensions	Eigenvalue	Condition Index	Variance Proportions	
				Constant	EA
3					
	1.	1.988	1.000	.01	.01
	2.	.012	12.694	.99	.99

- a. Dependent Variable: GGP

Model Summary

Model	R	R Square	R Square Change	F Change	Sig.
4	.608 ^a	.369	.369	37.452	.000

- a. Predictors: (Constant), PQ, PU, PT, PEOU, EA
- b. Dependent Variable: GGP

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	202.822	5	40.564	37.452	.000
Residual	346.597	320	1.083		
Total	549.419	325			

- a. Predictors: (Constant), PQ, PU, PT, PEOU
- b. Dependent Variable: GGP

Collinearity Diagnostics ^a									
Model	Dimensions	Eigenvalue	Condition Index	Variance Proportions					
				Constant	PU	PEOU	PT	PQ	EA
4	1.	5.932	1.000	.00	.00	.00	.00	.00	.00
	2.	.024	15.792	.02	.12	.01	.50	.02	.06
	3.	.017	18.843	.03	.19	.12	.00	.37	.02
	4.	.013	21.329	.00	.01	.22	.21	.00	.77
	5.	.010	24.956	.00	.57	.56	.28	.00	.15

- a. Predictors: (Constant), PQ, PU, PT, PEOU
- b. Dependent Variable: GGP

APPENDIX

E

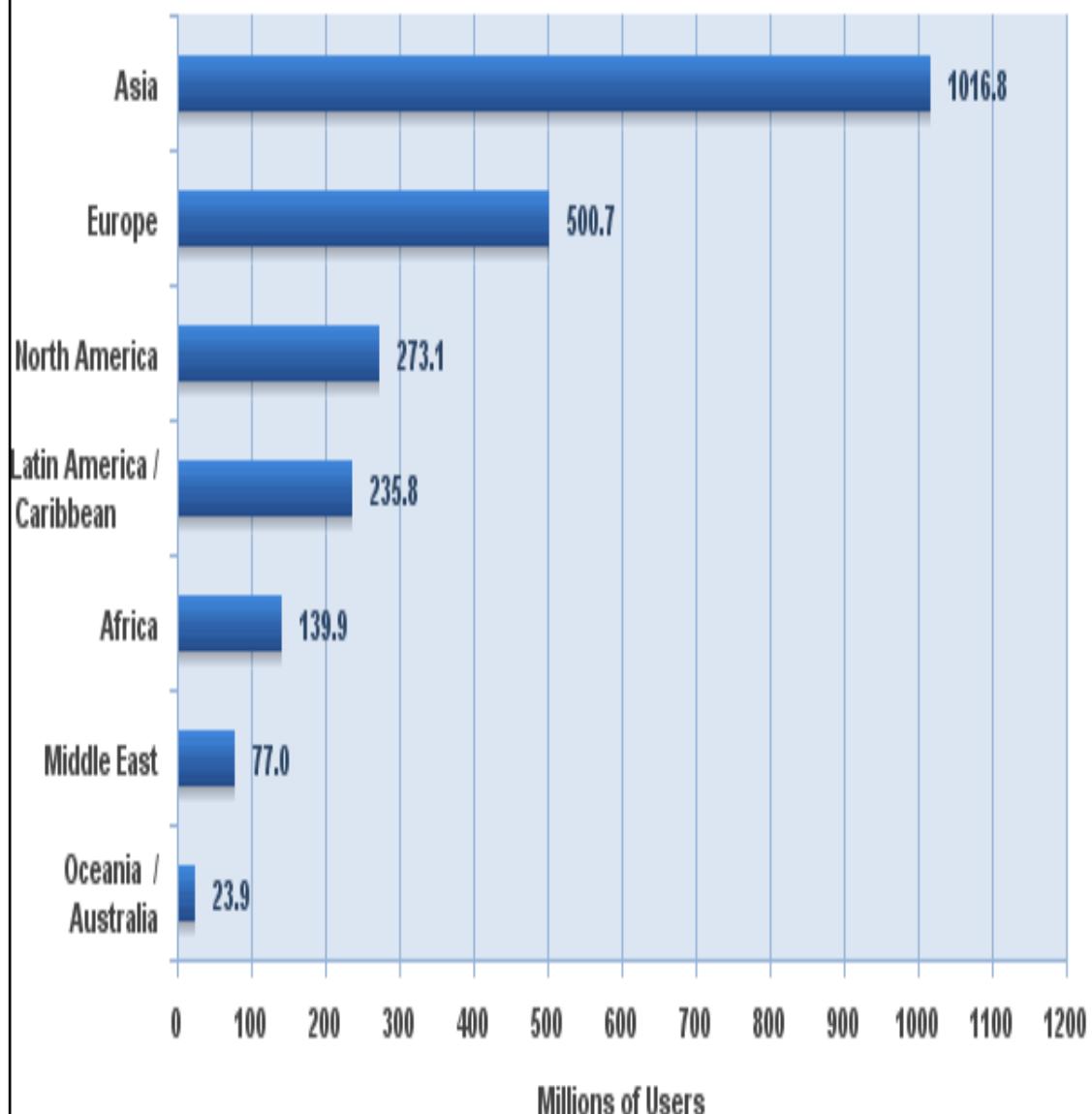
INTERNET USAGE AND POPULATION STATISTICS

**WORLD INTERNET USAGE AND POPULATION STATISTICS
AS AT December 31, 2011**

World Regions	Population 2011	Internet Users Latest Data	Penetration (% Population)	Users % of Table
<u>Africa</u>	1,037,524,058	139,875,242	13.5 %	6.2 %
<u>Asia</u>	3,879,740,877	1,016,799,076	26.2 %	44.8 %
<u>Europe</u>	816,426,346	500,723,686	61.3 %	22.1 %
<u>Middle East</u>	216,258,843	77,020,995	35.6 %	3.4 %
<u>North America</u>	347,394,870	273,067,546	78.6 %	12.0 %
<u>Latin America / Caribbean</u>	597,283,165	235,819,740	39.5 %	10.4 %
<u>Oceania / Australia</u>	35,426,995	23,927,457	67.5 %	1.1 %
<u>WORLD TOTAL</u>	6,930,055,154	2,267,233,742	32.7 %	100.0 %

Source: Internet Usage and World Population Statistics www.internetworldstats.com. 2001 - 2012, Miniwatts Marketing Group.

Internet Users in the World by Geographic Regions - 2011



Source: Internet World Stats - www.internetworldstats.com/stats.htm

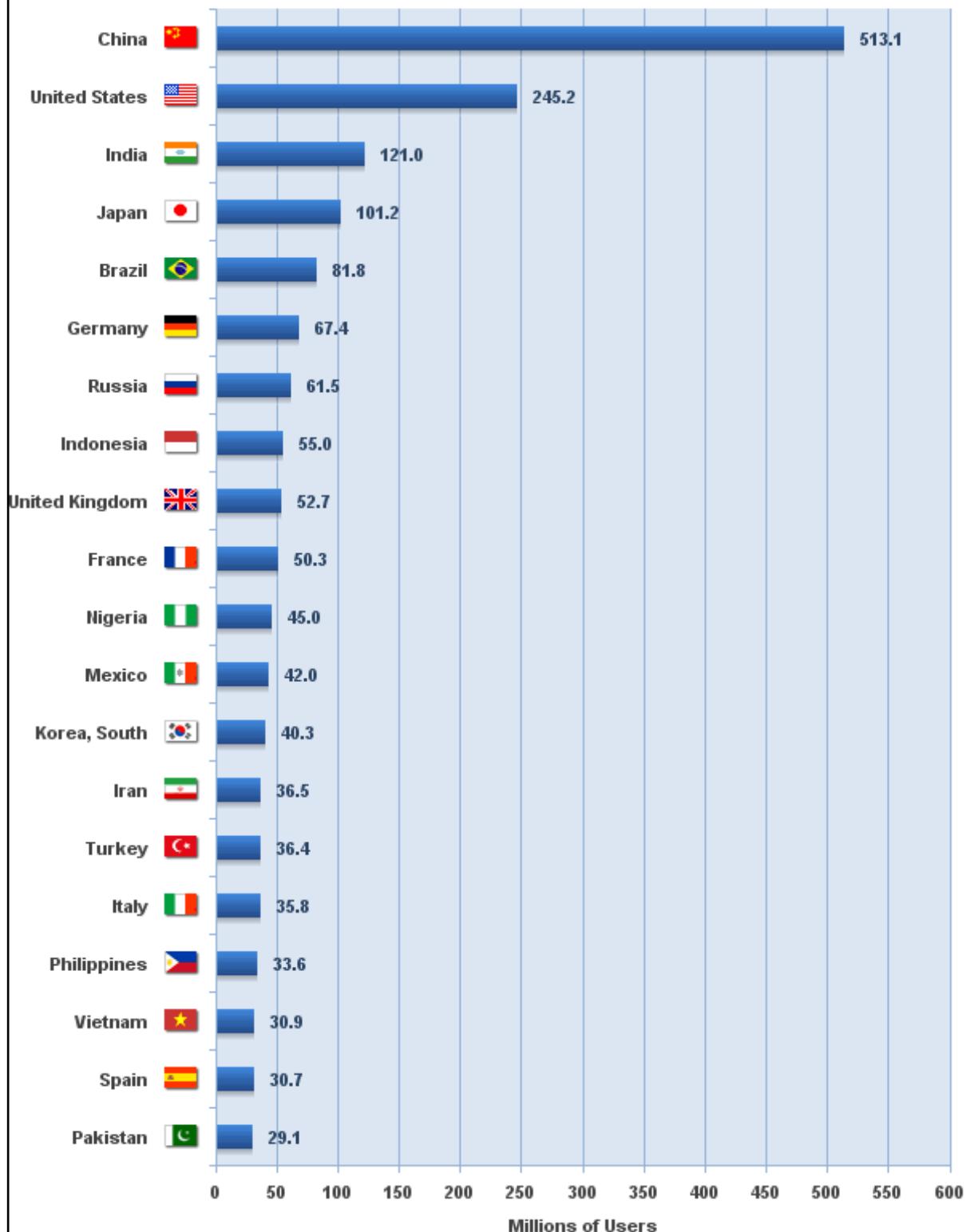
Estimated Internet users are 2,267,233,742 on December 31, 2011

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**TOP 20 COUNTRIES WITH
THE HIGHEST NUMBER OF INTERNET USERS**

#	Country or Region	Population, 2011	Internet Users Latest Data	Penetration (% Population)	World % Users
1	<u>China</u>	1,336,718,015	513,100,000	38.4 %	22.5 %
2	<u>United States</u>	313,232,044	245,203,319	78.3 %	10.8 %
3	<u>India</u>	1,189,172,906	121,000,000	10.2 %	5.3 %
4	<u>Japan</u>	126,475,664	101,228,736	80.0 %	4.4 %
5	<u>Brazil</u>	194,037,075	81,798,000	42.2 %	3.6 %
6	<u>Germany</u>	81,471,834	67,364,898	82.7 %	3.0 %
7	<u>Russia</u>	138,739,892	61,472,011	44.3 %	2.7 %
8	<u>Indonesia</u>	245,613,043	55,000,000	22.4 %	2.4 %
9	<u>United Kingdom</u>	62,698,362	52,731,209	84.1 %	2.3 %
10	<u>France</u>	65,102,719	50,290,226	77.2 %	2.2 %
11	<u>Nigeria</u>	170,123,740	45,039,711	26.5 %	2.0 %
12	<u>Mexico</u>	115,017,631	42,000,000	36.5 %	1.8 %
13	<u>Korea</u>	48,754,657	40,329,660	82.7 %	1.8 %
14	<u>Iran</u>	77,891,220	36,500,000	46.9 %	1.6 %
15	<u>Turkey</u>	78,785,548	36,455,000	46.3 %	1.6 %
16	<u>Italy</u>	61,016,804	35,800,000	58.7 %	1.6 %
17	<u>Philippines</u>	101,833,938	33,600,000	33.0 %	1.5 %
18	<u>Vietnam</u>	90,549,390	30,858,742	34.1 %	1.4 %
19	<u>Spain</u>	46,754,784	30,654,678	65.6 %	1.3 %
20	<u>Pakistan</u>	187,342,721	29,128,970	15.5 %	1.3 %
TOP 20 Countries		4,731,331,987	1,709,555,160	36.1 %	75.0 %
Rest of the World		2,235,794,808	570,154,469	25.5 %	25.0 %
Total World - Users		6,967,126,795	2,279,709,629	32.7 %	100.0 %

TOP 20 INTERNET COUNTRIES - 2012 Q1 With Highest Number of Users



Source: Internet World Stats
www.internetworldstats.com/top20.htm
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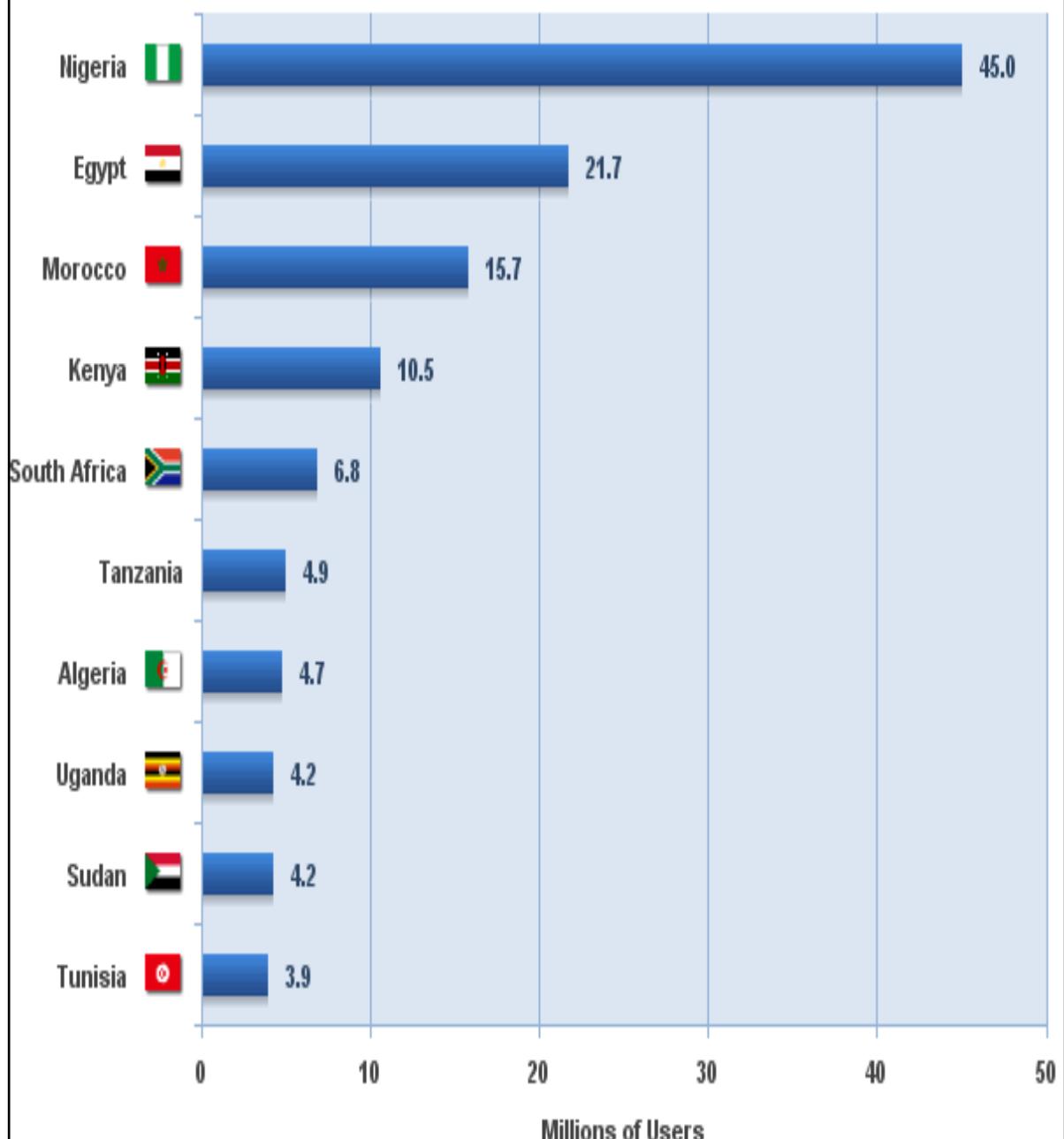
INTERNET USERS IN AFRICA AND THE LEVEL OF PENETRATION IN 2011

<u>AFRICA</u>	Population 2011	Internet Users 31-Dec-11	Penetration (% Population)	Users % Africa
<u>Algeria</u>	34,994,937	4,700,000	13.4 %	3.4 %
<u>Angola</u>	13,338,541	744,195	5.6 %	0.5 %
<u>Benin</u>	9,325,032	744,195	3.0 %	0.2 %
<u>Botswana</u>	2,065,398	167,180	8.1 %	0.1 %
<u>Burkina Faso</u>	16,751,455	230,562	1.4 %	0.2 %
<u>Burundi</u>	10,216,190	176,040	1.7 %	0.1 %
<u>Cameroon</u>	19,711,291	783,956	4.0 %	0.6 %
<u>Cape Verde</u>	516,100	148,800	28.8 %	0.1 %
<u>Central African Rep.</u>	4,950,027	123,800	2.5 %	0.1 %
<u>Chad</u>	10,758,945	190,863	1.8 %	0.1 %
<u>Comoros</u>	794,683	37,472	4.7 %	0.0 %
<u>Congo</u>	4,243,929	295,132	7.0 %	0.2 %
<u>Congo, Dem. Rep.</u>	71,712,867	915,400	1.3 %	0.7 %
<u>Cote d'Ivoire</u>	21,504,162	968,000	4.5 %	0.7 %
<u>Djibouti</u>	757,074	61,320	8.1 %	0.0 %
<u>Egypt</u>	82,079,636	21,691,776	26.4 %	15.5 %
<u>Equatorial Guinea</u>	668,225	42,024	6.3 %	0.0 %
<u>Eritrea</u>	5,939,484	283,699	4.8 %	0.2 %
<u>Ethiopia</u>	90,873,739	622,122	0.7 %	0.4 %
<u>Gabon</u>	1,576,665	108,845	6.9 %	0.1 %
<u>Gambia</u>	1,797,860	159,012	8.8 %	0.1 %
<u>Ghana</u>	24,791,073	2,085,501	8.4 %	1.5 %
<u>Guinea</u>	10,601,009	95,823	0.9 %	0.1 %
<u>Guinea-Bissau</u>	1,596,677	37,123	2.3 %	0.0 %
<u>Kenya</u>	41,070,934	10,492,785	25.5 %	7.5 %
<u>Lesotho</u>	1,924,886	83,813	4.4 %	0.1 %
<u>Liberia</u>	3,786,764	20,000	0.5 %	0.0 %
<u>Libya</u>	6,597,960	391,880	5.9 %	0.3 %
<u>Madagascar</u>	21,926,221	352,135	1.6 %	0.3 %
<u>Malawi</u>	15,879,252	716,400	4.5 %	0.5 %
<u>Mali</u>	14,159,904	414,985	2.9 %	0.3 %
<u>Mauritania</u>	3,281,634	100,333	3.1 %	0.1 %

<u>Mauritius</u>	1,303,717	323,494	24.8 %	0.2 %
<u>Mayotte (FR)</u>	209,530	10,620	5.1 %	0.0 %
<u>Morocco</u>	31,968,361	15,656,192	49.0 %	11.2 %
<u>Mozambique</u>	22,948,858	975,395	4.3 %	0.7 %
<u>Namibia</u>	2,147,585	148,414	6.9 %	0.1 %
<u>Niger</u>	16,468,886	128,749	0.8 %	0.1 %
<u>Nigeria</u>	155,215,573	45,039,711	29.0 %	32.2 %
<u>Rwanda</u>	11,370,425	818,048	7.2 %	0.6 %
<u>Saint Helena (UK)</u>	7,700	900	11.7 %	0.0 %
<u>Sao Tome & Principe</u>	179,506	31,012	17.3 %	0.0 %
<u>Senegal</u>	12,643,799	1,989,396	15.7 %	1.4 %
<u>Seychelles</u>	89,188	33,900	38.0 %	0.0 %
<u>Sierra Leone</u>	5,363,669	48,520	0.9 %	0.0 %
<u>Somalia</u>	9,925,640	106,000	1.1 %	0.1 %
<u>South Africa</u>	49,004,031	6,800,000	13.9 %	4.9 %
<u>South Sudan</u>	8,260,490	n/a	n/a	0.0 %
<u>Sudan</u>	45,047,502	4,200,000	9.3 %	3.0 %
<u>Swaziland</u>	1,370,424	95,122	6.9 %	0.1 %
<u>Tanzania</u>	42,746,620	4,932,535	11.5 %	3.5 %
<u>Togo</u>	6,771,993	356,300	5.3 %	0.3 %
<u>Tunisia</u>	10,629,186	3,856,984	36.3 %	2.8 %
<u>Uganda</u>	34,612,250	4,178,085	12.1 %	3.0 %
<u>Western Sahara</u>	507,160	n/a	n/a	0.0 %
<u>Zambia</u>	13,881,336	882,170	6.4 %	0.6 %
<u>Zimbabwe</u>	12,084,304	1,445,717	12.0 %	1.0 %
TOTAL AFRICA	1,037,524,058	139,875,242	13.5 %	100.0 %

Africa Top Internet Countries

December 31, 2011



Source: www.internetworldstats.com/stats1.htm
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APPENDIX

F

NIGERIA'S GOOD GOVERNANCE RANKING

2006-2010

WORLDWIDE GOVERNANCE INDICATORS
COUNTRY DATA REPORT FOR NIGERIA: 2006-2010
VOICE AND ACCOUNTABILITY

Code	Source	Website	2006	2007	2008	2009	2010
AFR	Afrobarometer	www.afrobarometer.org	0.27	0.27	0.33	0.33	0.33
BTI	Bertelsmann Transformation Index	www.bertelsmann-transformation-index.de/	0.63	0.43	0.43	0.42	0.42
CCR	Freedom House Countries at the Crossroads	www.freedomhouse.org	0.48	0.48	0.48	0.48	0.48
EIU	Economist Intelligence Unit	www.eiu.com	0.24	0.27	0.30	0.30	0.30
FRH	Freedom House	www.freedomhouse.org	0.48	0.49	0.44	0.44	0.49
GCS	World Economic Forum Global Competitiveness Survey	www.weforum.org	0.51	0.45	0.47	0.43	0.42
GII	Global Integrity Index	www.globalintegrity.org/	0.57	0.45	0.40	0.40	0.42
GWP	Gallup World Poll	www.gallupworldpoll.com	0.11	0.18	0.22	0.11	0.12
HUM	Cingranelli-Richards (CIRI) Human Rights Database	www.humanrightsdata.com	0.50	0.19	0.31	0.13	0.13
IFD	IFAD Rural Sector Performance Assessments	www.ifad.org	0.42	0.42	0.44	0.56	0.56
IPD	Institutional Profiles Database	www.cepii.fr/	0.75	0.75	0.75	0.54	0.54
IRP	IREEP African Electoral Index	www.ireep.org	0.29	0.33	0.33	0.33	0.33
LBO	Latinobarometro	www.latinobarometro.org
MSI	IREX Media Sustainability Index	www.irex.org	..	0.55	0.51	0.56	0.51
OBI	International Budget Project Open Budget Index	www.internationalbudget.org/	0.20	0.20	0.19	0.19	0.18
PRS	Political Risk Services International Country Risk Guide	www.prsgroup.com	0.46	0.46	0.46	0.46	0.46
RSF	Reporters Without Borders Press Freedom Index	www.rsf.org	0.70	0.56	0.62	0.60	0.51
VAB	Vanderbilt University Americas Barometer Survey	www.lapopsurveys.org

WCY	Institute for management & development World Competitiveness Yearbook	www.imd.ch
WMO	Global Insight Business Conditions and Risk Indicators	www.globalinsight.com	0.38	0.38	0.38	0.19	0.25

Source: www.govindicators.org

WORLDWIDE GOVERNANCE INDICATORS
COUNTRY DATA REPORT FOR NIGERIA: 2006-2010
POLITICAL STABILITY AND ABSENCE OF VIOLENCE

Code	Source	Website	2006	2007	2008	2009	2010
EIU	Economist Intelligence Unit	www.eiu.com	0.30	0.35	0.30	0.25	0.15
GCS	World Economic Forum Global Competitiveness Survey	www.weforum.org	0.44	0.60	0.71	0.68	0.57
HUM	Cingranelli-Richards Human Rights Database & Political Terror Scale	www.humanrightsdata.com	0.29	0.29	0.29	0.21	0.13
IJT	IJET Country Security Risk Ratings	worldcue.ijet.com/tic/login.jsp	0.25	0.25	0.25	0.50	0.25
IPD	Institutional Profiles Database	www.cepii.fr/	0.20	0.20	0.20	0.21	0.21
PRS	Political Risk Services International Country Risk Guide	www.prsgroup.com	0.55	0.52	0.55	0.56	0.55
WCY	Institute for management & development World Competitiveness Yearbook	www.imd.ch	-
WMO	Global Insight Business Conditions and Risk Indicators	www.globalinsight.com	0.25	0.25	0.31	0.31	0.31

Source: www.govindicators.org

WORLDWIDE GOVERNANCE INDICATORS
COUNTRY DATA REPORT FOR NIGERIA 2006-2010
GOVERNMENT EFFECTIVENESS

Code	Source	Website	2006	2007	2008	2009	2010
ADB	African Development Bank Country Policy and Institutional Assessments	www.cvia.afdb.org/About.aspx	0.53	0.57	0.47	0.47	0.47
AFR	Afrobarometer	www.afrobarometer.org	0.32	0.32	0.38	0.38	0.38
ASD	Asian Development Bank Country Policy and Institutional Assessments	www.adb.org/
BPS	Business Enterprise Environment Survey	www.worldbank.org/eca/governance
BTI	Bertelsmann Transformation Index	www.bertelsmann-transformation-index.de/	0.52	0.47	0.47	0.47	0.47
EIU	Economist Intelligence Unit	www.eiu.com	0.00	0.00	0.00	0.00	0.00
GCS	World Economic Forum Global Competitiveness Survey	www.weforum.org	0.39	0.31	0.38	0.23	0.28
GWP	Gallup World Poll	www.gallupworldpoll.com	0.43	0.39	0.47	0.29	0.50
IFD	IFAD Rural Sector Performance Assessments	www.ifad.org	0.45	0.45	0.43	0.43	0.43
IPD	Institutional Profiles Database	www.cepii.fr/	0.23	0.23	0.23	0.06	0.06
LBO	Latinobarometro	www.latinobarometro.org
PIA	World Bank Country Policy and Institutional Assessments	www.worldbank.org	0.37	0.40	0.40	0.40	0.40
PRS	Political Risk Services	www.prsgroup.com	0.25	0.25	0.25	0.25	0.25

	International Country Risk Guide						
WCY	Institute for management & development World Competitiveness Yearbook	www.imd.ch
WMO	Global Insight Business Conditions and Risk Indicators	www.globalinsight.com	0.50	0.44	0.44	0.44	0.44

Source: www.govindicators.org

WORLDWIDE GOVERNANCE INDICATORS
COUNTRY DATA REPORT FOR NIGERIA: 2006-2010
REGULATORY QUALITY

Code	Source	Website	2006	2007	2008	2009	2010
ADB	African Development Bank Country Policy and Institutional Assessments	www.czia.afdb.org/About.aspx	0.40	0.50	0.50	0.50	0.50
ASD	Asian Development Bank Country Policy and Institutional Assessments	www.adb.org/
BPS	Business Enterprise Environment Survey	www.worldbank.org/eca/governance
BTI	Bertelsmann Transformation Index	www.bertelsmann-transformation-index.de/	0.60	0.58	0.58	0.53	0.53
EBR	European Bank for Reconstruction & Development Transition Report	www.ebrd.org
EIU	Economist Intelligence Unit	www.eiu.com	0.25	0.25	0.25	0.25	0.25
GCS	World Economic Forum Global Competitiveness Survey	www.weforum.org	0.44	0.49	0.57	0.48	0.47
HER	Heritage Foundation Index of Economic Freedom	www.heritage.org	0.40	0.35	0.35	0.40	0.40
IFD	IFAD Rural Sector Performance Assessments	www.ifad.org	0.59	0.59	0.57	0.63	0.57
IPD	Institutional Profiles	www.cepii.fr/	0.18	0.18	0.18	0.22	0.22

	Database						
PIA	World Bank Country Policy and Institutional Assessments	www.worldbank.org	0.40	0.40	0.45	0.50	0.50
PRS	Political Risk Services International Country Risk Guide	www.prsgroup.com	0.45	0.45	0.50	0.50	0.50
WCY	Institute for management & development World Competitiveness Yearbook	www.imd.ch
WMO	Global Insight Business Conditions and Risk Indicators	www.globalinsight.com	0.44	0.44	0.44	0.44	0.44

Source: www.govindicators.org

WORLDWIDE GOVERNANCE INDICATORS
COUNTRY DATA REPORT FOR NIGERIA: 2006-2010
RULE OF LAW

Code	Source	Website	2006	2007	2008	2009	2010
ADB	African Development Bank Country Policy and Institutional Assessments	www.czia.afdb.org/About.aspx	0.40	0.50	0.50	0.50	0.50
AFR	Afro barometer	www.afrobarometer.org	0.64	0.64	0.65	0.65	0.65
ASD	Asian Development Bank Country Policy and Institutional Assessments	www.adb.org/
BPS	Business Enterprise Environment Survey	www.worldbank.org/eca/governance
BTI	Bertelsmann Transformation Index	www.bertelsmann-transformation-index.de/	0.57	0.57	0.57	0.60	0.60
CCR	Freedom House Countries at the Crossroads	www.freedomhouse.org	0.43	0.43	0.43	0.43	0.43
EIU	Economist Intelligence Unit	http://www.eiu.com	0.09	0.09	0.09	0.09	0.09
FRH	Freedom House	www.freedomhouse.org
GCS	World Economic Forum Global Competitiveness Survey	www.weforum.org	0.35	0.38	0.46	0.41	0.43
GII	Global Integrity Index	www.globalintegrity.org/	0.59	0.44	0.54	0.54	0.43
GWP	Gallup World Poll	www.gallupworldpoll.com	0.54	0.59	0.58	0.55	0.59
HER	Heritage Foundation Index of Economic Freedom	www.heritage.org	0.30	0.30	0.30	0.30	0.30

HUM	Cingranelli-Richards (CIRI) Human Rights Database	www.humanrightsdata.com	0.00	0.00	0.00	0.00	0.00
IFD	IFAD Rural Sector Performance Assessments	www.ifad.org	0.38	0.38	0.37	0.50	0.50
IPD	Institutional Profiles Database	www.cepii.fr/	0.35	0.35	0.35	0.12	0.12
LBO	Latinobarometro	www.latinobarometro.org
PIA	World Bank Country Policy and Institutional Assessments	www.worldbank.org	0.30	0.30	0.30	0.30	0.30
PRS	Political Risk Services International Country Risk Guide	www.prsgroup.com	0.33	0.33	0.33	0.33	0.33
TPR	US State Department Trafficking in People report	www.state.gov/g/tip/rls/tiprpt	0.67	0.67	1.00	1.00	1.00
VAB	Vanderbilt University Americas Barometer Survey	www.lapopsurveys.org
WCY	Institute for management & development World Competitiveness Yearbook	www.imd.ch
WMO	Global Insight Business Conditions and Risk Indicators	www.globalinsight.com	0.44	0.44	0.38	0.38	0.38

Source: www.govindicators.org

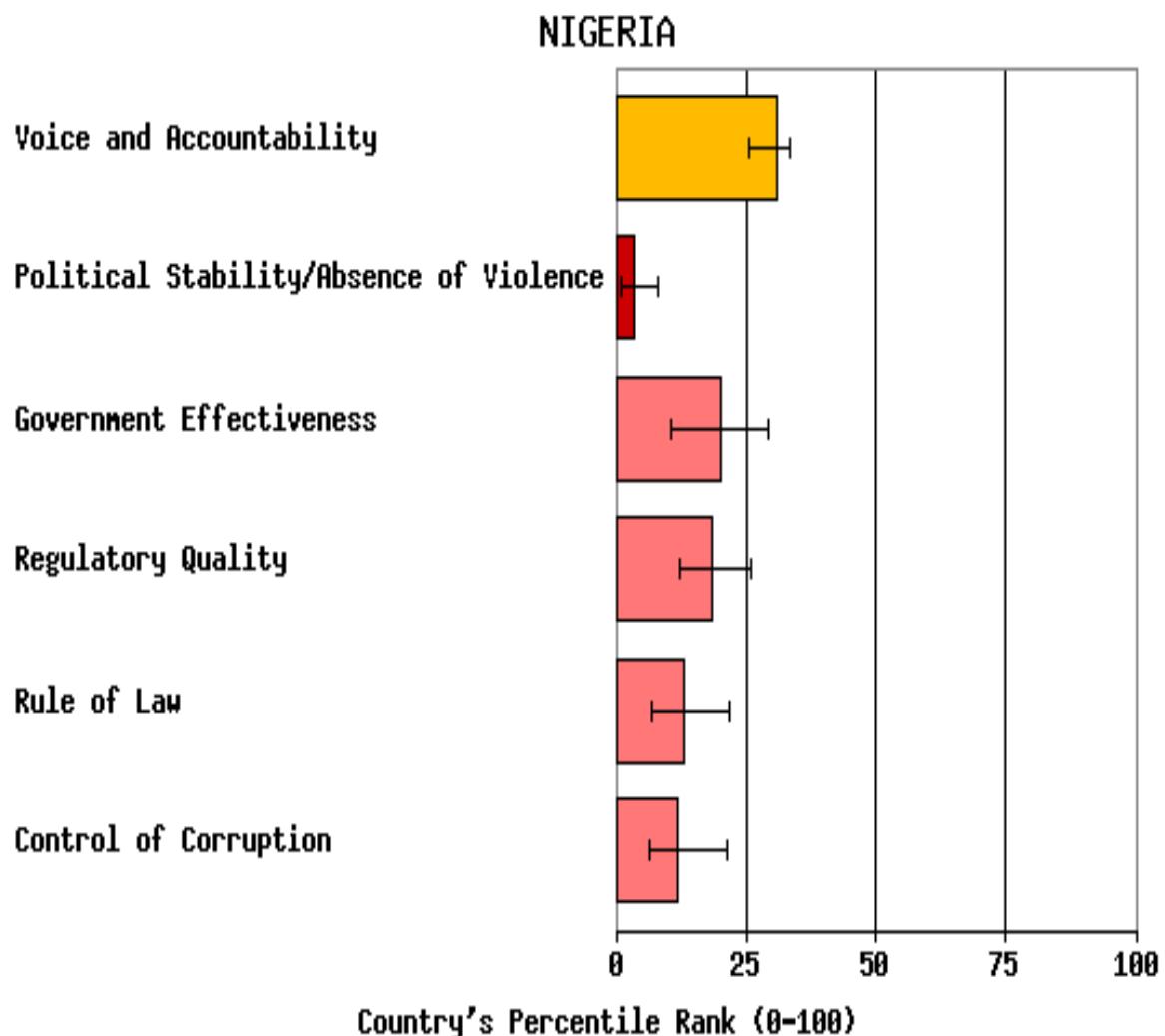
WORLDWIDE GOVERNANCE INDICATORS
COUNTRY DATA REPORT FOR NIGERIA: 2006-2010
CONTROL OF CORRUPTION

Code	Source	Website	2006	2007	2008	2009	2010
ADB	African Development Bank Country Policy and Institutional Assessments	www.cvia.afdb.org/About.aspx	0.40	0.50	0.40	0.40	0.40
AFR	Afro barometer	www.afrobarometer.org	0.44	0.44	0.46	0.46	0.46
ASD	Asian Development Bank Country Policy and Institutional Assessments	www.adb.org/
BPS	Business Enterprise Environment Survey	www.worldbank.org/eca/governance
BTI	Bertelsmann Transformation Index	www.bertelsmann-transformation-index.de/	0.40	0.35	0.35	0.45	0.45
CCR	Freedom House Countries at the Crossroads	www.freedomhouse.org	0.35	0.35	0.35	0.35	0.35
EIU	Economist Intelligence Unit	http://www.eiu.com	0.00	0.13	0.25	0.25	0.25
FRH	Freedom House	www.freedomhouse.org
GCB	Transparency International Global Corruption Barometer Survey	www.transparency.org	0.47	0.53	0.61	0.57	0.47
GCS	World Economic Forum Global Competitiveness Survey	www.weforum.org	0.35	0.32	0.35	0.29	0.31
GII	Global Integrity Index	www.globalintegrity.org/	0.80	0.60	0.60	0.60	0.55
GWP	Gallup World Poll	www.gallupworldpoll.com	0.14	0.08	0.15	0.11	0.06
IFD	IFAD Rural Sector Performance Assessments	www.ifad.org	0.44	0.44	0.45	0.45	0.45
IPD	Institutional Profiles Database	www.cepii.fr/	0.17	0.17	0.17	0.00	0.00
LBO	Latinobarometro	www.latinobarometro.org

PIA	World Bank Country Policy and Institutional Assessments	www.worldbank.org	0.40	0.40	0.40	0.40	0.40
PRC	Political Economic Risk Consultancy Corruption in Asia	www.asiarisk.com/
PRS	Political Risk Services International Country Risk Guide	www.prsgroup.com	0.25	0.25	0.25	0.25	0.25
VAB	Vanderbilt University Americas Barometer Survey	www.lapopsurveys.org
WCY	Institute for management & development World Competitiveness Yearbook	www.imd.ch
WMO	Global Insight Business Conditions and Risk Indicators	www.globalinsight.com	0.13	0.13	0.25	0.25	0.25

Source: www.govindicators.org

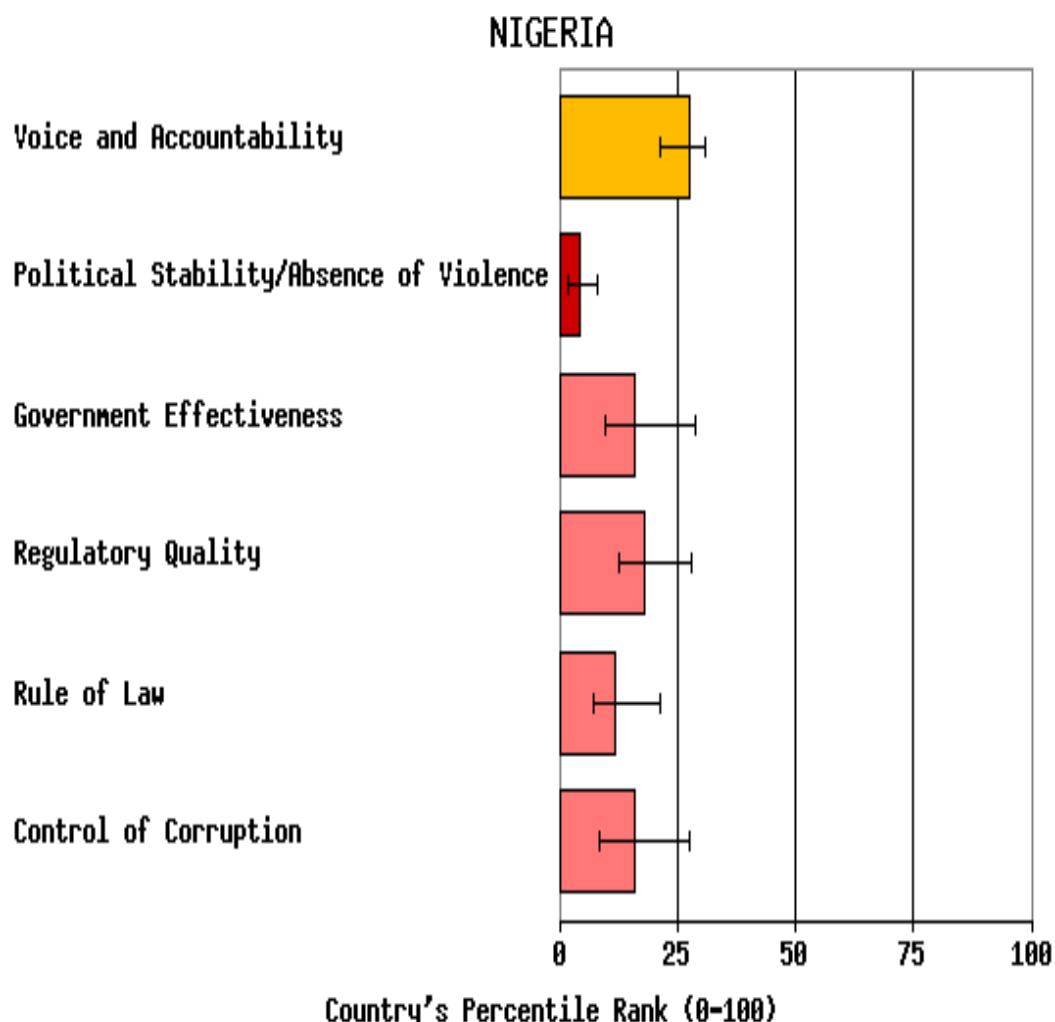
GOOD GOVERNANCE RANKING IN 2006



Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), The Worldwide Governance Indicators: Methodology and Analytical Issues

Note: The governance indicators presented here aggregate the views on the quality of governance provided by a large number of enterprise, citizen and expert survey respondents in industrial and developing countries. These data are gathered from a number of survey institutes, think tanks, non-governmental organizations, and international organizations. The WGI do not reflect the official views of the World Bank, its Executive Directors, or the countries they represent. The WGI are not used by the World Bank Group to allocate resources.

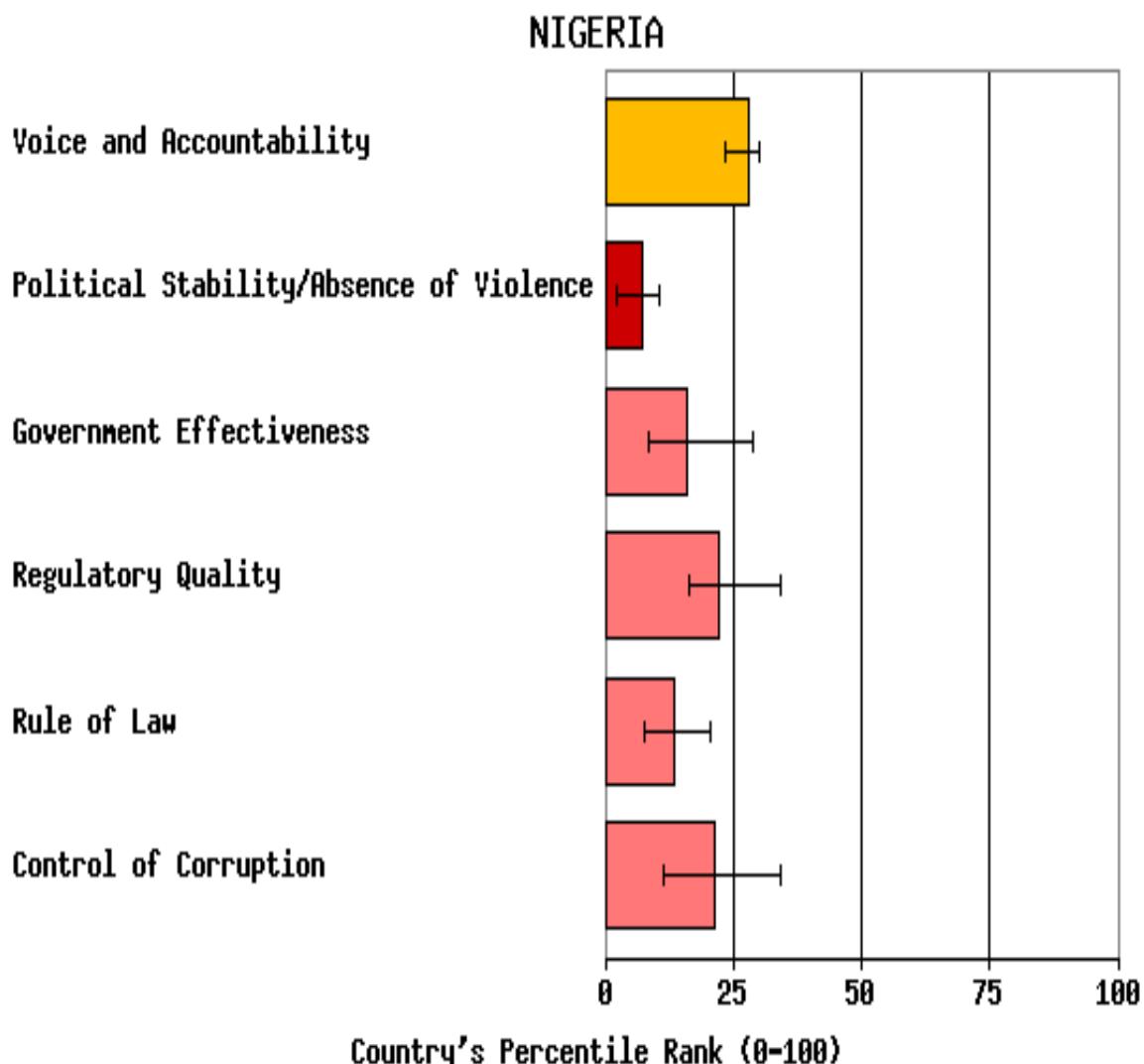
GOOD GOVERNANCE RANKING IN 2007



Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), The Worldwide Governance Indicators: Methodology and Analytical Issues

Note: The governance indicators presented here aggregate the views on the quality of governance provided by a large number of enterprise, citizen and expert survey respondents in industrial and developing countries. These data are gathered from a number of survey institutes, think tanks, non-governmental organizations, and international organizations. The WGI do not reflect the official views of the World Bank, its Executive Directors, or the countries they represent. The WGI are not used by the World Bank Group to allocate resources.

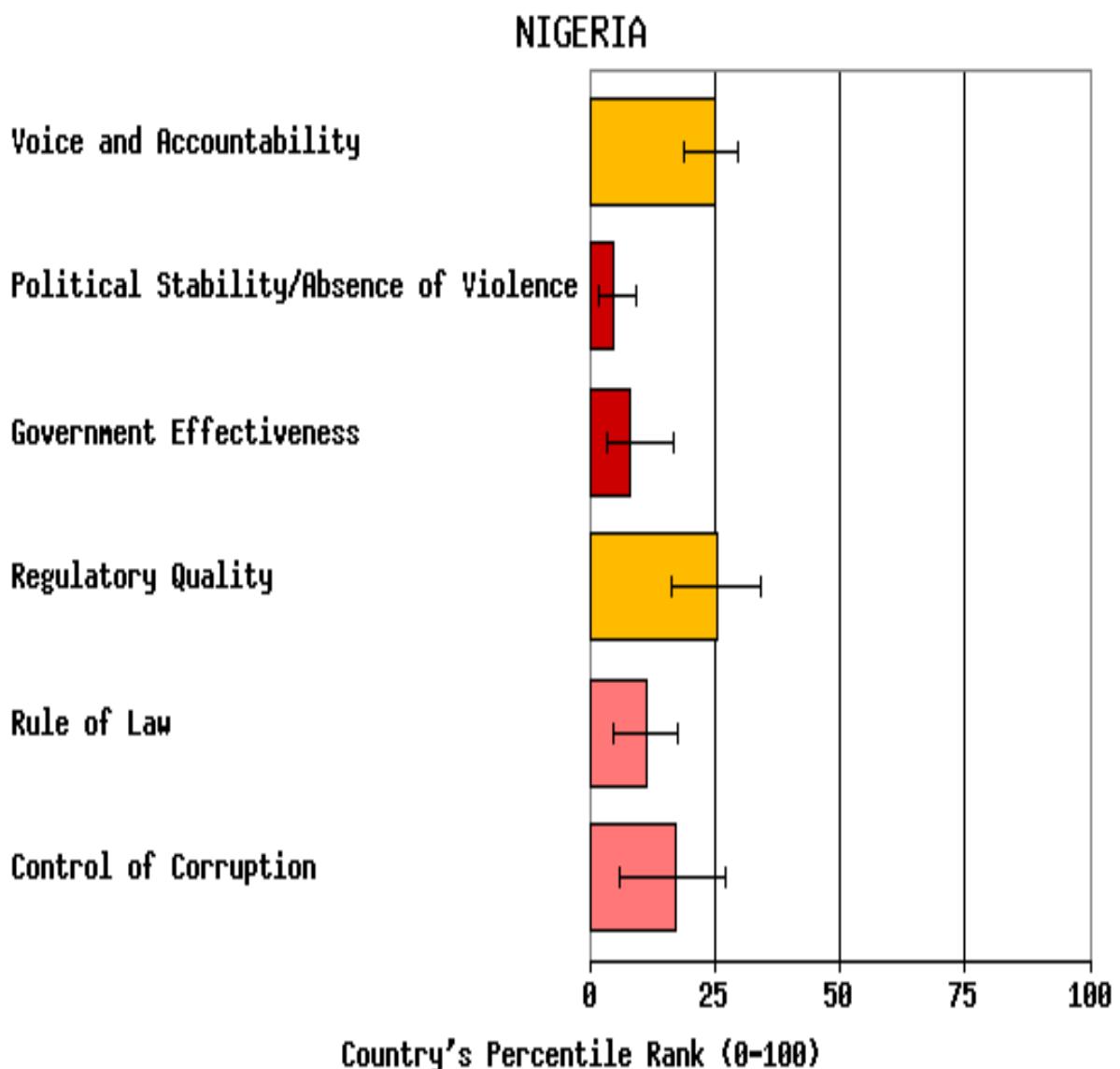
GOOD GOVERNANCE RANKING IN 2008



Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), The Worldwide Governance Indicators: Methodology and Analytical Issues

Note: The governance indicators presented here aggregate the views on the quality of governance provided by a large number of enterprise, citizen and expert survey respondents in industrial and developing countries. These data are gathered from a number of survey institutes, think tanks, non-governmental organizations, and international organizations. The WGI do not reflect the official views of the World Bank, its Executive Directors, or the countries they represent. The WGI are not used by the World Bank Group to allocate resources.

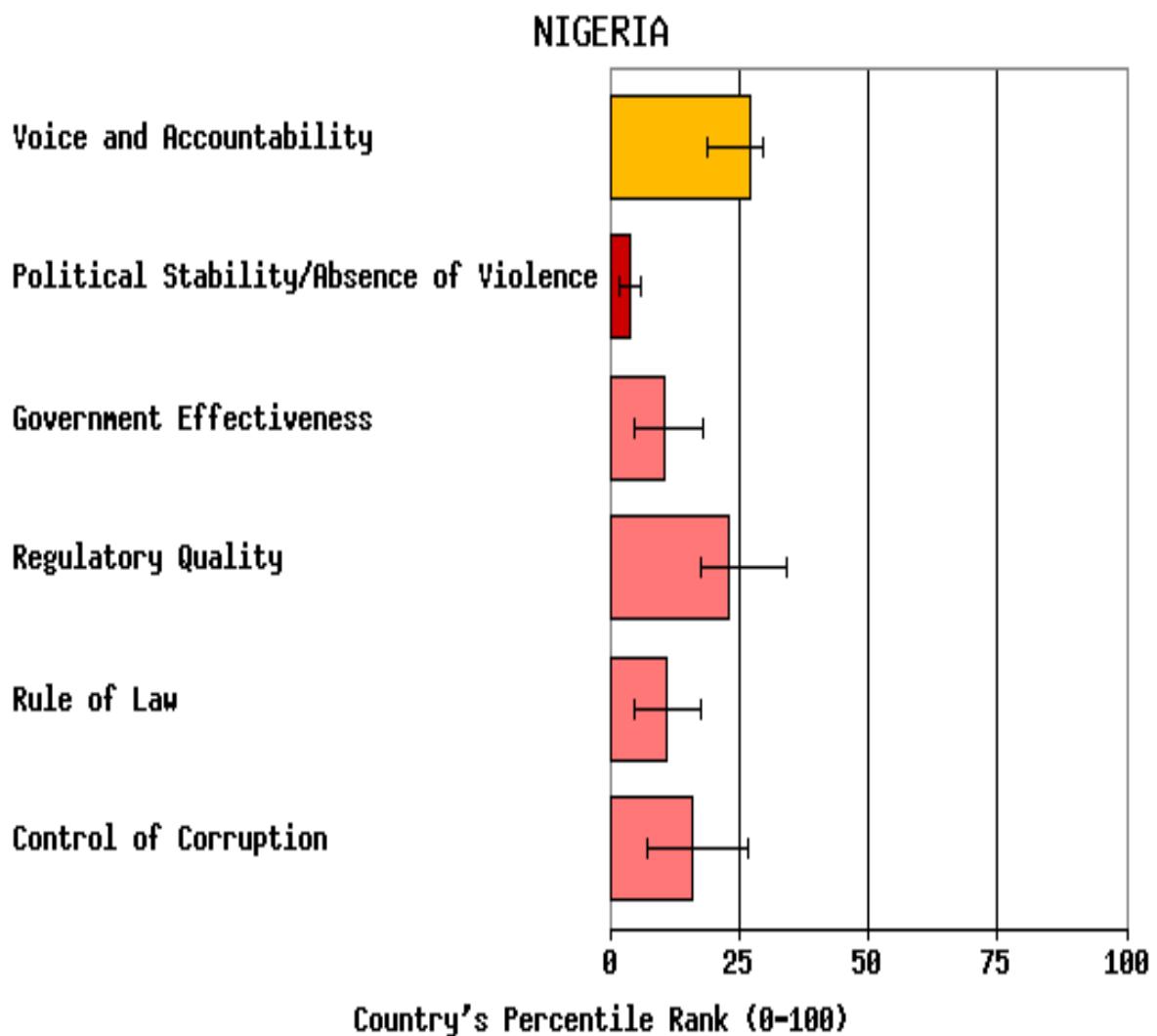
GOOD GOVERNANCE RANKING IN 2009



Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), The Worldwide Governance Indicators: Methodology and Analytical Issues

Note: The governance indicators presented here aggregate the views on the quality of governance provided by a large number of enterprise, citizen and expert survey respondents in industrial and developing countries. These data are gathered from a number of survey institutes, think tanks, non-governmental organizations, and international organizations. The WGI do not reflect the official views of the World Bank, its Executive Directors, or the countries they represent. The WGI are not used by the World Bank Group to allocate resources.

GOOD GOVERNANCE RANKING IN 2010



Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), The Worldwide Governance Indicators: Methodology and Analytical Issues

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Journals and Conferences within the Period of Research

Sanusi, A., and Abdullahi, A. (2010). Nigeria's public service and new public management reform. *1st International Conference on Public Policy and Social Science (ICops, 2010)*, Universiti Mara, Malaysia 26-27 May, 2010.

Sanusi, A., and Abdullahi, A. (2011). Public service and new public management reforms in Nigeria. *Journal of Administrative Sciences*, 8(1), 1-14.

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Sanusi, A., and Ahmad, M.M. (2012). Relationship between e-recruitment adoption and good governance practices in Nigerian public sector: An empirical study. *Journal of Public Administration and Governance*, 2(3). Accepted for publication

