

**CIVIL SERVICE REFORM IN AFGHANISTAN SINCE 2018  
A CASE STUDY OF  
E-RECRUITMENT SYSTEM IN INDEPENDENT  
ADMINISTRATIVE REFORM AND CIVIL SERVICE  
COMMISSION (IARCSC)**

By

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A thesis submitted to the BRAC institute of governance and development in partial fulfillment of the requirements for the degree of Master of Arts in Governance and Development

BIGD  
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February 2020

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## **Declaration**

I hereby declared that submitted thesis entitled “ Civil Service Reform in Afghanistan since 2018 A case study of E- recruitment system in Independent Administrative Reform and Civil Service Commission” is belong to my own attempts. Which have been conducted after registering for completion of master degree in governance and development at BRAC University.

And has not been yet done any dissertation or paper submitted to BRAC University or any other university for a degree or any other diploma. I have studied the ethical guideline of university with according to their principles I have tried my best to finalize such dissertation within given time. The data which have been taken from other sources, the citations have already mentioned and the rest data whatever have collected and manage it is my own contribution.

**Student’s Full Name & Signature:**

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## Approval

The thesis titled “civil service reform in Afghanistan since 2018a case study of e-recruitment system in independent administrative reform and civil service commission (IARCSC)” submitted by **Habibullah** id: 19372010 of spring 2020 has been accepted as satisfactory partial fulfillment of the requirement for the degree of Master of Arts in Governance and Development.

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## **Ethics Statement**

For conducting the research ethical clearance will be attained from the respondents of the survey who take part in the responding of the questioner, FGD and KII. Most of significant ethical matters will be focus in the study for the safeness of respondent's rights. First of all, no pressure will be imposed to participate at the time of survey, discussions and interview. The respondent's voluntary involvement of the contributors will be confirmed in the study. So, we will endorse informed consent from the respondent before starting a discussion. Whole research participants will be fully informed about the objectives of the study. It will also be ensured so that no destruction could arise. Finally, confidentiality and privacy will be strictly upheld during the study.

## **Abstract**

Recently competition among organizations is based on skillful employee. It is important to take and recruit capable human resources in various part of organizations, to serve better with short time and less source. The main objective of the study was to analysis the achievements and challenges of e-recruitment in Afghanistan through recruiting professional skillful officials in Afghan public sector. The data have been gathered from both primary and secondary sources, FGDs, KII and questioner is used to collect information. Less time ,low cost and corruptions free process were the crucial achievements of e-recruitment ,major challenges were accessibility to poor internet ,complexity of the questions And the current exam is central and regional due to the far distance candidates are not able to participate in exam .The common recommendation is to provide is regular training for the recent recruited employees to understand properly with practical activities.

Key words: e-recruitment; skillful; employees; short time; low costs and corruption

## **Acknowledgement**

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## List of Acronyms

IARCSC	Independent Administrative Reform and Civil Service Commission
CEO	Chief Executive Officer
NUG	National unity government
HRMIS	Human Resources Management Information System
CSMD	Civil Service Management Department
VOIP	Voice over Internet Protocol
PSC	Public Service Commission's
KII	Key informant interview
FGD	Focus group discussion
SHRM	Society for Human Resource Management
CBR	Capacity-based Results
PRR	Priority Reconstruction Program
PAR	Public Administration Reforms
P & G	Pay and Grading
NGPAR	Next Generation of Public Administration Reforms
GoIRA	The government of the Islamic Republic of Afghanistan
MOE	Ministry of education
MPHE	Ministry of higher education

MOPH Ministry of public health

CSO Central statistical office

# Chapter 1

## Introduction

### 1.1 Background of the study

Most of the administrations focus for the identification of professional and skillful human resources to carry out the activities .therefore human resources are the significant factor and vital asset for developing their activities, and it is important for managers to seek for the talent people to create positive change in the organization.(Girard and Fallery, as cited in wanjiku 2015).According to the researches that have been conducted for the recruitment, that web is key element for both organizations and applicants to realize their needs through the web (Pfieffelmann, Wagner & Libkuman, as cited in wanjiku 2015).

It is easy to for employers to seek out for talented professional candidates through online recruiting rather than declaring in any newspaper, TVs or any other channel (Kar and Bhacharya, as cited in wanjiku 2015). “Jobs vacancies posted on Company’s website can reach millions of job seekers in real time; as soon as the job is posted on the website” (Torrington, Hall and Taylor, as cited in wanjiku 2015).”

Now days, finding of professional applicants for an organization isn’t so challenging, it is so simple with in short time you will be able to find the competent employees without any extra charges (Tyagi, 2012, Pfieffelmann et al).

E-recruitment is a technologies-based process to find capable applicants for the existence vacancies of an organization (Fayyaz and Afshar, as cited in wanjiku 2015).

Competence is an vital identity for human being it is not same for everybody, so therefore most of organizations whatever private or public compete each other’s for finding qualifiers employees (Bhattacharyya, as cited in wanjiku 2015) Recently recognized that most innovations have been accomplished through the professional and experts human

resources to force the organization toward the development. Based on the concept that many improvements and sustainable competitive advantages have occurred through the merit-oriented people. It important to focus on the seeking and recruiting competent people to create positive change for all enterprises (Sahay, as cited in wanjiku 2015).

Figure 1. 1: process of e-recruitment



Source: IARCSS, 2018



### **1.1.1 E- Recruitment**

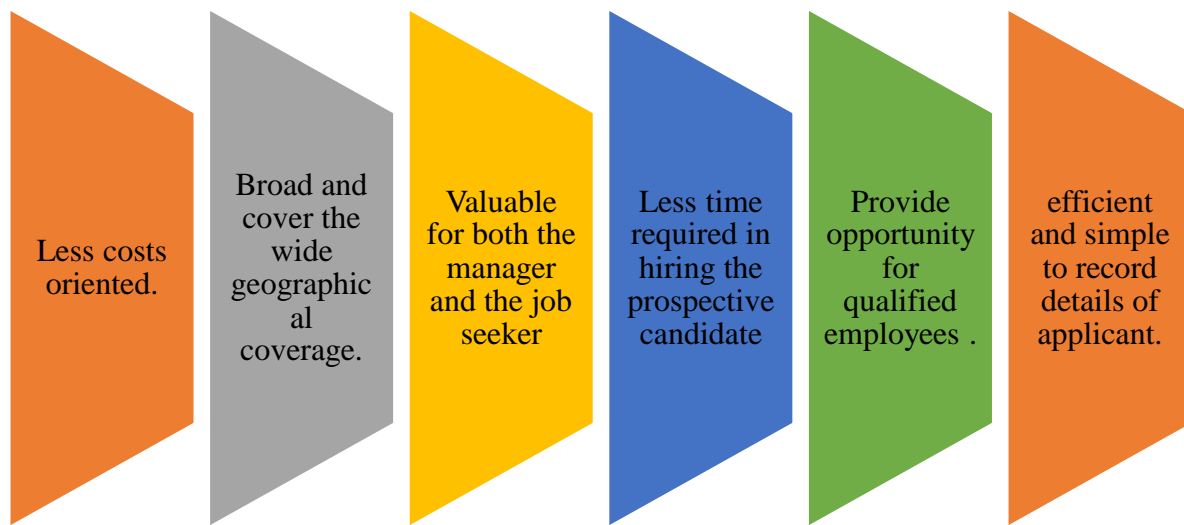
Human Resources Management Information System (HRMIS): Accurate statistical information on civil servants was lacking in the past. The Civil Service Management Department (CSMD) lacked accurate figures of its staff. In some cases, there were also ghost positions.

It is an internet-based recruitment for the selection and hiring of applicants for the specific vacant of job position within an organization using the internet resource, recently most of company and organization try conduct mass recruitment. E-recruitment have two approaches that take place for the organizations; Company owned (corporate) web for recruitment and commercial job boards for jobs announcement (Fayyazi and Afshar, as cited in wanjiku 2015). For the first time an e-recruitment system has been created in all civil service agencies. Through this System all recruitment processes are conducted online. To monitor this process the Independent Administrative Reform and Civil Service Commission has opened a monitoring account specific to civil society and media organizations.

The HRMIS records accurate information about civil servants in the capital and provinces as well as information about personnel affairs. The IARCSC has recently purchased 80 biometric registration kits to record civil servants 'information (IARCSC, 2018).

Computer-based exam: The Independent Administrative Reform and Civil Service Commission has adopted a system to take online exams and announce exam results immediately. Facilitating center-provinces communication through Voice over Internet Protocol (VoIP): This system Facilitating center-provinces communication through (VoIP): This system will be inaugurated in recently and will facilitate communications between the IARCSC headquarters and its field.

*Figure 1. 2: advantages of e-recruitment*



### **1.1.1 Merit acquisition**

Merit acquiring is the process of recognizing, attracting, engaging and preserving extremely skilled and brilliant persons (Tyagi, as cited in wanjiku 2015). Merit attainment enable the leaders to be like marketers when develop media and sourcing approaches as abilities traditionally considered as marketing and sales skills are progressively becoming a part of the required talent acquisition skill set in Human Resource management According to (Dutta ,2014). Though capacity is intuitive, recent studies according to ( Bhattacharyya ,2014) indicate that talent cannot accomplish results on organizations. Administrations must identify, arrange and constantly improve when pacing with the changing business needs and strategies. Sahay (2014) summaries that obvious significance of merit acquiring, that organizations will never grow in the absence of the expert talent.

For fulfillments of attaining meritorious people in an exact talent set within certain time, organizations are approving innovative recruitment performs to find the correct skills set and aptitudes (Srivastava and Bhavnagar, 2008).merit development and strategic investment in talent is a question that where and for who should be taken investment.as organizations strive each other's on their skills that focus that to control over the talent to be in the future.

Developed economies lead to afford better environment for encouragement and developing talent (Heid and Murphy, as cited in wanjiku 2015).

### **1.1.2 Effectiveness of E –Recruitment in merit Attainment**

Recently, the process of E-recruitment has shown that its significance for the job seekers .for internet plays role of connector for the purpose of recruitment among employers and job seekers (Tyagi, 2012). E-recruitment is a certain change spreading over the world of job chasing and employment In market of recruitment the high competitiveness for talent cause to spend more time, attempts and resources for improving strategy of recruitment (Tyagi, 2012).

With the help of corporate websites as a source of recruitment to provide a standard over the business can present highly extensive job and managerial information to invite related job seekers who are a quite fit for the organization (Pfieffelman et al., as cited in wanjiku 2015).

The nurturing of decent aptitude attracts more of it, permitting organizations to build quickly on the primary base to keep a stable of digital leaders (Chambers et al., as cited in wanjiku 2015). .Modern e -recruitment offers the decent system for both recruiters and job seekers to meet (Holm, 2012).

*Table 1. 1: Major difference between e-recruitment with traditional recruitment*

<b>Recruitment process</b>	<b>Traditional recruitment</b>	<b>E-recruitment</b>
<i>Attracting applicants</i>	Using sources that are not technology oriented, like advertisements, flyers, spokespersons, to draw as many applicants as possible to contact the organization.	Using the organization's reputation, product image, online technology and other methods to draw as many potential candidates as possible to the organization's website. There organizations can present themselves
<i>Sorting candidates</i>	Using a paper-based test for applicants to create a manageable applicant pool	Employing sophisticated, standardized online tests to screen candidates, and to winnow the applicant pool to a manageable number
<i>Making contact</i>	Contacting the sorted applicants by phone or mail and having face to face conversations	Using automated hiring management systems to contact the most desirable candidates very quickly, before they are snapped up by another company
<i>Closing the deal</i>	Making the phone call, setting up the meeting and shaking hands	Making the phone call, setting up the meeting and shaking hands

(Derived from Cappelli, as cited in Carolien C. Handlogten, 2009)

## **1.2 Rationale of the Study**

The rationale behind this study is to understand the causes what cause that the problem of recruitment and selection occur despite all possible measures to make it done accurately. It also seeks to provide a basis for Afghan public service and create appropriate recruitment decisions by selecting the best candidates into service and developing them accurately into positions. As it is a known fact that whenever recruitment taking place in this sector, politicians

for example interfere and make sure that their candidates through irrespective of whether they are qualified or not.

This eventually leads to the organization recruiting employees that are in most cases incompetent or not merit based that leading to low productivity and performance. sound recruitment exercise enhances productivity, reduces the rate of labor turnover as well as employee dissatisfaction (IARCSC, 2000). The findings and recommendations of this research will then help the independent administrative reform civil service commission public service and their recruiting agencies to select candidates that meet the needs of the workplace and achieve its aims (Ibid).

### **1.3 Problem of the Study**

According to the traditional recruitment system it was difficult for an applicant to know about the vacancies. To apply for a specific post with in an organization, even though he/she may had talent and capability for that position. Though every ministries declared the vacancies inside the ministry or some time they have announced through the TV or any other media.

So it would be difficult for a specialist employee to know his field post, the traditional system was not only useless for employees but also it was difficult for the organization to find specialist for every single post. On that case the effectiveness and efficiency of such system was not quite satisfactory for both then it was need to create electronic recruitment to remove the gaps between employers and employees, in addition it took too much time to recruit an employee.

According to the continuous attempts of Administrative Reform and Civil Service Commission (IARCSC) they were able to create a modern system to eliminate the existence problem from the Afghanistan public sector. Due to the previous problems of traditional system and the achievement. I have tried my best to know the comparisons and the effectiveness of the current system, to know how it solved the problems to deal with challenges and how people are satisfied from the current system that created positive changes in the life of people.

## **1.4 objectives of the Study**

The main objectives of the research are given below:

- a) To analyze the achievements and challenges of E- recruitment process in Afghanistan and to make recommendations for the recruiting.
- b) To Make professional and talented labor force in the public sector.

## **1.5 Format of the Study**

Chapter one is allocated for the introduction that gives the general overview of the study. Chapter two is on literature review which gives an in-depth review of current and relevant literatures, Chapter three is on research methodology which deals with how the research will be designed and how it gives a detailed explanation of research methods that is used. It would analyze the reasons why this method is being used. The chapter four is on data analysis and presentation which will include the interpretation of data and figures. The chapter five is consists of Conclusions will be drawn at the end from the results of the study and recommendations for effective and efficient recruitment.

## **Chapter 2**

### **literature review**

#### **2.1 introduction**

This chapter is allocated for the studies which have been conducted from different authors with comprehending of numerous finding, methods that have already accomplished for specific purposes, such as reforming and recruitment, merit-based recruitment, effectiveness of E-recruitment, efficiency of E-recruitment, types of E-recruitment and the empirical studies on E-recruitment. The data has been collected from several countries and perspectives of different sources and years.

#### **2.2 Recruitment and selection in organizations**

Organizational competitive advantage is based on the resources and talents. The resources and capabilities can be viewed as packages of physical and non-physical assets, including management skills, its organizational processes, procedures and the information it controls (Barney, wright and Kitchen, as cited in Temitope 2015). Process of recruitment starts through declaring vacancies that may be done internally or externally (Chapman & Webster, as cited in Temitope 2015).

Recruitment is a significant component for the developing of an organization. Qualified and Skillful staff will obviously represent organizational potential origin of competitive advantage (Khandekar & Sharma, as cited in Temitope 2015). According to Armstrong (2006) he has contended that recruitment is to find at a lowest cost right applicants to fit for the organization. He supposed that for achieving this goal, organization require to attain candidates by recognizing, evaluating, and using accurate sources of applicants.

According to HR management, “recruitment” is the process of examining and signing the most capable applicants for a post, within specific time, less cost and effective method. In addition the process of searching upcoming employees to inspire and motivate them to apply for jobs in an organization. The entire process, with a full life cycle, which starts by understanding the needs of an enterprise with respect to the job, and finishes with the introduction of the employee to the organization. (Martin, November 26, 2016)

According to (Jahan, 2012) He has written an article titled “Recruitment and Selection Process in Bangladesh Civil Service: A Critical Overview” the information of the article is on the secondary data. That have been collected from different sources books, journals, newspapers and government circular .The main objective of the author is to assess and evaluate the existing recruitment and selection process of BCS and ensure merit in public appointment of quality civil service. He has identified three means in the process of recruitment in the BCS. At first the policy of quota. In evolving a selection policy for the( BCS) Bangladesh civil service there has been important variance on the principles of talent and equity, second one is the none satisfactory examination system and the third is the lobbying of politicians and corruption. That leads to recruit non-qualified servants and low quality of civil services. Politicians’ involvements have strongly destabilized the trust of people’s on process of recruitment and also affected the quality of civil service.

Due to his finding he has identified that cause of non-transparence process, then most of skillful and talented people are disappointed to take part in civil service careers and the status of the BCS is beyond of control. If the staffing and choosing are managerially knowledgeable, politically neutral we can make the bureaucracy well-organized, dynamic and force full to provide better governance in the country.at the end he has come with some recommendations that current generalized examination system should be eliminated and cadre definite examination should be introduced to certify efficiency and competence in service.



And the government has to ensure that, the public service commission must be fully authorized and autonomous to perform its responsibilities without any interference.

( Prabin Maharjan & Pan Suk Kim, 2016) they have carry out an article entitle the “ Reforming Recruitment and Selection of the Nepalese Civil Service ” the collected data of the authors are based on secondary sources that have taken from several published journals ,articles, Nepal civil service act and regulations ,public service commission and regulation, government reports and mass web site. The purpose of this paper was to alter the problems that effects on the process of recruitment and analysis critically the process of selection in Nepalese civil services. A qualitative method have been used in his study to focus on the quantity of civil service reforming process. Nepalese bureaucrats have low confidence, low efficiency, ambiguous predictions for jobs improvement, and a poor incentive and punishment system. Other constrains facing the Public Service Commission’s (PSC) process of recruitment and selection comprised regular changes in civil service rules and regulations along with changes in organizational structure, huge corruption in all parts of organization, lack of political support to focus on civil service reform, and administrative resistance.

In addition they have also find out constrains as well as inadequate practice of principles of competence. and representative inclusiveness; absence of suitable job descriptions in posts advertisements; highly politicization and massive corruption; continual practicing of the conventional selection method; and inadequate operation of the managerial, legal, and political methods in the process of recruitment .finally they have suggested some recommendations that it should be recommended practice of SHRM be adjusted according to essence and changing some factors like environment considering geographic, socials and political ,in spite these factors it is need to make a strategic plan for human resource to tackle the barriers and develop a standardized humane resources management for providing efficiency ,effectiveness in the Nepal’s civil service.

civil service Recruitment in Afghanistan; in this survey the author have used both quantities and qualitative method to get the information he has used primary and secondary source ,to collect the primary data different groups of people have been interviewed and most of the respondents have answer the questioners . According to his finding the major problems that people were faced such as discrimination, favoritism, patronage and corruption, that played a huge role in of civil services selection process, moreover respondents were inquired if they have search for help of somebody in the recruitment process, majority of them responded absolutely means that they have received aid and support of some type( Tasal, 2017).

They have also indicated that the current measures taken by government to reduce mal practices in recruitment were inadequate and is not quite enough for them. The government of the Islamic Republic of Afghanistan (GoIRA) developed lots of reforms plans to practice since 2001 in the time of establishment these are PRR (Priority Reconstruction Program), PAR (Public Administration Reforms), Pay and Grading (P & G) and NGPAR (Next Generation of Public Administration Reforms) in terms of CBR (Capacity-based Results).

Neptotism, inducement, patronage, favoritism and discrimination are the major factors that have certain effect on the civil service recruitment. In spite these factors Patronage exist in the top level positions of government for example appointment of ministers and governors of the ministries and provinces by the president. And finally he has suggest some recommendations for the betterment of the process, the existence of regular monitoring is important for the process for the hiring of qualified applicants, coaching of commissioners by an expert foreign consultant on HR issues and selection processes, and Commissioners should be frequently rotated and, contrary to present practice, should never specialize in appointments in a given ministry so as to limit the risk of corruption.

(Rahmany, 2018) has conducted a paper entitled to “The Effect of Recruitment and Selection Process on Employees’ Performance: The Case Study of Afghanistan Civil Servant” this is a qualitative research the data has been taken from primary and secondary source, primary source through from Afghan civil servant and secondary data have been gathered from books, journal and articles for the purpose to observe the effecting factors of civil service recruitment process, that how the process is and to identify the level of services which have been delivered by the civil servants. The results of finding showed that there is a strong relationship between recruitment processes and employees’ performance. That most of the respondents said they are not agreed to the transparency of the selection process. Most people said that selection has not taken place though merit base that cause the poor service providing to the publics. The result also showed that because of corruption, many employees and key managers in Afghanistan are hired based on their connections, political nepotism, leader’s influence that led to poor organizational process and low service delivery. Therefore, for having better employees’ performance and quality, Afghanistan government should have an exact comment and supervision on recruitment and selection processes.

Merit-based Recruitment in Afghanistan; Achievements and Challenges has written a journal with according to the qualitative method and secondary data that have been carried out from different types of books, articles, and some recent letters which have been published from 2006 till 2018 (Mobarez, 2019). The main purpose of this paper is to evaluate and analyze the accomplishments and constraints of merit-based recruitment process in Afghanistan. The major findings from his journal identified that the attempts to develop the merit-based recruitment of staffs in the government particularly in high-ranking positions were vigorous, and to some level outstanding improvement has been made over the last few years though there still exists criticism and dissatisfaction over the role and operations of the Independent Administrative Reform and Civil Service Commission (IARCSC). Proximately 24 percent of the labor force is

unemployed though there are still thousands of posts vacant in the government. Amid the hired, only 13 percent of the working population of Afghanistan can be considered to take decent employment. The remaining are unemployed, or vulnerably employed (low job security, poor working situations etc.).

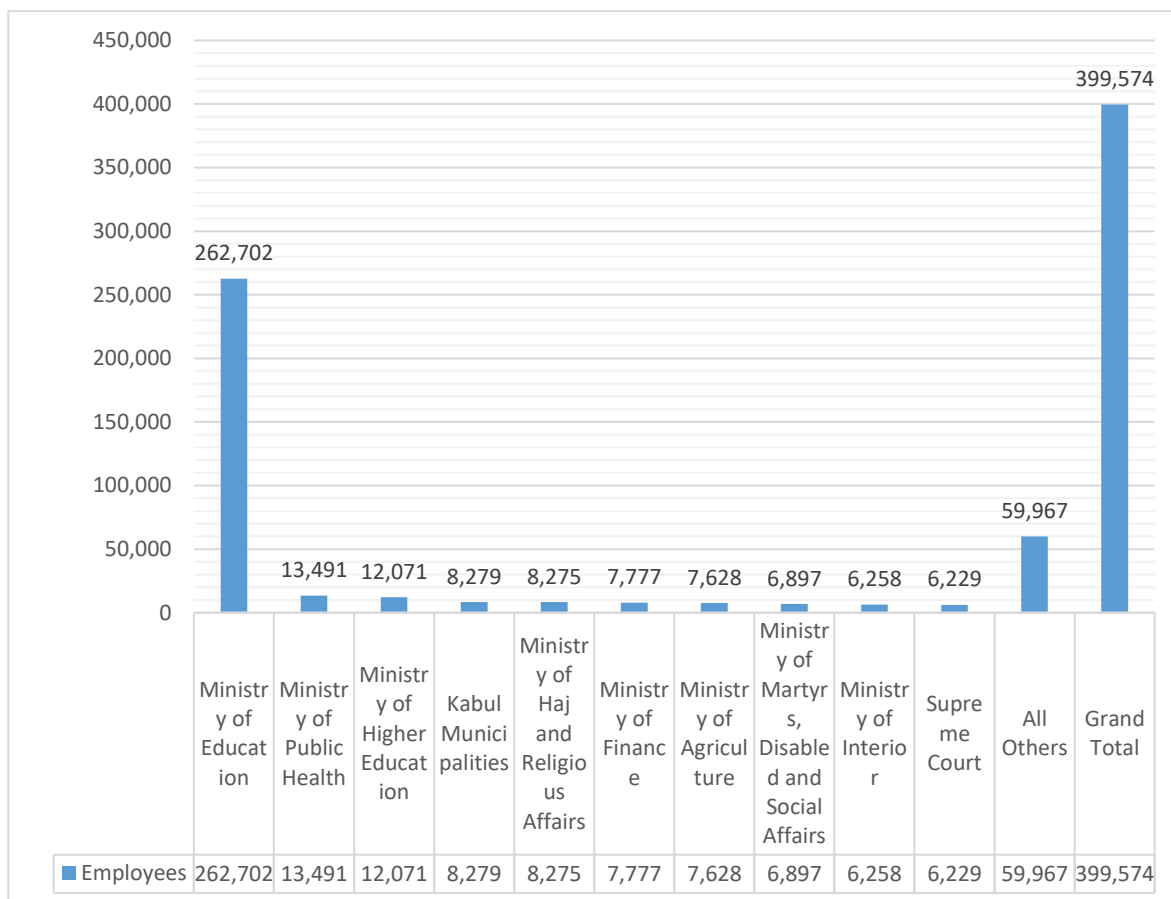
To create jobs opportunities, and hire people into the civil services the government needs to undertake broad economic and administrative reforms. Politician's interventions particularly in high-ranking civil service selections have made the merit-based recruitment's believability under question. The politically destabilized environment with uncertain security situations have enable discrimination, nepotism and patronage system in the process of recruitment. Hence the merit-based recruitment is lacking transparency and stability. There are still recruitment through personal connection. And so the commission (IARCSC) accountable for the staffing and observing of civil services is unable to attain its purposes of merit-based recruitment especially for the top level posts. In addition, weak organizational capacity, and lack of authority in spending the funds provided through the international donors are other problems that have affected the performance of the commission (IARCSC).

### **2.3: Civil service size in Afghanistan**

The number of Afghan civil servants has been grown since 2004 at first there were 276,000 employees then the number of employees have been increased to 400,000 by 2016. With according to the CSO data the ministry of education (MOE) is the largest employer ministry containing, 65.7% of civil servant in Afghanistan. The second largest entity is the ministry of public health workforce has only shown modest growth, MoPH remains a relatively modest employer (3.4% of civil service). The third largest employers were the Ministry of Higher Education (MoHE, 3.0%) and the Kabul Municipality (2.1%). A significant number of temporary staff are recruited and are part of the approved establishment. Although police and

Soldiers are part of the public sector, they are not included in the definition of the civil service in Afghanistan (IARCSC, 2015).

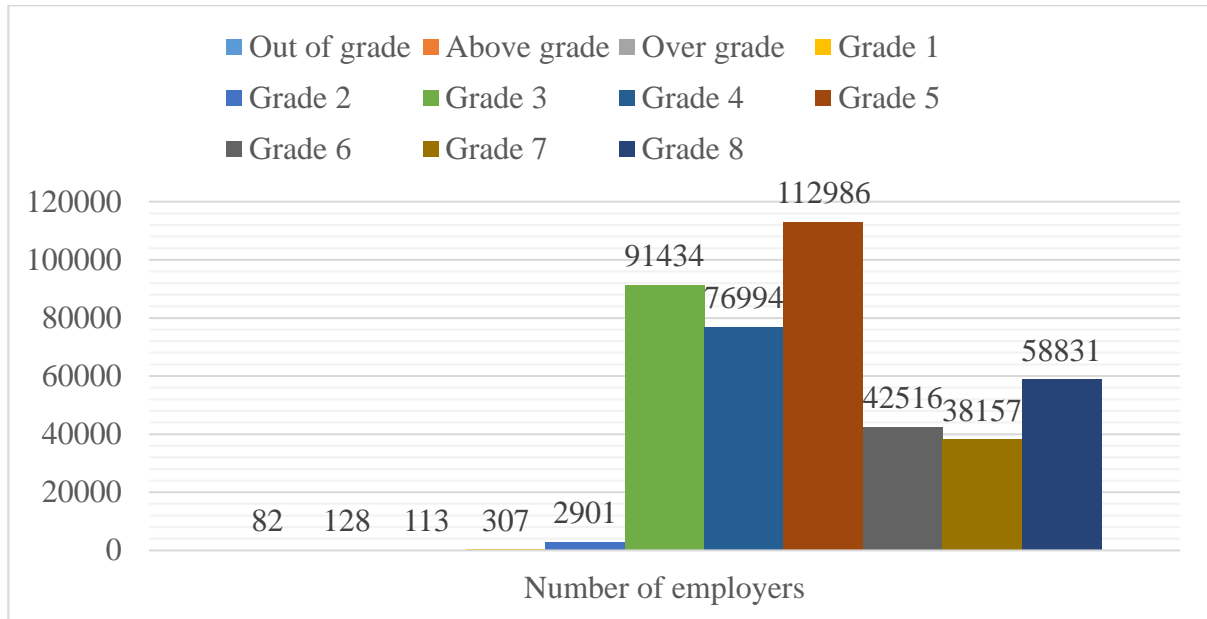
**Figure 2. 1: Top ministries**



Data Source: CSO

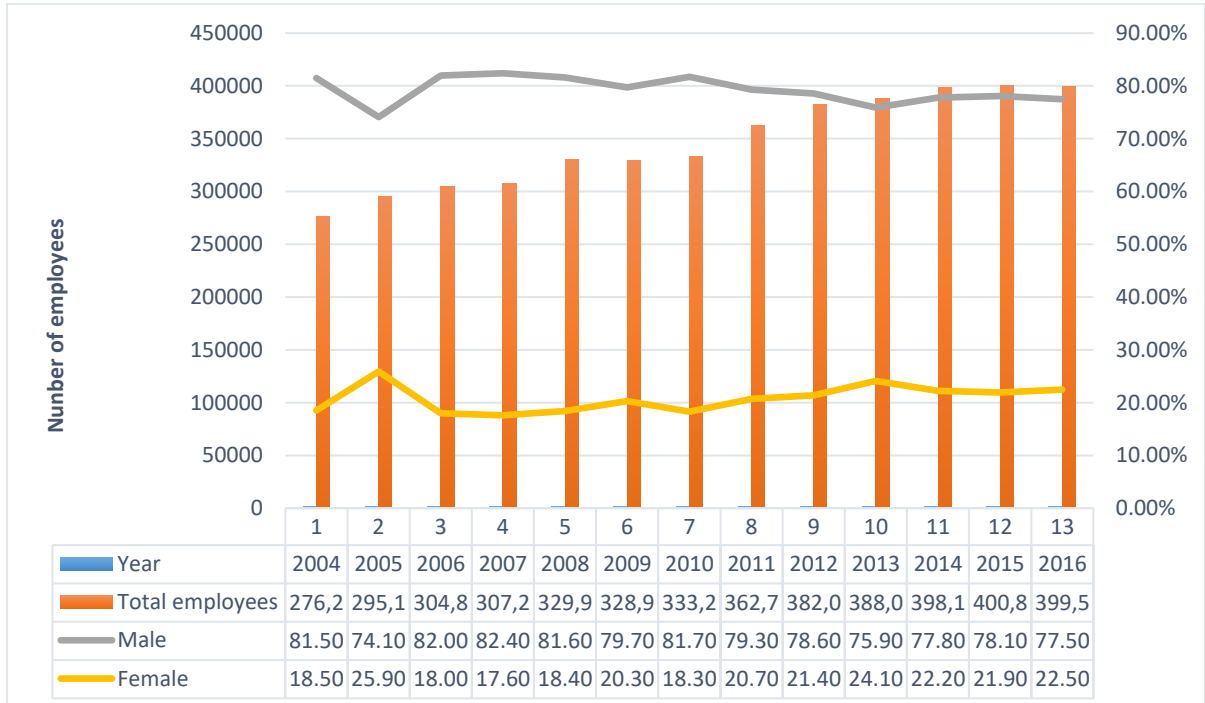
The IARCSC has created Tashkeel which is consisted to various grades from one to eight grades but in general it is divided into three levels, these mid-level grades account for approximately 68% of the total workforce. Senior management (Grade 2 and above) comprises a relatively small component of the Civil Service.

**Figure 2. 2: IARCSC 1396 Approved Tashkeel by Grade**



Data Source: IARCS, 2015

**Figure 2. 3: civil servant genders**



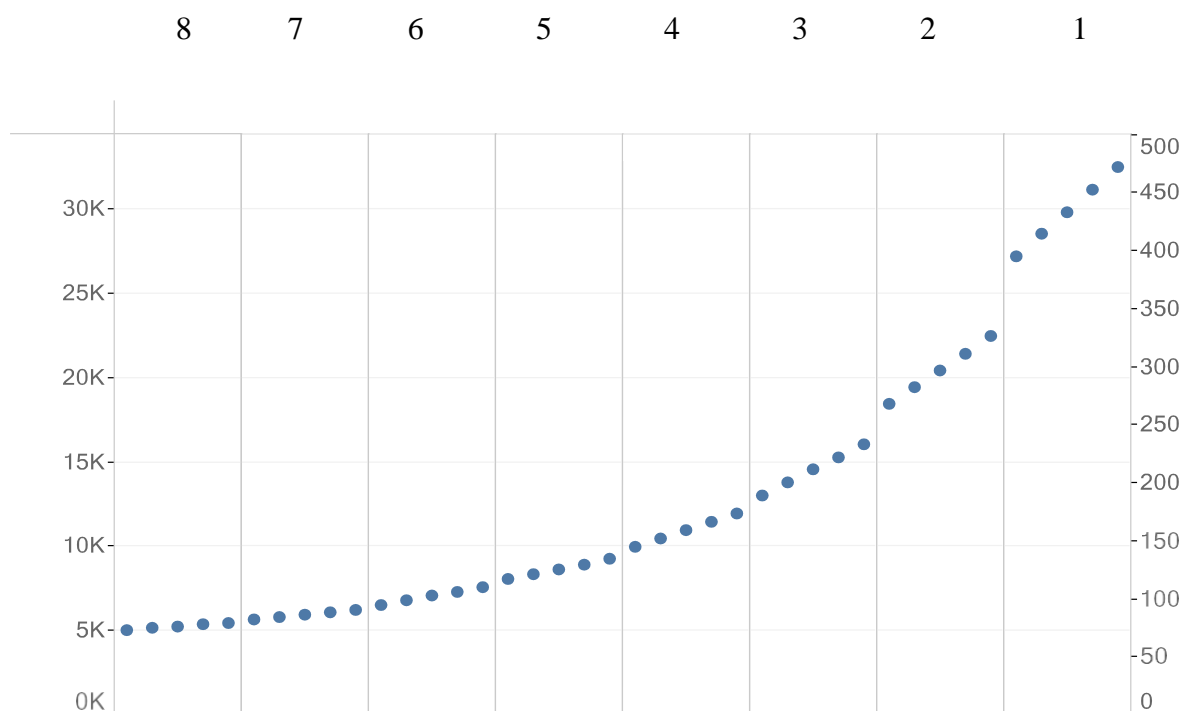
Data Source: IARCSC

Existing data indicates that female participation has risen slightly over the past decade. Though, large year-over-year changes in the gender ratio suggest that the quality of data submitted by ministries and agencies may be somewhat unreliable, as the civil service composition does not change significantly on a year-by-year basis.

## 2.4 Pay system of civil servants

The Afghan civil servants system was gradually implemented in all over ministries and agencies as part of the 2008 P&G reform. That required a job profile to be created for each position. Complete data on the total number of positions within line ministries and agencies is not available. Though, it is estimated that at least 85% of all positions have been converted from the previous ten grade pay scale. Monthly rates of pay on this scale begin at AFN 5,000 (\$53) at Grade 8 and progress up to AFN 32,500 (\$478) for the most senior Grade 1 positions (See figure 2.4). Salaries above the pay scale are not defined in the P&G grading.

*Figure 2. 4: Base of salary for civil servants*



*Data Source: Calculations based on P&G Pay Scale*

### **2.2.1 Effectiveness of E-Recruitment**

For conducting E-recruitment online advertisement of vacancies provide many benefits for organization however it may be observed by several, studies identified that online recruitment lets around-the-clock gathering and processing of job applications (Holm, 2012) though at the same time acting as a accurate job preview and an upright path for the Organization to market itself. Electronic recruitment is effective in reducing costs for staffing, it gives access to more people and rapid reversal time among others.

### **2.2.2 Cost Effectiveness of the online recruitment**















Online examinations provide the benefit to take away unfitting applicants at an initial phase in mass recruitment (Barber, 2006). There leftovers a question as to whether the attainment of E-recruitment is linked to the type of organization using the manner or if it is purely a result of the nature and carrying out of the online system used (Parry and Tyson, 2008). Through the practicing of technology make a company to improve their employer brand hence reducing on advertisement costs. The normal job posting online In the UK, costs 250 sterling pounds compared with 5,000 sterling pounds for a section page in a national newspaper (Barber, 2006).











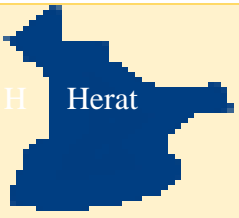



### **2.2.3 Accessible for all People**






By the help of internet it is easy to access 24 hours a day, 7 days a week and attainable to everywhere to each nations (Barber, 2006). People can reply in seconds of reading about an opportunity by forwarding their Curriculum vita to the HR or any other responsible person of an organization and shortlisting can be carry out quickly with the use of CV- matching online application forms (Torrington et al., 2008)



Table 2. 1: Mass recruitment exam for grades 5 and 6 civil servant positions

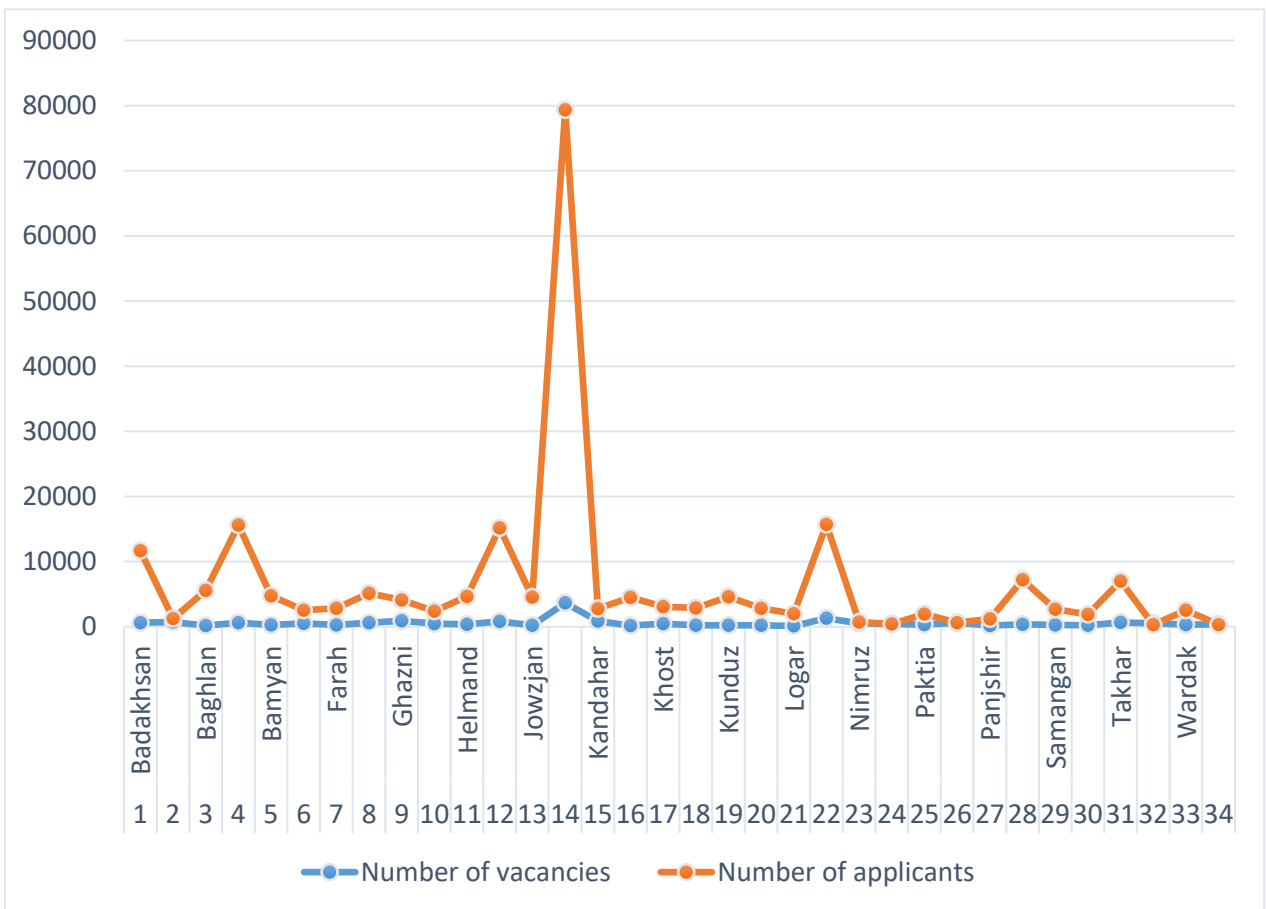
province	N/of positions	N/of applicants	province	positions	people
 Paktia	321	1949	 Uruzgan	500	306
 Paktika	542	600	 Badghis	729	1247
 Takhar	665	7000	 Bamyan	290	4772
 Jouzjan	224	4564	 Baghlan	165	5594
 Khost	460	3098	 Parwan	355	7201
 Farah			 Panjshi	194	1230
 Kapisa	200	4499	 Daykundi	513	2523

 Kunduz	246	4600	 Zabul	387	321
 Kandahar	883	2804	 Sare Pul	231	1876
 Kunar	235	2880	 Ghazni	928	4111
 Laghman	219	2812	 Ghor	279	2411
 Logar	113	1990	 Faryab	619	5151
 Herat	831	15180	 Nangarhar	1309	15706
 Helmand	379	4635	 Nooristan	406	4066

 Badakhshan	645	11675	 Samangan	272	2663
 Balkh	612	15628	 Nimroz	541	741
 Kabul	3551	79340	Wardak	336	2532

( IARCSC,2017)

Figure 2. 5: vacancies in different provinces



( IARCSC,2017)

#### **2.2.4 Ability to Target the significant and key people**

Information of the applicants can be taken automatically be kept by the organization as 2a kind of 'aptitude pool' and explored at a later date should another vacancy arise (Parry and Tyson, 2008). The ability to attract massive eligible talent pool 21 to its doors depends on how the organization will create a satisfactory image in the mind of the employees (Dutta, 2014).

#### **2.2.5 Repaid Reply and Turnaround Times**

Internet enable to faster the front end of the process recruitment. Time to appoint is reduced through fast posting of jobs online and the simplicity of finalizing online application forms and attaching CVs to emails (Barber, 2006). Usage of back-office activity through progress of Internet technology have meant that a system can be planned that posts an announcement to numerous jobs boards consecutively, accepts applications and forwards them to line managers automatically and accomplishes a number of primary screening activities that eliminates some of the administrative load from the human resource function and makes the process less resource intensive (Parry and Tyson, 2008).

#### **2.2.6 Contribution.**

By the perceiving several reports Through studied some dissertations within different countries the author has found that are some mutual constrains in three countries. (Afghanistan, Bangladesh and Nepal) That have been existence in their nature civil service commission, some constrains were quite similar in those countries.

Such as; corruption, intervention of politicians, Political sympathy and partisan activity have badly affected the quality of civil service and undermined the people's trust in the recruitment process. That cause to ineffective selection and low quality of civil servants. But Nepal was the only country among these, that there was one different problem, which civil servants were suffering frequent changes in civil service rules and regulations along with changes in institutional structure, then my objective is to find out the effects and importance of E-recruitments in Afghanistan civil service reform process of requirement.

## **Chapter 3**

### **Methodology**

#### **3.1 Introduction**

This chapter focus on different parts of the study from which Data has being collected and analyzed .generally this chapter represents the methods that has been used in this study. It contains the objectives of the study, design of the study that will be used for research, design of the study, sources from which information have gathered and analyzed, sample size that data has been collected to concentrate the technique for study, limitations of the research and also the design of questioner.

##### **3.1.2 Study design**

Study Design focus on procedures and plans conducted for study that extent decisions from general assumptions to a comprehensive methods of data collection Analysis ((Kothari, as cited in Temitope 2015) the study is comprised from both qualitative and quantitative study design, for getting the quantitative information different (FGD) focus group discussions have been designed to collect information through various categories of the people. And also to achieve the quantitative data (KII) key informant interview has used. Despite the (FGD) and (KII) individual questioner has also used to collect information.

##### **3.1.3 Sources of Data**

The information for this study have been gathered from both primary and secondary sources for the completion of the study. Collected data focused on quality and quantity of the study, to collect primary data various type of tools have been used to gather information for the study, especially for getting the quantitative materials some FGDs have designed for different

categories of people . And also for the purpose of qualitative data KII have designed to gather the quality oriented material from some directors and head of departments.

The secondary data have been consisted from journals, papers, books websites that have already done through others.

**Table 3. 1 FGD for lecturers**

S	University	Location	Occupation	Job duration
1	Kandahar university	Kandahar	Lecturer	2010
2	Mirwais nika university	Kandahar	Lecturer	2013
3	Malali university	Kandahar	Lecturer	2014
4	Benawa university	Helmand	Lecturer	2016
5	Shaid wahidullah institute	Kandahar	Lecturer	2011
6	Saba university	Kandahar	Lecturer	2011

(Author, 2020)

**Table 3. 2 FGD for governmental Officials**

S	Ministry	Location	Occupation	Job duration
1	Independent directorate of local governance	Kandahar	official	2011
2	Independent administrative reform	Kandahar	HR director	2012
3	Independent directorate of local governance	Kandahar	Head of Recruitment	2013
4	Supreme Audit Office	Kandahar	Head of audit	2016
5	Independent directorate of local governance	Kandahar	Head of HR Education directorate	2010
6	Independent administrative reform civil service commission	Kandahar	Head of Appraisal Evaluation	2011

(Author, 2020)

*Table 3. 3 FGD for job seekers*

S	University	Graduated subject	Graduated year	Gender	Time of applying
1	Kabul University	Civil Engineering	2012	Male	Four times
2	Kandahar university	Economic	2014	Female	Three times
3	Nangarhar University	Computer science	2012	Male	Five times
4	Mirwais Nika institute	Political science	2014	Female	Sixth times
5	Rana institute	Management	2013	Male	Five time
6	Shaid wahidullah institute	Banking	2016	female	Sixth time

(Author, 2020)

*Table 3. 4 :KII for directors and head of department*

S	Name of Directorate	Number of Recruited	recruitment	Gender
1	HR of IDLG	50	Computer base	Male
2	Independent administrative reform civil service commission	120	Computer base	(90) Male (30) Female
3	HR of Education	340	Paper base	(270) Male (70) Female
4	HR of Kandahar university	80		(68) Male (12)Female

(Author, 2020)



### **3.1.4 Data analysis**

The Data that have been collected through FGDs, KII and questioners. That have classified into different stages and ranking, particularly the highest and lowest ranking data have sorted in a chronological order. The analysis of the Data have done through statistical packages, that based on FGD, KII and questioner to measure the definite percentages of obtained data .in order to identified the exact amount of percentage the Ms. Excel program have used for analyzing to show the linkage of analytical and descriptive data. Finally linking the existence data to the previous data which have already gathered and conducted through other researchers.

### **3.1.5 Limitation of the study**

The process of E- recruitment is new and recently established in Afghanistan still no body have done any research or any paper, but still some researches have been conducted in recruitment. then it was difficult to do something for the first time that led the researcher to face some difficulties .therefore this study have had some constrains that did not let the researcher to collect data from wide-ranging sample size, due to the time frame that was short for the entire dissertation which create a limitation for the study. The second concern was the fairness of participants, whom were fare from me to accumulate data from them, so it was difficult to gathered people within different groups for providing responses through FGD, KII and questioner, in fact it took some time and gap to get the intended answers. And the most common and big problem was the usage of internet , that some have not getting access to internet on time which led to late response as the researcher was not able to attain data on exact time.

## **Chapter 4**

### **Analysis of Data, results and discussion**

#### **4.1: Introduction**

This chapter focus on the finding and analysis of primary Data that have been gathered from many aspects of collecting sources, to identify the gaps of dissertation which are significant to be achieved for the study.

#### **4.2: Rate of response**

In generally 100 sample size of Google form questioner were issued out though messenger for collection of quantitative data, for identifying the quality of the study some FGDs and KII were also conducted with different categories of the people to ensure from the quality of the study. That had responded from contributors.

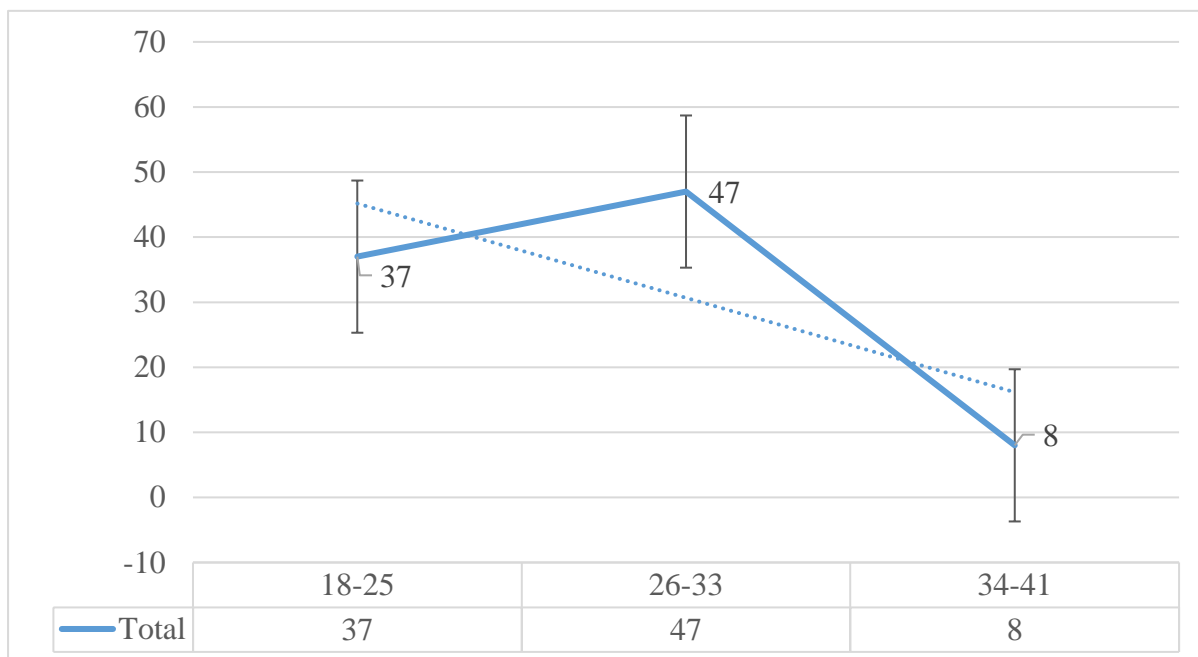
#### **4.3: Bio information of respondents**

This part have allocated for demographic information of respondents to know about the age, gender, professional background and duration of work in public sector.

##### **4.3.1: Age of respondents**

The respondents were asked to know their age whom were answer to the questioner through ICT (information communication technology).

**Figure 4. 1: Age of respondents**



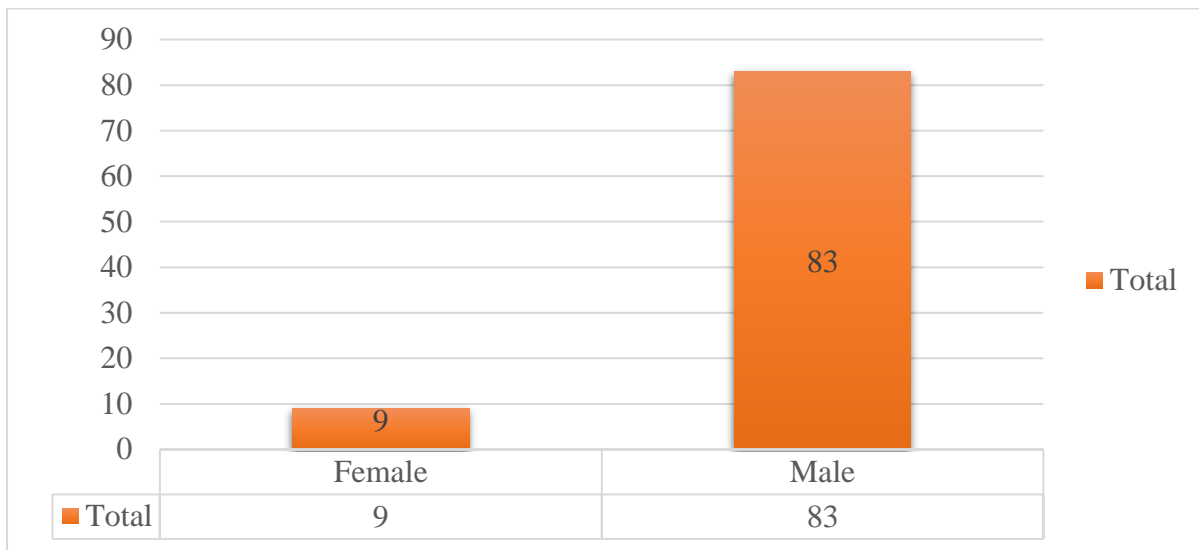
Source: Author (2020)

The respondents whom have answered the online Google forum questioner were consisted from different classes of people that most of the participants were in range of 26-33 years old people whom had worked with Afghan Government and some other entities.

### **4.3.2: Gender of respondents**

The respondents from whom the Data have been gathered were both male and female to respond the questioner, although it was difficult to get from both, but by the help of Google forum that provided me opportunity to send my questioner directly to both male and female, in spite that our female staff is limited in Afghan public sector, but I was able to achieve information by the submission of such forum.

**Figure 4. 2: Gender of respondents**



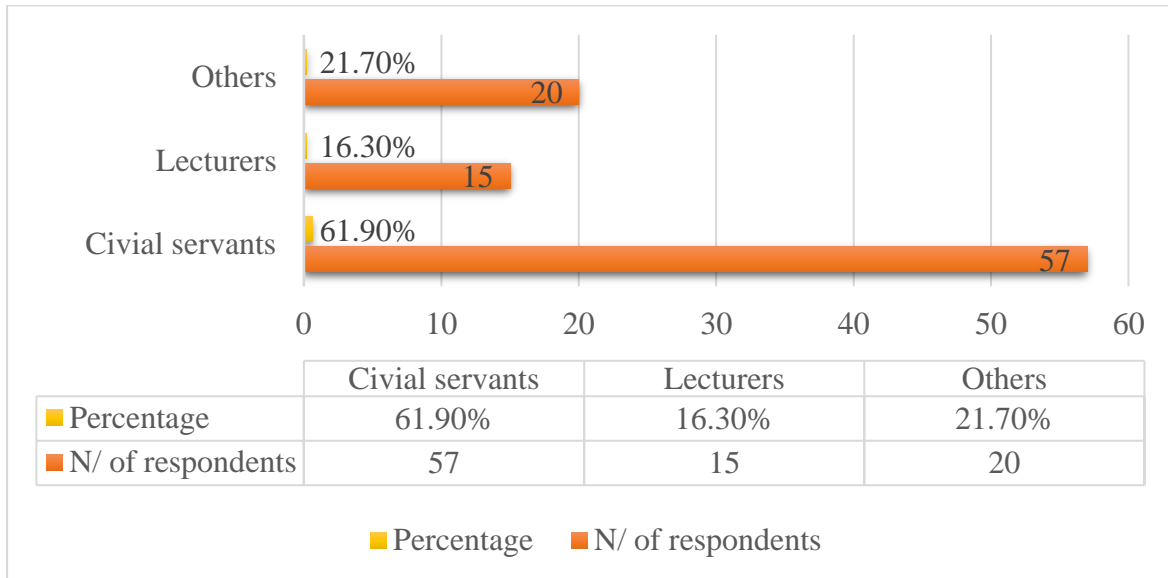
Source: Author (2020)

The results showed that out of 92 respondents who has summited their responses 9 of participant were female, whom fill out and submitted their responses and the remaining participants were male , the finding shows that there was no difference of merit between male and female personnel , both gendered were enough qualified to response easily.

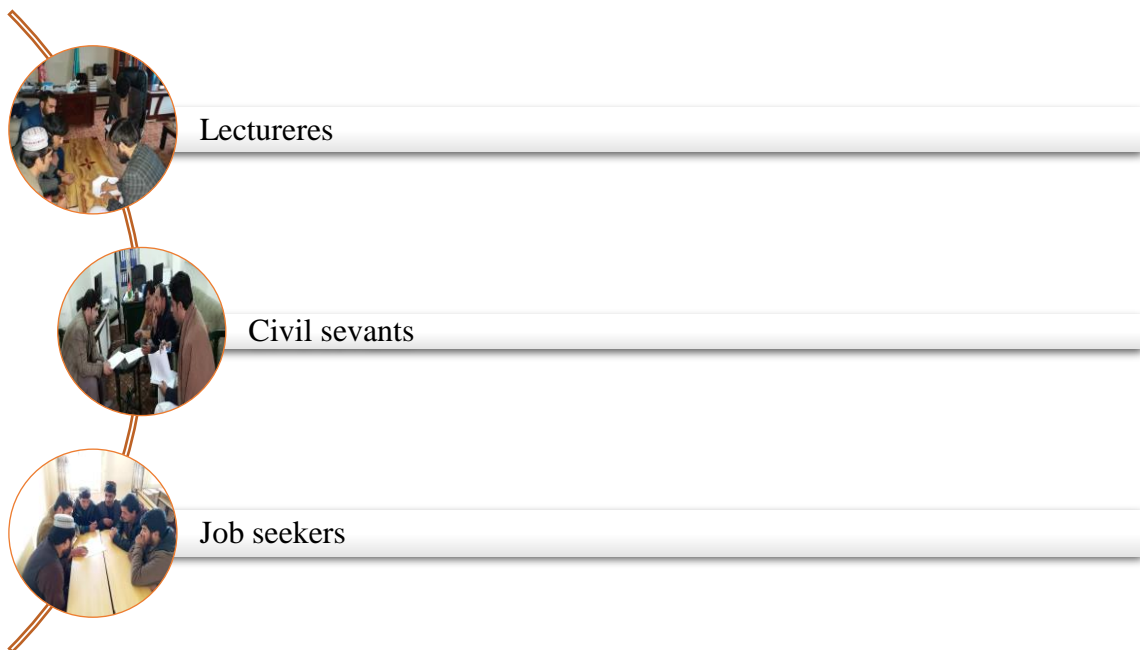
### **4.3.3: professional background of respondents**

The participants whom took part in the submission of questioner were holding various type of professions, but we have allocated our questions for three professions, as well as we have only concentrated to know about our targeted people.

**Figure 4. 3: Professional background**



Source: Author (2020)



According to our finding the respondents of our research were comprised of from three professional categories of people, 61.90% of the respondents were civil servant, who work in Afghan public sector, in spite civil servants some of the lecturers have also summited the filled forum of my questioner they are the academic people of Afghan government, that also belong to Afghan public sector but, the third category of our respondents were different from

both civil servants and lecturer, they were belong to some other organization and the rest of them were job seekers who have helped us to answer to the specific questions.

#### 4.3.4: Duration of work in public sector

The duration of time and the experience that the respondents have worked within different ministries and independent directorates for the period of time, which have more experience in the field of HR and recruitment that determine their enough understanding to suggest better opinion and recommendations for developing of e-recruitment process and its challenges.

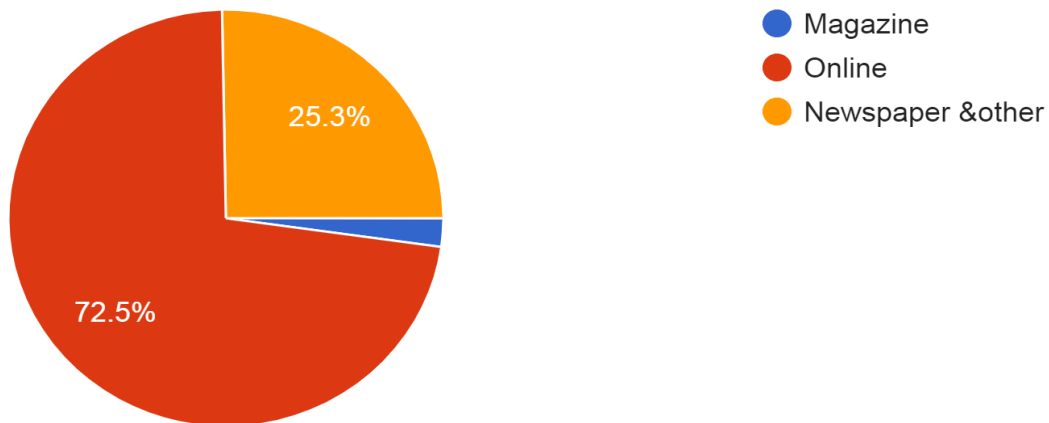
*Table 4. 1: Duration of working time*

Years	Frequency	Percentage	Cumulative percentage
0 – 1	7	7.5	7.5
1 - 2	24	25.8	33.3
2 - 3	15	16.1	49.4
More than three	47	50.6	100
Total	93	100	

Source: Author (2020)

The results from our finding indicate that 50.6 % of the respondents have worked more than three years for their ministries and independent directorates. and second range shows 25.8% of the respondents have worked between one and two years and 16.1% have said that have worked for two till three years, but slightly people said that they have worked only around one year, so according to this results it identified the majority of respondents have worked several years, then they can perceived better than those who have recruited recently have had better perception for the effectiveness of e-recruitment.

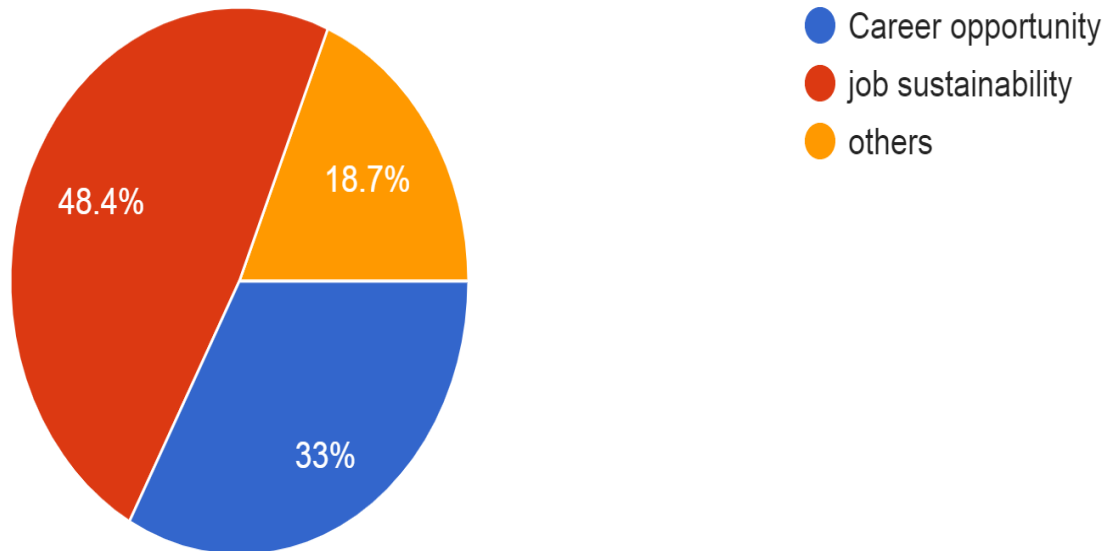
*Figure 4. 4: Source of getting inform for civil service*



Source: Author (2020)

Regarding the question that have asked about joining to the civil services in public administration 72.5% that identical to the 66 respondents had pointed that they got inform through online but , 25.3 % which equivalent to 23 respondents ideas have said that they have got inform through newspaper, Radio ,TV or some other ICT tools ,but slightly respondents that matched with 2.2% said that they have got their job through magazine.it indicate that now days people are more familiar with ICT to use internet in their activities .according to an FGD that have designed for civil servants for knowing about the source to finding vacancy ,they have also mentioned some key aspects ,but most of them were agreed that they have got inform through internet, even though lots of people don't have access to internet ,cause of some problems, but they were still interested to use internet .in spite those constrains they were able to access internet for following the specific websites for getting job ,that provide job opportunities for those who are seeking to job.

*Figure 4. 5: reason for selecting public sector*

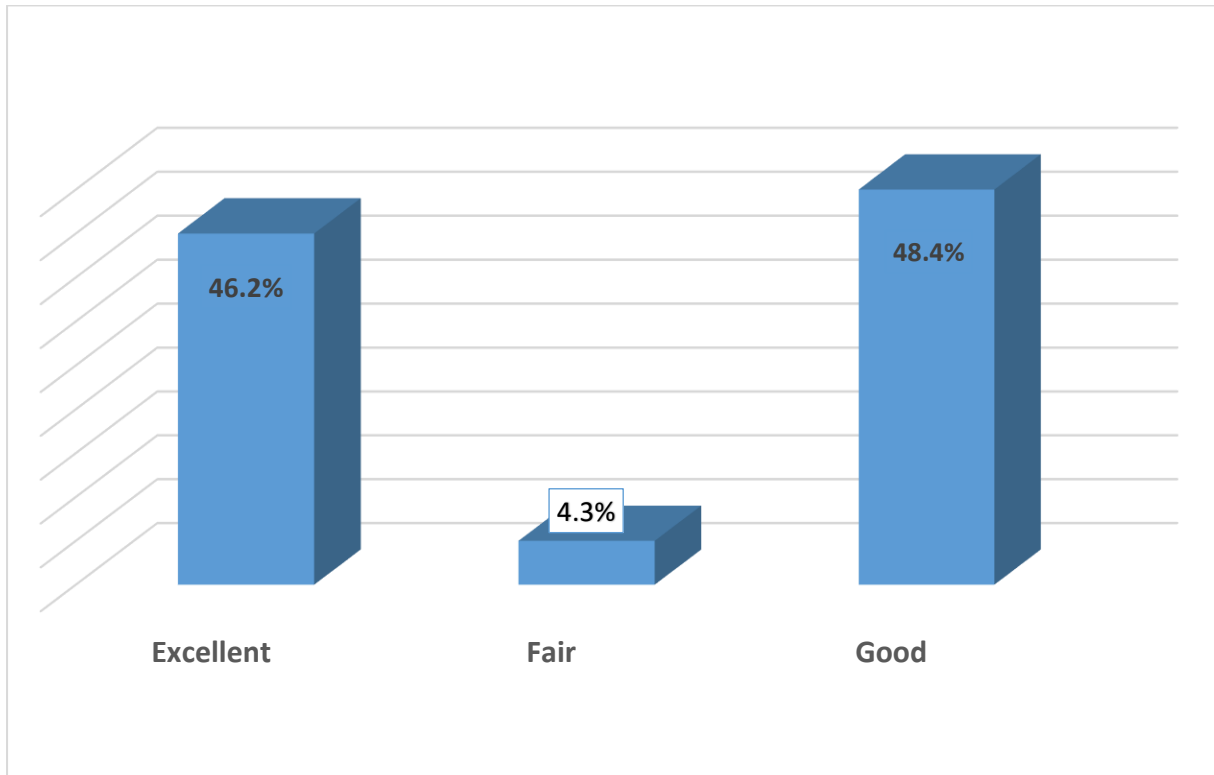


Source: Author (2020)

The question that have asked about reason for selecting public sector there were several reasons, that have mentioned through the finding 48.4% of the respondents have said that due to the job sustainability the have selected public sector rather than any other sectors. But on other hand 33% of the respondent said; that cause of career opportunity they are interested to be enrolled in public sector and they are loyal to be the part of government, despite these reasons some part of people around 18.7 participants have mentioned some other reasons for example one of the participant said at the time of FGDs that have conducted to the civil servants he said “if I would to get reputation and become popular within country or aboard the country” ,so it will be reasonable opportunity for me serve for my society and from other hand it will be better to improve and be well known person for my society and my country.



**Figure 4. 6: career growth in public sector**



Source: Author (2020)

Regarding to the improvement of career a question have been asked from respondents that how they realize to improve their career in public sectors, most of the respondents equivalent to 48.4% have said that it is good to grow and develop into the career and specified their interest but 46.2% of the respondents have estimated that is excellent to develop their career via public sector. In spite these optimistic level there were some people, who said fair for, their pessimism level to the same career growth so, due to their level of optimism it seems that they have jobs currently, though if they work in somewhere else, it may take much time, but with according to their interest it look like they will improve definitely so fast.

Figure 4. 7: satisfaction level from the e- recruitment

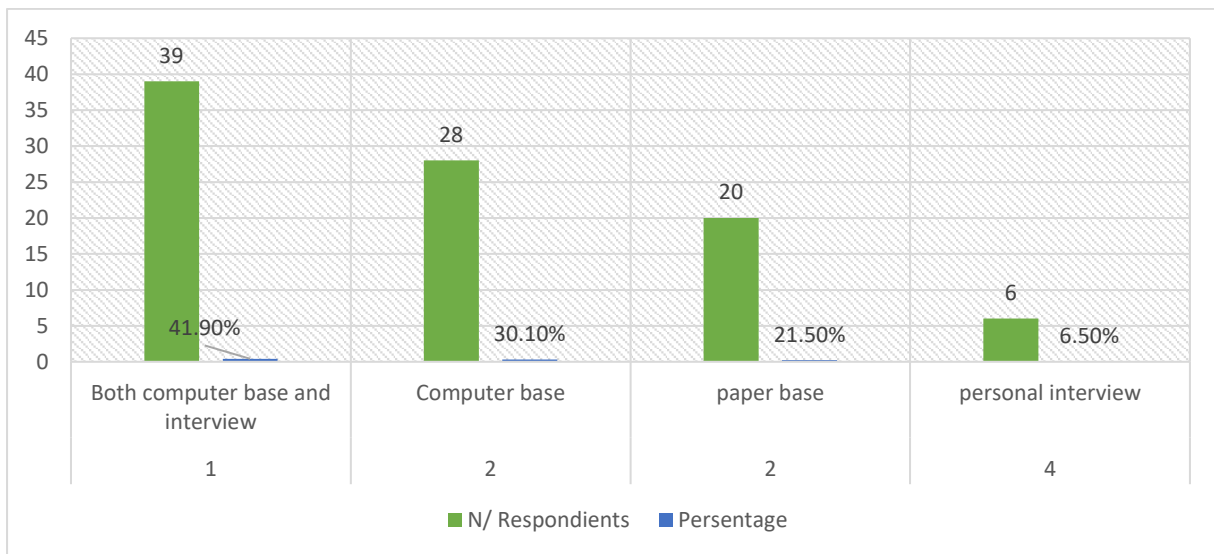


Source: Author (2020)

Due to the level of satisfaction 41.9% of the respondents have supposed that are satisfied from the activities of (IARCSC) Independent Administrative Reform and Civil Service Commission. specially the recent activities of their innovation and creativities such as e-requirement .inside the satisfaction level 33% of the respondents have mentioned that they are highly satisfied from the activities of IARCSC ,that always try to be proactive in providing service to the society. Even though some of the respondents have said normally those were the respondents whom did not have access to ICT to handle their problems, therefore the have assumed that they are not fully satisfied from their activates. There were still some respondents who did not have access to ICT, which make them reactive then it was difficult for them to use ICT and be proactive. But according to an FGD that was held with jobseeker have suggested that IARCSC operate to improve their performance to be desirable for everyone. One of the major change they seek is to operate as independent and job seeker still wish that IARCSC decide to consider the merit in the process.

The KII suggest that such process is a corruption free, transparent, easy, and faster and the most trustful process, specially the CBT (computer base test) is the best way to ensure the talented people to be confident on their merit. Thus by conducting the test they will be able to see the results immediately, so it shows that the accountability has been taken place in the term of exam.

**Figure 4. 8: IARCSC Exam types**



Source: Author (2020)

Regarding exam type a question have been asked from the respondents that defied 39 of the respondents which make the 41.90 % they have claimed that the process of IARCSC take both types of exams from candidates. On other hand 28 applicants of our research equaling to 30.1% said that commission take only computer base exam ,but slightly people 20 participants said only paper base exam but only 6% of applicants have suggest that taking personal interview.

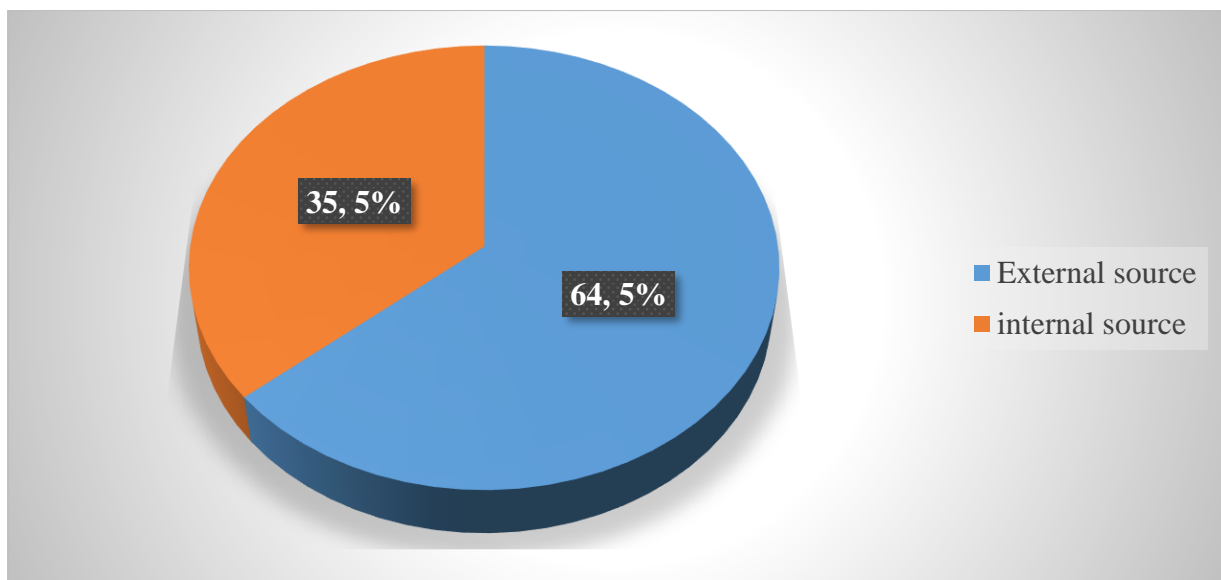
As we saw there is some diversifications among the applicants, that why their responses are unlike and still we have lots of people whom are recruited through different approaches, but the computer base exam has been created recently in the process of civil servants, hence most of the former civil servants whom were recruited before they did not have enough information to computer base exam.

The following pie chart show the percentage of the people whom suggested the two aspects of selection and recruitment for employee. And according to the FGD of jobseeker a question was asked from participants to ensure the effectiveness of computer base exam; the participants have said “ in general computer base exam is effective ,but still needs more changes, though the system is new and most of the applicants are still unfamiliar”, so it make the candidates to get less marks. Although most of the applicants are talented and skillful but some people who are intelligent, without computer skills, it is difficult for them to answer the question. The second FGD that was conducted with university lecturers to get their opinion on e-recruitment they have recommended that it is the best way for selection and recruitment of employees. Because it has lots of benefits for both organizations and candidates, for candidates it does not need to go and take forum from related ministry or directorate, there wouldn't be any discrimination among the candidates and is easy to fill up the forum.

And for organization it is easy to announce the vacancy easily ,less time and costs consuming though everything is online, organizations may able to seek their desirable talent full applicants for the specific vacancy that they have announced it is the fastest way for recruiting. They have also suggested some recommendations for the implementation of e-recruitment such as; public awareness for the process of e-recruitment though some of the people understand but still most of the people don't know how the apply via internet for a vacancy, easy access to internet however some of the people have access to internet but due to the poor internet services most of the people are still deprived from using internet than it would be difficult for them to implement it properly.

The process of e-recruitment should be easy and simple for candidate to take benefits. And the process of e-recruitment should be result oriented .the directors and head of department stated through KII that they have used several types of exams. and the format of exam is depended on level of employees such as for those who recruit in the positions of cleaner, driver, and watchman, the organization just follow to take face to face interview, for 5 and 6 grades they just follow the mass recruitment exam (Kankoor) and for high level position they use computer base exam and also an interview to observe the behavior and confidence the nominated applicant.

**Figure 4. 9: Sources that use for e- recruitment**



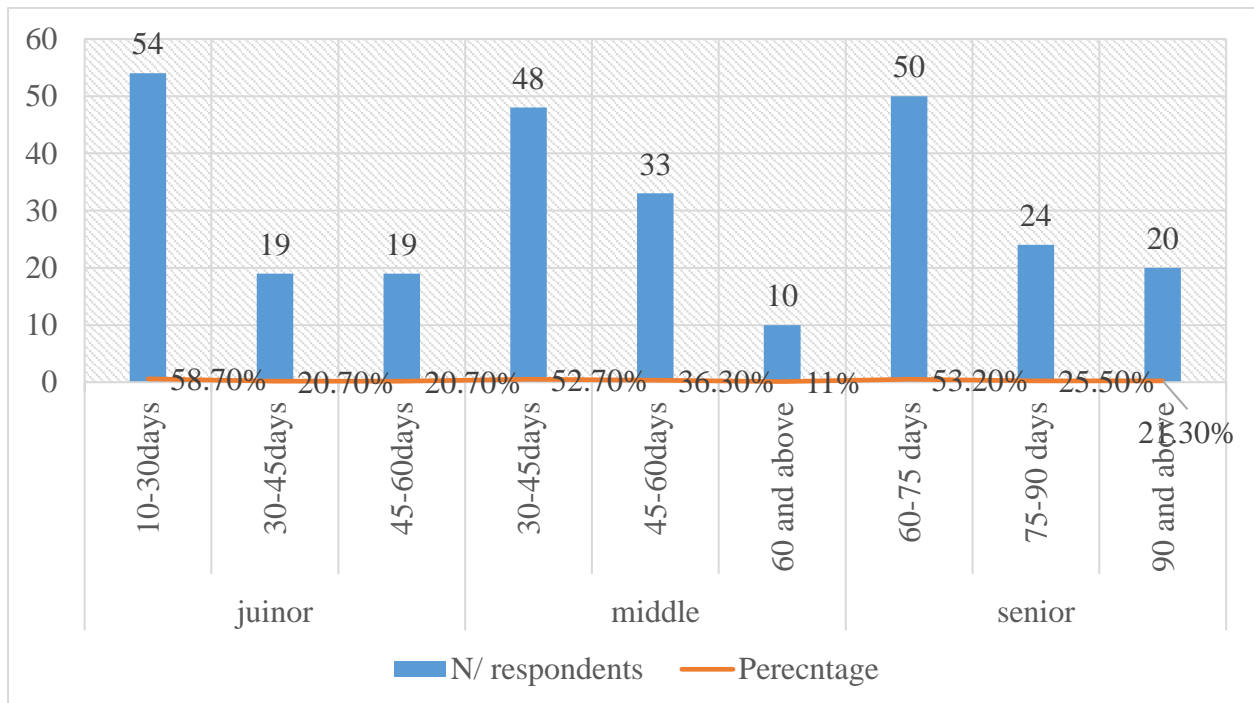
Source: Author (2020)

Our finding shows that the employees whom has recruited in public sector of Afghanistan are not recruited by single aspect, but they are consisted from both internal and external recruitment source, as we found that 64.5 % of the applicants have suggested that only their ministries are focusing on merit whatever it is so they try to follow the external resources method in their recruitment, but 35.5 % of the applicants have mentioned that their ministries and administrations mostly focus on

internal sources , therefore if they recruit external people, then they may face some difficulties cause such type of recruitment need to provide training for the new recruitment employees ,but if they follow the internal system from one side it will be costless and from other side there would be no gap till joining new employees ,thus the people whom works inside the ministries they are already enough trained and they could handle easily the vacant post activities better than new comer ,so therefore in some case still focus to follow the internal source of recruitment.

But according to a KII (Key informant interview) that was held with some directors and head of HR departments to know the source of resources of recruitments. They have expressed that mostly they focus on external source rather than internal, they announce their vacancies through internet especially by social media, though it is the only quick and faster way for informing the applicants.

*Figure 4. 10: duration of time for all level of employees*



Source: Author (2020)

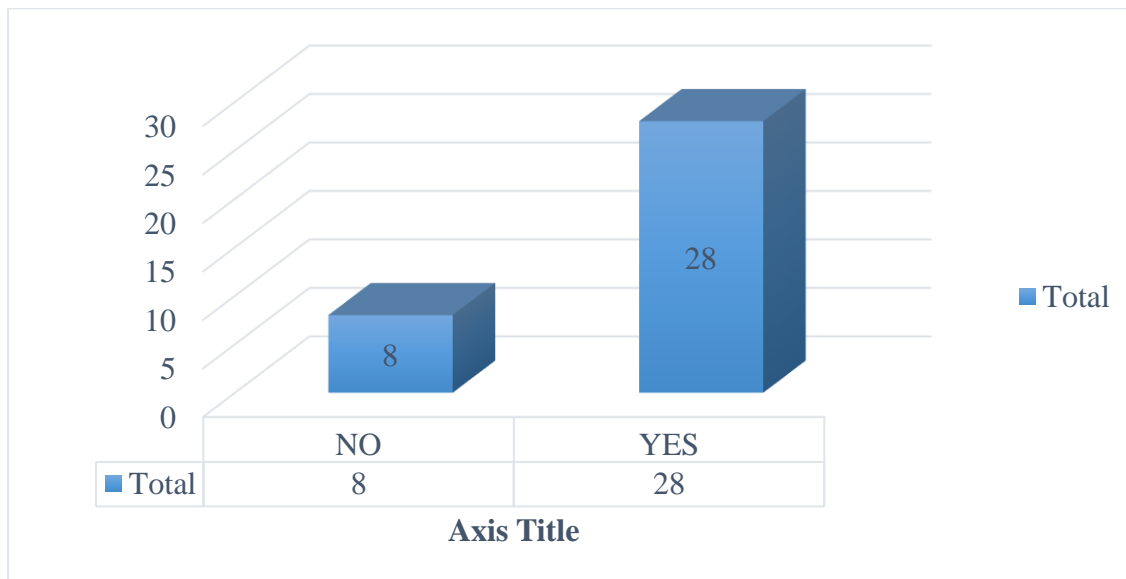
The question that have been asked about time, from job requisition till final offer the finding and analyzing of our data that we have found. it indicate that there were different ideas for joining the organizations, that most of the respondents said for joining the junior level employees 53.20 % of the respondents stated that it needs to take at least 10 to 30 days for getting the final offer and also 20.7% of the respondents have different ideas they said that it needs to take 30-45 day, or make take more time than 45 day.

For joining the middle level managers there were also some variance that the majorities of the respondents have agreed that it takes more than 30 days it means to take till last offer, and some of the respondents said that it takes at least 60 days, but just slightly respondents identified that it will take more than two month to join for the organizations.

We have also found for senior level of managers 53.20 % of our respondents identified that such class of employees are they are key members of organizations, then definitely when ever Recruitment take place for such level so, it will take more time rather than low and middle level of employees, and because they are the people whom approval is belong to the authority of president. Due to the organizational bureaucracy it need to take much time at least one and half month, but some of the respondents are still not agree with mentioned time they said that it require more than one and half month ,but it may take two months or maybe three months.

The responses which we have taken from KII it indicate that duration is depended to ministries that every ministry has different policies for their activities most of them said that it is different and depend on levels, low level will take at least 20 to 30 days, middle level will take 40 to 60 days and top level will take around 70 to 90 days but some of them have identified that low level takes two months, middle level takes three months and to high level takes two or four months.

Figure 4. 11: manner of recruitment process



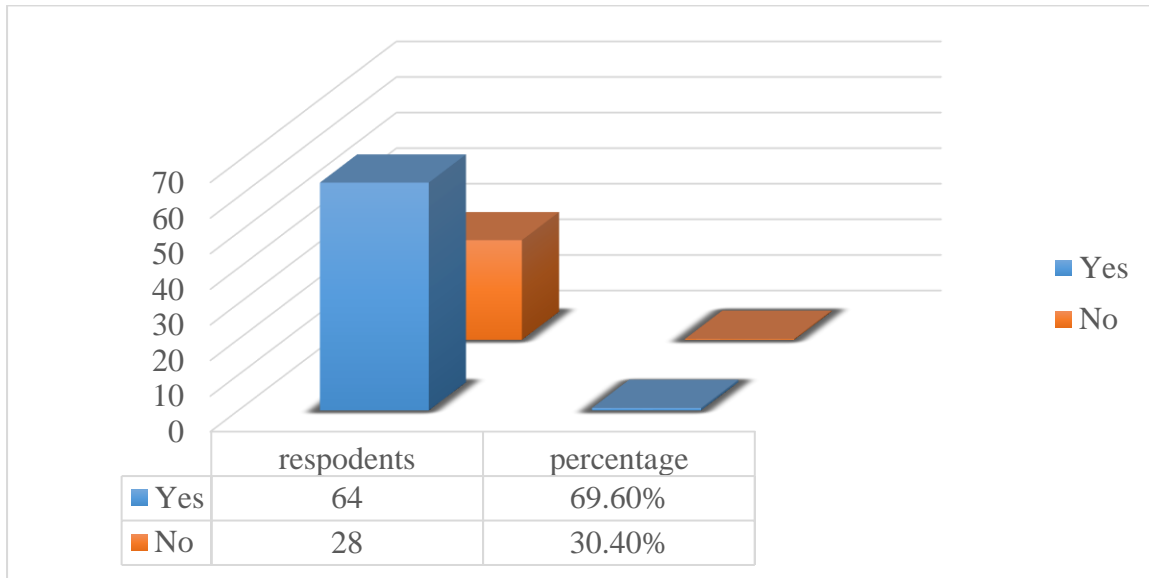
Source: Author (2020)

A question which was asked regarding to the process of recruitment to acquire the fairness of the process .most of the respondents have recommended that they were happy from the committee and it process 78% of the respondents suggested.

They were treated fairly and did not have any objection from the process of e-recruitment, but just slightly of people who were failed in exam and were not enough qualified, hence they said that the process didn't treat them fairly.



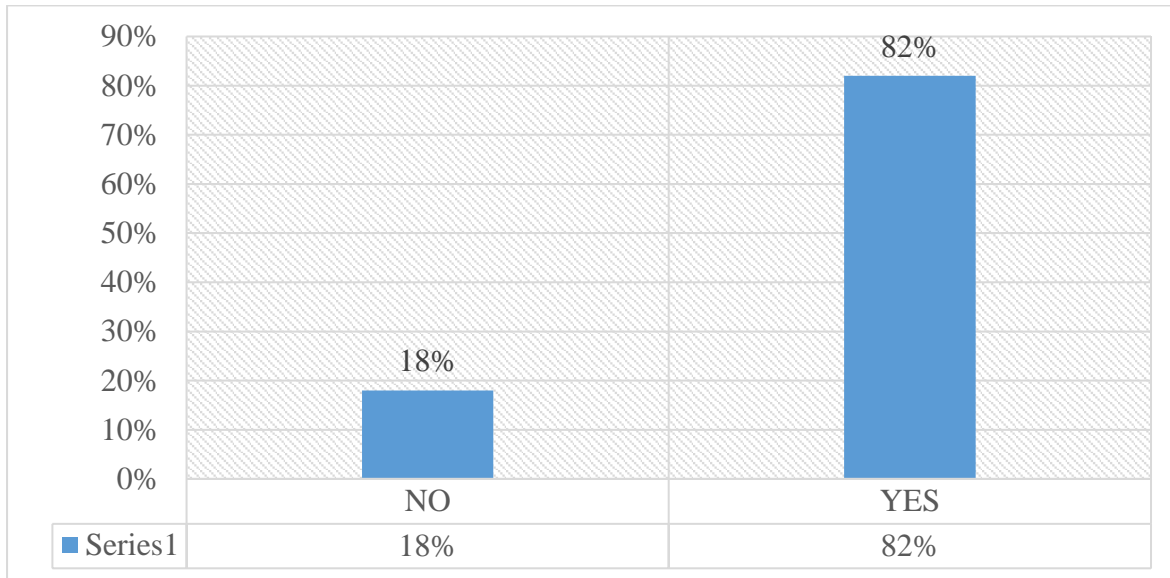
*Figure 4. 12: declaring of vacancy*



Source: Author (2020)

According to our finding 69% of the respondents had positive ideas about declaring external vacancy they identified that whole ministries and independent admirations declare publically for everyone. If they have the capacity to apply for governmental vacancies and there is no bias between internal and external employees at the time of recruitment, so it presents that recently the ministries are committed to merit base recruitment. The ministries and specially the IARCSC is the only entity that always try to develop to the merit oriented people in high positions. But some of the people have negative ideas according to such question 30.40% of respondents said that they did not declare publically, because there are some technical post that needs to take much time for training, whenever it become vacant, so the ministries try to hire the internal employees, because of their enough experience that that have in current post under training of previous employees.

**Figure 4. 13: appropriateness of e-recruitment**



Source: Author (2020)

The finding of the respondents shows that 82% of our respondents suggested the process of e-recruitment is reasonable and most of the people are satisfied from innovations and achievements of such process .but minority of respondents 18% indicated that such process is not reasonable, so if we compare the achievements ,changes and creativities of e-recruitment process then it identified that it is more reasonable rather than traditional one, so it proves that those people whom are disagree with the appropriateness of the e –recruitment that is their own ineligibility that they impose it on the process e-recruitment.

The result of KII shows that e-recruitment is the only way for the elimination of corruption, bringing integrity to a process, choosing candidate according to their talents and ensuring the modern method of management in organizations.

*Table 4. 2: easiness of e-recruitment forum*

	<b>NO of respondents</b>	<b>Percent %</b>
<b>Strongly agree</b>	54	58.1%
<b>Agree</b>	37	39.8%
<b>Strongly disagree</b>	1	1.1%
<b>Disagree</b>	0	0
<b>Neutral</b>	1	1.1
<b>Total</b>	92	100%

Source: Author (2020)

Regarding to the above table we have found the degree of applicant's satisfaction to know how much satisfaction the respondents have from the easiness of e-recruitment process. It indicated that 58.1% of the candidates are strongly agree they mentioned that format and design of application forum is easier rather than previous one ,which take just few minutes at the time of filling. And also the majority of responses 39.8% recommended that that they were also agree from the easiness of process.

*Table 4. 3: Technology usage at the time of exam*

	<b>NO of respondents</b>	<b>Percent %</b>
<b>Strongly agree</b>	51	55.44%
<b>Agree</b>	39	42.4%
<b>Strongly disagree</b>	1	1.1
<b>Disagree</b>	0	0
<b>Neutral</b>	1	1.1
<b>Total</b>	92	100%

Source: Author (2020)

Through the above table we found the answer to that question to ensure from the usage of the technology, which have been used during process of application .55.4% of respondents were strongly agree from their application and also 42.4 % of the applicants were just agree, only one percent of the respondents were neutral but, one percent of the applicants were disagree. So it suggested that it is an easy active, efficient and acceptable application for everyone to perform that quickly, and provide facilities for everyone at the time of applying.

*Table 4. 4: Availability and accessibility of online job application forum.*

	<b>NO of respondents</b>	<b>Percent %</b>
<b>Strongly agree</b>	53	58.2%
<b>Agree</b>	36	39.6%
<b>Strongly disagree</b>	1	1.1
<b>Disagree</b>	0	0
<b>Neutral</b>		1.1
<b>Total</b>	92	100%

Source: Author (2020)

The results of our analyzing shows that e-recruitment 58.2% of our respondents are strongly agree with online application .they claimed by the help of the such process they are able apply 24 hours and 7 days at any time, while vacancies of ministries are declared through the IARCSC .without any constrain they can apply in anywhere and the rest part of the respondents that 39.6% have also agree to the availability and accessibility of online application form.

*Table 4. 5: easiness for submitting resume and application*

	<b>NO of respondents</b>	<b>Percent %</b>
<b>Strongly agree</b>	46	49.5%
<b>Agree</b>	42	45,2%
<b>Strongly disagree</b>	1	1,1
<b>Disagree</b>	0	0
<b>Neutral</b>	1	1,1
<b>Total</b>	92	100%

Source: Author (2020)

The above table focused on the easiness of forum that 49.5 % of applicant are strongly agree to the process, while they submit their resume or applying for the vacancies, and 45.2 % percent of the reaming are agree to such approach. But according to FGD they have suggested that traditional recruitment system was so slow, full of nepotism no body was able to be hire in an organization without any dominant official or politicians, the committee of recruitment was under control of specific band or group of partners. And the process would take too much time from state till final job offering

*Table 4. 6: nepotisim in the process of e-recruitment*

	<b>NO of respondents</b>	<b>Percent %</b>
<b>Strongly agree</b>	26	28.6
<b>Agree</b>	44	48.4%
<b>Strongly disagree</b>	4	4.4%
<b>Disagree</b>	11	12.11%
<b>Neutral</b>	6	6.6
<b>Total</b>	92	100%

Source: Author (2020)

According to the question that was asked about nepotism in the process of e-recruitment we had achieved that 48.4% respondents proposed that the process of e-recruitment is free from nepotism. that mean there is no need for find somebody for recommending to the authority of recruitment process ,48.4% were just agree and slightly amount of people were disagree at least 12% of the people whom said that such process is not free from nepotism ,therefore those were the people who already participated in the process of computer base exam .though they were satisfied from computer base exam ,but due to the un fairness of interview they had claimed that if we would had and recommender then we wouldn't be fail at the process.

According to FGD nepotism was asked they have explored that role of nepotism is less in the process of e-recruitment rather than traditional recruitment system. Such process can itself prevent percentages of nepotisms. As well as the process is randomly results oriented so it ensure the transparency to take place in the process.

*Table 4. 7: e- recrutement reduce selection costs*

	<b>NO of respondents</b>	<b>Percent %</b>
<b>Strongly agree</b>	37	40.2%
<b>Agree</b>	44	47.8%
<b>Strongly disagree</b>	4	4.3
<b>Disagree</b>	5	5.4%
<b>Neutral</b>	2	2.2
<b>Total</b>	92	100%

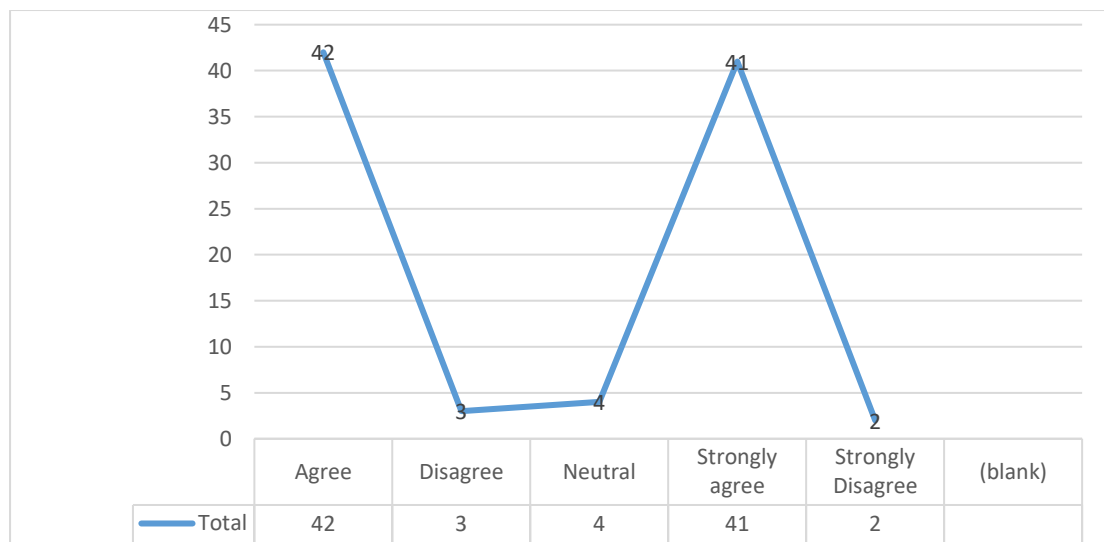
Source: Author (2020)

Through finding of our study we have achieved that the process of e-recruitment is less cost oriented and doesn't need too much costs for taking the process of recruitment, the results shows that 47.8 % of our respondent suggested that they are agree to such process and 40.2% of the people said that they are strongly agree to such process, but very less people 5.4% said

that such process is not cost less they are disagree with current process. 4.3% people suggest their opinion as disagree and only 2.2% of the people are neutral whom have no suggestion for such process.

In addition we have realize from KII which was been responded by some directors and head of department they point out. that through e-recruitment we can find intelligent and skillful applicants for declared vacancies, the process will be faster than traditional recruitment system it will be less time consuming approach, the resources that we spent for the recruitment system it has been reduced from more to less consuming costs, mostly we have tried to fulfill the satisfaction of our applicants and it is a result oriented process that mostly focus on results.

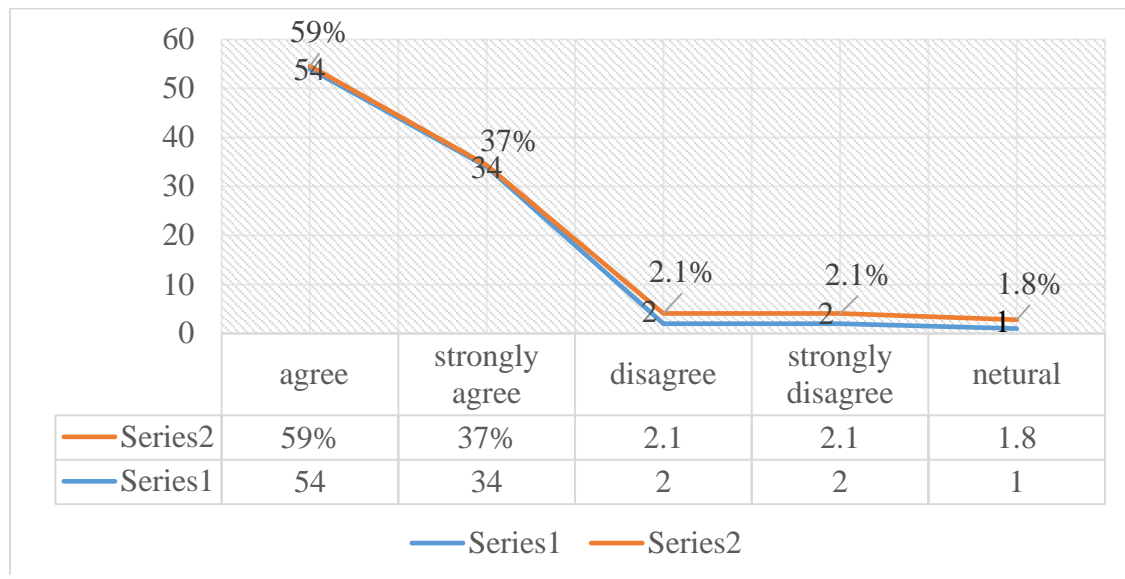
**Figure 4. 14: e-recruitment saves time**



Source: Author (2020)

According to the observation of respondents 46.2% recommended that the current process is less time consuming than ancient process. its shows that they were agree to such process and 44.1% were strongly agree said that it saves time with according to traditional one but only 3.2% of the respondents were disagree to such process.

**Figure 4. 15: e- recruitment is accountability approach**



Source: Author (2020)

Regarding to the accountability a question was asked in questioner to know through, what extent such process is accountable, due to the finding we got that 59% of the respondents said that they are agree that such process is an accountable approach , and 37% of the respondents suggest that they are strongly agree to such approach of e-recruitment, but just slightly of the respondents suggested disagree .so it shows that most of the respondents are agree and fully satisfied from the innovation and changes which have been taken place recently.

Regarding fulfilling the needs of organizations the Reponses of KII identified that recently the modern technology, where almost everyone have access to do it, and on other hand demand for jobs is much higher than its supply ,a more precise ,corruption free and fast process of e-recruitment certainly fulfill the needs of organization. Absolutely it is an effective process, while we recruit expert and specialist people in our organization it will cause the progress of our organization and it will obviously ensure good governance for an entity.

Regarding to the challenges of e-recruitments question was asked in KII for modifying that what constrains are there against the process of e-recruitment, then we found various responses some of the directors and head of departments ; said due to the strangeness of such approach though it is completely new for the candidates or used to adapt it questions are complicated



its understanding and analyzing needs time, so it will be more difficult for those whom are giving exam for the first time. One thing else due to the lack of technology some of the applicants don't know how to apply through internet, than it need some time to implement it properly.

#### **4.4: Result and discussion**

The worldwide economy is going to improve and according to technological changes recently every organization try to adapt new technological tools for providing best and quality services for their clients. As market is competitive and try to become productive it needs to be effective and efficient in the activities. So it need to provide high quality services though capable employees, maintaining the professional human capital is not so easy for ministries and directorates to keep them for along.

For obtaining skillful applicants it need to provide effective policy of recruitments with a modern process that should be accessible, achievable, timeless, and costless for both applicants and organization. To motivate talented people for joining the government, though Afghanistan is the country where human force is not so expensive, however the population is not too much but, due to the lack of jobs opportunities it is difficult for someone to get his/her desire job easily with high salary, because the contribution of private sector in industrial sector is so less rather than any other developing country, in spite still we have some entrepreneurs have already invested in different sectors to provide opportunity for the publics ,but that is not enough for existence population , regarding to the comparison of other neighbor countries the contribution of FDI foreign direct investment is also not as much to provide working opportunities to the people . In case of NGOS some of the NGOs have still working in some projects since last few years. there operation is not enough to cover the mass amount of people the NGOs operate and provide opportunities to reduce unemployment .it is so difficult to provide sustainable job opportunity, but in case of short run it is effective but in long run it doesn't not create

productive, therefore the time of NGOs are definite and the processes do not sustain for long time, though the demand for government post is greater than supply of government vacancies ,currently Afghan government try to attract those who are skillful and experience employees for their main and sub branches via online recruitment ,our finding shows that the e-recruiting provide facilities for applicants to search their desire field jobs through internet within whole ministries ,which have declared their vacancies through internet, but formerly the process recruitment was just allocated to specific area and definite people whom were selected for the vacancies ,without focusing eligibility of the applicants and criteria to be implement for specific posts, the most challenging issue was the submission of hard documents . Though people have submitted but while there were some difficulty in candidates documents, then it was so hard for his/her to correct their documents, especially for those who were far from specific ministries or directorate because of lack of short time and delivering for correction, then the process create some constrains for applicants that cause to deprived his or her from the process of shortlisting, then finally it provide opportunity for corruption and nepotism. So due the online system they have eliminated lots of wastage and developed new and unique system to success their activates, it is great opportunity for both ministries and applicants to provide good governance to the society.

## **Chapter five**

### **Conclusion and recommendations of the study**

#### **5.1: Introduction**

This chapter the most crucial part of the study that focus on the major accomplishments from the study outcomes, and suggest some recommendations for advancement of the e-recruitment process, which have been gathered from both primary and secondary sources and summarized the key findings and discussions of the study.

#### **5.2 finding summary**

The study has found out that respondents who contributed in this research where both male and female participants, and most of them were in range of 25-33 years old. the majority of the respondents were civil servants who worked for a long time with government. They were the qualified employees of different ministries, who had rolled effectively to identified the specific determinants for our finding and know better than any other people, regarding to civil servants some of the academic lecturers have confirmed that most of applicants are still applying through internet and getting information from internet rather than any newspaper or any other media. The respondents suggested that they are fully satisfied from the recently innovation and creativity of the IARCSC, which have provided numerous facilities for the improving and developing of civil servants to make them capable and eligible for public sector.

### 5.3 Conclusions

The finding of our study shows that regarding to the job sustainability most of the people are interested to work in public sector rather than private sector, and they are anticipative to improve their career growth through the same sector. The exam which take place via e-recruitment is related to both computer base exam and face to face interview, the time which is needed in such process is depended to the level of management; for the senior level position it need to take more than three months, middle level will take around two months and for low level it will take less time than both levels. Most of the respondents were quite satisfied from current process of recruitment rather than traditional recruitment process, they have said that the sources which have been used for this exam is mostly dependent to the external sources ,therefore the current system is developed and more sophisticated with according to the previous one ,the former servants who worked in different ministries for a long time are not familiar to the modern technology .hence such types of the people have enough experience but due to the lack of technical skills they are not fully eligible to improve in their organization. Then at the time of exam the committee don't focus on the traditional methods.

Most of the respondents were quite satisfied from current process of recruitment rather than traditional recruitment process, they have said that the sources which have been used for this exam are mostly dependent to the external source, therefore currently the system is developed and complicated and the former servants, who have worked in many ministries are not familiar to the modern technology, hence such types of the people have enough experience.

But due to the lack of technical skills they are not fully eligible to improve in their organization.

The online recruitment process is easy and accessible for everyone in any time, the respondents suggested that it is time less, cost free, easy and corruption free process rather than the traditional one .the current process is an accountability approach, because at the time of giving test through internet the applicants will be able to know directly after submitting test answers.

The respondents have said they have applied for two or more than two times, and suggested that at first time it was difficult because they did not have enough preparation to pass the exam but after getting preparation they have been able to success and get the post. They have suggested that it is a transparence process every one may able to attain their desire post, but merit is significant for ensuring the successfulness of proactive applicants, and it is a great inspiration for those who have eligibility to develop their career and develop and create some changes in the society. With according to some features e-recruitment is effective approach, mostly it is media oriented that everyone have access to the media and specially the relevant web sites that try and some social media have the key role to convey that for the people, advantages oriented ,reduce the load of activities ,attracting the qualified applicants ,mass recruitment oriented ,less time ,free of costs in addition it has some benefits for the applicants and depending ministries such as; it is broad and cover the huge geographical location to provide them facilities, value able for both manager and job seekers ,less time and cost oriented than traditional process and provide opportunities for qualified employees.

The most common challenges against recruitment process ,though it is completely new for the candidates or used to adapt it questions are complicated its understanding and analyzing needs time, so it will be more difficult for those whom are giving exam for the first time. One thing else due to the lack of technology some of the applicants don't know how to apply through internet, than it need some time to implement it properly. Poor internet is another constraint for candidates that they don't have access to internet to fill-up application forum. And the current computer base exam is central and regional some time most of the candidates who are invited to conduct exam, cause of less time or far distance they are not able to participate in exam indication it take some cost to go from one province to another or from province to capital it is also one of core challenge for participants.

## 5.4: Recommendations for the study

- Though the process of exam is related to IARCSC but still ministers and some of the directors are still contribute in selecting employees, so for the betterment of e-recruitment they should be isolated from the process of exam to become more transparency.
- Mostly while ,IARCSC recruit new candidates for getting jobs though the ministries and directorates provides training but ,the trainings are not quite enough for the new recruited employees ,for better understanding they should provide regular training to understand properly with practical activities.
- Sometime most of the applicants who studied abroad the country while he or she became a professional cadre from one of the famous foreign university, due to the bureaucratic process of government they are not allowed to contribute in exam process depraving from candidacy, and will be not shortlisted so it indicates that the ministries and IARCSC concerning for degree rather than merit. That will be better for government to recruit the eligible applicants to take benefits form their knowledge and experiences to create some positive changes from their knowledge.
- According to the types of exam, the IARCSC took two type of exams computer base and face to face interview, from finding we realized that most of the applicants were fully satisfied from the recent changes of e-recruitment, but the second round exam was complicated and also that would be better to gathered candidates and take them interview together for ensuring better transparency, and confidently for the applicant.
- For providing good governance it will be better to implement the shifting system in whole public sector for all around the country to change from one place to another or from one organization to another.

- The amount of salary which is given to the applicants is not reasonable ,because there is a great diversification in the amounts of money ,some of the employees who works in high level positions getting much money and providing them many facilities rather than those who works hard .

So the government specially ministry of finance and IARCSC should formulate a policy to provide equal opportunities for whole employees, because there is some other factors that have directly related to such issue, specially the amount of corruptions will be decrease if the salary of employee become increase, and the income of government will be increase and the standard of life will be increase.

- As we mentioned before that demand for government posts is greater than supply of government vacancies , for providing the equilibrium government should invest in some strategic and infrastructures projects to appoint mass amount of applicants.
- The government should cooperate with private sector to create public private partnership for creating new job opportunities for those who are capable and innovators.

### **Suggestions**

The study which have been conducted for the civil service reform and e-recruitment In Afghan public sector it suggest that same type of study will be take place in private sector.to identified the process of recruitment in private sector.

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## Appendix A.

### *Appendix 5. 1:FGD (Focus group discussion) for jobseekers*

#### **Dear Respondents:**

*I am MAGD student of BRAC University Presently, I am conducting a study entitled “Civil Service reform in Afghanistan since 2018 (A case study of E-recruitment system in Independent Administrative Reform and Civil Service Commission)”*

*In the regard, I am asking for your precious time, and effort to answer all the questions in the FGD that are important and helpful for the completion of the study.*

*Rest assured that all data gathered from you will be kept in the highest level of confidentiality.*

*Your positive response in this request will be valuable contribution for the success of the study and will highly appreciate.*

*Thank you very much for your cooperation.*

*Habibullah Irshad*

*Email add: [irshabibullah@yahoo.com](mailto:irshabibullah@yahoo.com)*

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#### **Please answer the following questions**

1. How many times did you apply for civil service jobs?

.....  
.....  
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2. What are the major differences of e-recruiting system with the traditional recruiting system?

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3. To what extent does merit play role in latest computer base examination process?

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4 .How do you perceived activities of Independent Administrative Reforms and Civil Services Commission?

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5. In your opinion to what extent the computer base exam is effective?

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6. What are the major challenges of e-recruitment and what will be suggestions for that?

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*Appendix 5. 2FGD (Focus group discussion) for civil servant*

**Dear Respondents:**

*I am MAGD student of BRAC University Presently, I am conducting a study entitled “Civil Service reform in Afghanistan since 2018 (A case study of e-recruitment system in Independent Administrative Reform and Civil Service Commission)”*

*In the regard, I am asking for your precious time, and effort to answer all the questions in the FGD that are important and helpful for the completion of the study Rest assured that all data gathered from you will be kept in the highest level of confidentiality.*

*Your positive response in this request will be valuable contribution for the success of the study and will highly appreciate.*

*Thank you very much for your cooperation.*

*Habibullah Irshad*

*Email add: [irshabibullah@yahoo.com](mailto:irshabibullah@yahoo.com)*

Please answer the following questions

1) How do you perceived computer base exam of Independent *Administrative Reform and Civil Service Commission*?

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.....  
.....

2. To what extent does merit play role in e- recruitment?

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3. To what extent does effectiveness play role in the process of e-recruitment?

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4. What are the major benefits of e-recruitment?

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5. What are the challenges of e-recruitment what will recommendations for that?

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*Appendix 5. 3FGD (Focus group discussion) for lecturers*

**Dear Respondents:**

*I am MAGD student of BRAC University Presently, I am conducting a study entitled “Civil Service reform in Afghanistan since 2018 (A case study of e-recruitment system in Independent Administrative Reform and Civil Service Commission)”*

*In the regard, I am asking for your precious time, and effort to answer all the questions in the FGD that are important and helpful for the completion of the study rest assured that all data gathered from you will be kept in the highest level of confidentiality.*

*Your positive response in this request will be valuable contribution for the success of the study and will highly appreciate.*

*Thank you very much for your cooperation.*

*Habibullah Irshad*

*Email add: [irshabibullah@yahoo.com](mailto:irshabibullah@yahoo.com)*

**Please answer the following questions**

1. How do you perceived process of e-recruitment?

.....  
.....  
.....

2. How to implement effective e-recruitment system in Afghanistan?



.....  
.....  
.....

3. To what extent does nepotism play role in e- recruitment?

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.....

4. What are the major recruitment problems that employees have faced during the past years?

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.....  
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.....

5. What is the role of e-recruitment in the development of human capital?

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*Appendix 5. 4KII (Key informant interview) for directors and Head of department*

Dear Respondents:

*I am MAGD student of BRAC University currently, I am conducting a study entitled “Civil Service Reform in Afghanistan since 2018 (A case study of e-recruitment system in Independent Administrative Reform and Civil Service Commission)” In the regard, I am asking for your precious time, and effort to answer all the questions in the “KII” that are significant and helpful for the completion of the study.*

*Rest assured that all data gathered from you will be kept in the highest level of confidentiality. Your positive response in this request will be valuable contribution for the success of the study and will highly appreciate.*

*Thank you very much for your cooperation.*

*Habibullah Irshad*

*Email add: [irshabibullah@yahoo.com](mailto:irshabibullah@yahoo.com)*

Que: 1) Which source do you used for recruitment in your organization?

Que: 2) What is the most suitable way to contact candidates?

Que: 3) What type of exam is conducted for selection of high & middle level candidates?

Que: 4) What are the major achievements of e-recruitment?

Que: 5) Do you think e-recruitment is helpful in fulfilling the need of organization?

Que: 6) How is the satisfaction of employees through the process of e- recruitment?

Que: 7) What are the major challenges for implementing Process of e- Recruitment?

Que: 8) How much time is taken from JRF (Job Requisition Form) till the Final Offer?

1) For low Level

II) For Middle Level

III) For high Level

*Appendix 5. 5QUESTIONNAIRE*

Dear Respondents:

*I am MAGD student of BRAC University Presently, I am conducting a study entitled “Civil Service reform in Afghanistan since 2018 (A case study of E-recruitment system in Independent Administrative Reform and Civil Service Commission)”*

*In the regard, I am asking for your precious time, and effort to answer all the questions in the questioner that are important and helpful for the completion of the study. Rest assured that all data gathered from you will be kept in the highest level of confidentiality.*

*Your positive response in this request will be valuable contribution for the success of the study and will highly appreciate.*

*Thank you very much for your cooperation.*

*Habibullah Irshad*

Email add: [irshabibullah@yahoo.com](mailto:irshabibullah@yahoo.com)

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**Section A:**

Age

18 – 25

34 – 41

42 – 49

over 50

Gender

Male

Female

Professional background

University lecturer

Civil servant

other

Duration of work in public sector

0 – 1 year

1 – 2 year

2 – 3 year

more than 3

years

**Section B: Please answer the following questions, circle or tick the most appropriate options.**

Que: 1) How did you come to know about the Vacancy in civil services?

- Magazine                       Online                       Newspaper & other

Que: 2) What were the reasons for choosing public sector?

- Career opportunity       job sustainability       others

Que: 3) To what extent do you feel for your career growth in public sector?

- Excellent                       Good                       Fair                       Poor

Que: 4) What rating, you would like to give on the satisfaction level regarding the process of E-recruitment?

- Highly satisfied                       Satisfied                       Fair or normal                       Poor

Que: 5) what type of exams does “IARCSC” use during recruitment?

- Computer base                       personal interview       Both                       Other

Que: 7) Which of the following recruiting sources is mostly used for E- recruiting?

- External source                       internal source

Que:8)How much time is taken from JRF (Job Requisition Form) till the Final Offer?

**I) For Junior Level Recruitment**

- 30 - 45 Days                       45- 60 Days                       60- and above

**II) For Middle Level Recruitment**

- 30 - 45 Days                       45- 60 Days                       60- and above

**III) For Higher Level Recruitment**

- 60 - 75 Days                       75- 90 Days                       90- and above

**Section: 3 please answer the bellow question with Yes or No**

Que: 1) Does the recruitment policy treat everyone fairly?

Yes  No

Que: 2) Is there any contract (Bond) signed by employees while joining the organization? (For all Levels)

Yes  No

Que 3) Is there any vacancy declare publicly for internal recruitment?

Yes  No

Que: 4) Do you think E-recruiting a suitable way of recruiting?

Yes  No

**Section D: Please express your level of agreement or disagreement for the following statements:**

1. The online form is easy to fill and takes only a short time.  
 Agreed  Disagreed  neither agreed nor disagreed
  
2. The technology used during the application process worked well.  
 Agreed  Disagreed  neither agreed nor disagreed
  
3. The online job application is easily accessible 24 hours 7 days in a week.  
 Agreed  Disagreed  neither agreed nor disagreed
  
4. It was easy to submit my application and/or resume for this job.  
 Agreed  Disagreed  neither agreed nor disagreed
  
5. Do you agree that E-recruitment is free from nepotism?

Agreed                       Disagreed                       neither agreed nor disagreed

6. Do you agree that E-Recruitment reduces the Recruitment and Selection cost?

Agreed                       Disagreed                       neither agreed nor disagreed

7. Do you agree that E-Recruitment saves time in collecting quantity of Resumes?

Agreed                       Disagreed                       neither agreed nor disagreed

8. E- Recruitment is an accountability approach.

Agreed                       Disagreed                       neither agreed nor disagreed

Thank you

Date: