Effects and impact of the adoption of E-recruitment sites for job-seeking

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Abstract

The way Human Resource Management functions are carried out has changed significantly since the introduction of Internet Technology. Shifting from a labor-intensive approach to providing human resource management functions to a more productive, cost-effective approach (technology intensive) has now become a major consideration in the literature. Rather than traditional methods of employee recruitment, many companies today use electronic recruitment (e-recruitment). Furthermore, prospective job seekers are more interested in using the internet to browse for and apply for job openings. Organizations used a variety of methods to hiring workers before technical development. Campus recruiting, newspaper ads, various work agencies, and so on were among the outlets. Those are also known as conventional sources of recruitment. However, due to technological advances, several more sources have been added to this list in addition to those listed above. Various job-related websites, such as Naukri, LinkedIn, Monster.com, Glassdoor, and Indeed (both on the web and mobile apps), and social media are the sources which are added with traditional recruitment which is called as e-recruitment. Firms aim to create attractive, content-rich, easy-to-use, and user-friendly recruitment via their website or through career portals to generate a suitable applicant pool. As a result, this paper aims to investigate the effect of e-recruitment on candidates' intentions to apply for job openings.

Keywords – E-recruitment, Intention to apply, job portals, job-seeking, job-related websites.

Introduction: Recruitment is a Human Resource Management (HRM) feature that allows a company to recruit potential applicants and choose the best workers for the job. People nowadays are extremely adaptable to technology, which is why e-recruitment has become a common method used by businesses to hire employees. This study aims to determine how e-recruitment and the internet influence an organization's overall recruitment process. E-recruitment is a method of using technology to pick one of a company's human resources. It is thought to be successful because it saves time and money while also ensuring that the right person is recruited for the job. It also assists in providing sufficient information about the job description, job responsibilities, position, compensation, and a variety of other important factors. As a result, the primary goal of this research is to determine how e-recruitment platforms affect an organization's recruitment process and how successful they are for job seekers.

Statement of the Problem -

Statement 1 - Extended research should be conducted and should not be limited only to certain scope.

Statement 2 - Further Technology should be adopted in conducting the online recruitment like UTAUT2.

Statement 3 - The research should concentrate on attracting endowment workers of all genders and races.

Research Gap - Since the recruitment process is a very crucial step in an organization, it is important to consider the following gaps in e-recruitment:

- A longitudinal study and experimental research should be conducted to make more causal references.

- Some developing countries like Bangladesh, Sri Lanka, Nepal, and India should adopt better technology in hiring candidates.

- Should pay special attention to the intersection of personal and professional lives of job applicants, and also various social media platforms that help in the e-recruitment process.

Research Objective

1. To determine the service quality and overall impact of e-recruitment websites to know the behavioral intentions of the candidates to apply.

2. To identify the overall performance expectancy, level of adoption and attractiveness of online recruitment services.

3. To identify the effort, time, and cost-effectiveness in adopting e-recruitment services for both the company and candidates.

4. To know how the job-seekers can benefit from e-recruitment compared to the conventional recruitment methods

Research Question:

Is there any influence 'Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Price Value, and Habit' on the Behaviour Intention of candidates towards the adoption of e-recruitment sites for job-seeking?

Literature Review:

Literature Review is provided in a separate word document in a tabular form.
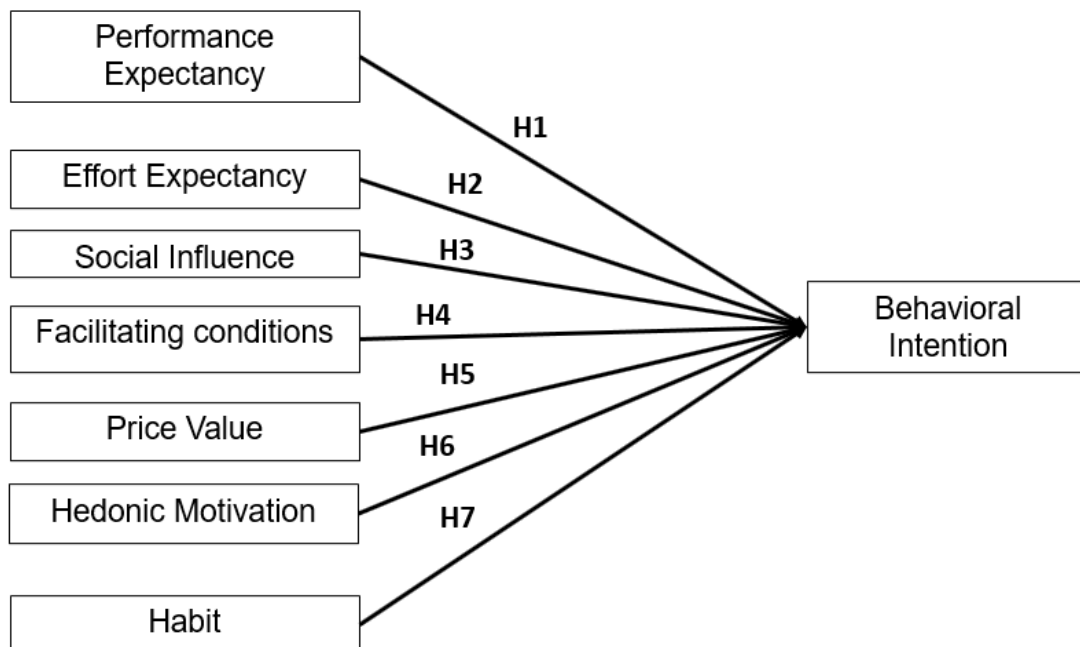
Hypothesis Formulation:

Figure 1. Hypotheses model

Performance Expectancy:

According to existing research reports, consumers would continue to use technology if they find it useful and helpful in completing the mission. As a result, previous research studies have discovered that 'performance expectancy' has a substantial effect on behavioral intentions to use and embrace technology in the context of websites and mobile apps.

'The degree to which people believe that using a technology-related device can enhance their situation' is referred to as perceived usefulness (PU). Job seekers in general want to learn what they can about salaries, benefits, and incentives, as well as other corporate policies and procedures, so they can make informed decisions about future employers (Fountain, 2005). Companies may offer adequate information to job seekers, such as successful resume writing, how to face an interview, and career development approaches, through e-recruitment (Tong, & Sivan, 2005; Rosencrantz, 1999). As a result, when e-recruitment offers such additional information, it is more likely to increase candidates' intent to apply for the position, subsequent web access, and referrals to others.

H1: Performance expectancy positively influences the professional's students' behavioral intentions to adopt job search sites.

Effort expectancy (EE):

Previous research has found that using technology instead of money is correlated with ease of use and other factors, such as in the case of 'internet banking' (Gaitan, Peral, & Jeronimo, 2015). Satama (2014) posited that acceptance and technology usage increases as the difficulty level of using decreases. Expectancy of effort was discovered to be a major predictor of behavioral intentions to use technology (Sung et al., 2015), using apps for health fitness context (Yoganathan & Kajanan, 2014), mobile games (Cho, 2015), and other websites.

PEOU refers to a 'user's understanding of the amount of effort required to use a device', which involves both time and money (Davis, 1989). When opposed to other conventional approaches (newspaper advertisements),

job-seekers now choose to use e-recruitment because it is much easier for them to access the necessary information about a variety of job openings and other job-related details. However, the probability of job seekers continuing to use e-recruitment, applying for jobs online, and recommending the method to others is increased if the company's e-recruitment process is reasonably easy to navigate, simple and understandable, and well structured (Teo, 2001). For example, some job seekers just want to post their resumes on the internet. Furthermore, when job-seekers repeatedly submit applications, they can only approve the application to the company of interest by clicking a button rather than resending their resumes and personal details (Kashi & Zheng, 2013)

It can be hypothesized as,

H2: Efforts expectancy positively influences the professional's students' behavioral intentions to adopt job search websites and apps.

Social Influence (SI)

The "extent to which consumers perceive others must believe they should use a particular technology" is known as a social influence (SI). It is recognized as an essential determinant of behavioral intentions in the context of using instant messanger apps (Indrawati & Haryotoi, 2015), Social media adoption (Harsone and Suryana (2014), Internet banking (Foon & Fah, 2011), using a smartphone as a learning tool (Ahmed, 2016), E-Learning Websites among college students (Tan, 2013), using employment websites. It can be hypothesized as,

H3: Social influence influences the candidates positively on behavioral intentions to adopt job search sites.

Facilitating Conditions (FC):

"Consumers' perceptions of the resources and support available to perform a behavior" is known as Facilitating Conditions (Venkatesh et al., 2012, p. 159). In the present context, the facilitating condition

may be defined as (infrastructure support, internet connection, mobile devices, awareness about the job search websites). Existing studies found a significant influence of facilitating conditions on behavioral intentions in the context of e-learning (Tarhini, Mohammed, & Maqableh, 2016), mental health mobile apps (East, & Havard, 2015), mobile banking (Hashim & Hassan, 2015). It can be hypothesized as,

H4: Facilitating conditions influences the candidates positively on behavioral intentions to adopt job search sites.

Hedonic Motivation (HM):

In the present context, enjoy & pleasure is being associated while using job search sites for users. Similarly, "fun or pleasure derived from using a technology" is called 'hedonic motivation (HM).' Previous research has found that "hedonic motivation has a positive impact on behavioral intentions" to use the technology in the context of mobile technology (Huang and Kao, 2014), use of technology (Acheampong, Zhiwen, Boateng, Boadu, & Antwi, 2017), employment websites, e-health record acceptance (Alazzam et al., 2016), music streaming services (Helkkula, 2016). It can be hypothesized as,

H5: Hedonic motivation positively influences the professional's students' behavioral intentions to adopt job search sites

Price Value (PV) :

Price is considered the most important determinant while developing any technology. While choosing by adopting any technology, a consumer rationalizes the price and the services are being offered by the marketers (Venkatesh et al., 2012). Therefore, it can be interpreted as a cognitive comparison of the technology's perceived gain and the cost associated with it (Dodds, Monroe, & Grewal, 1991). Researches posited that in the presence of more benefits using technology than price spent on it then users will have positive intentions on using technology in the context of mobile banking (Mahfuz, Khanam, & Hu, 2016),

internet banking, pervasive Information Systems (Segura & Frederic, 2015), using cloud computing (Vrsajkovic, 2016) and websites. It can be hypothesized as,

H6: Price value positively influences the professional's students' behavioral intentions to adopt job search sites

Habit (HT):

Past studies reported habit as a significant explanatory power to forecast behavioral intentions to use the technology (Goulao, 2014). It may be defined as "the extent to which people tend to perform behaviors automatically because of learning". Additionally, the positive influence of the habit has been found in the previous studies in the context of choosing tourism destination (Moura et al., 2017), Social networking markets, internet banking, using employment websites (Huang and Chuang, 2017). It can be hypothesized as,

H7: Habit positively influences the professional's students' behavioral intentions to adopt job search websites and apps.

Behavioral Intention (BI):

In general, changing people's attitudes and behaviors to respond to new policies is challenging. Since e-recruitment is a relatively recent development in the HRM world, some job-seekers still place a high value on traditional recruitment methods. As a result, it is important from the perspective of the organization to shift the perceptions and behaviors of potential job seekers and inspire them to use the e-recruitment process more frequently. They are more likely to (1) apply online for job vacancies, (2) return to the website to apply for jobs in the future, and (3) recommend others to use it after they have developed positive attitudes toward e-recruitment. As a result, these three frameworks are used to assess the candidates' behavioral intentions in this study.

Methodology:

The sample consisted of 130 (n = 130) and out of the total respondents 56.9% were females and the remaining 43.1% were males. The entire sample consisted of applicants from various backgrounds who are about to reach the work market and who have a strong propensity to surf job sites. The data was collected using a 'survey approach', with a seven-part questionnaire to analyze demographic variables – 'Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Price Value, Habit', and behavioral intention. The study's variables were calculated using a variety of accurate and reliable scales. 'Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Price Value, Habit', and Behavioural intention were all assessed using a five-point Likert scale ranging from (5) "Strongly Agree" to (1) "Strongly Disagree."

An example of a question used to measure Performance Expectancy: "I find e-recruitment websites and apps useful for getting jobs". The Cronbach alpha for the scale was 0.921. "I have the resources (laptop, smartphone, 3G,2G internet) necessary to use e-recruitment sites", was an example of a question used to measure the Facilitating Conditions and the scale meets the reliability (0.864) measured using Cronbach alpha. Similarly, a sample question to measure Behavioural Intention was "I will suggest e-recruitment for job-seeking in the future".

Data analysis and interpretation

Reliability Analysis:

Construct	Cronbach's Alpha Value	Criteria
Performance Expectancy	0.921	>0.7 (Nunnally,1994)
Effort Expectancy	0.845	>0.7 (Nunnally,1994)
Social Influence	0..901	>0.7 (Nunnally,1994)
Facilitating Conditions	0.864	>0.7 (Nunnally,1994)
Hedonic Motivation	0.887	>0.7 (Nunnally,1994)
Price Value	0.819	>0.7 (Nunnally,1994)
Habit	0.905	>0.7 (Nunnally,1994)

The reliability analysis is carried out to find whether the instrument used to measure is reliable or not. All the variables' reliability "Cronbach's alpha" is above 0.7 which indicates that the instruments are reliable.

Regression coefficient table:

Coefficients^a							

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Hypothesis
		B	Std. Error	Beta			
1	(Constant)	.217	.435		.499	.618	
	Performance Expectancy	.408	.059	.398	6.907	.000	H1
	Effort Expectancy	.082	.063	.079	1.298	.196	H2
	Social Influence	.123	.064	.107	1.926	.056	H3
	Facilitating Conditions	.287	.059	.262	4.844	.000	H4
	Hedonic Motivation	-.236	.057	-.216	-4.139	.000	H5
	Price Value	.212	.059	.200	3.587	.000	H6
	Habit	.099	.067	.089	1.530	.093	H7
a. Dependent Variable: Behavioural Intention							

H1: There is **a significant influence/relationship/impact of Performance Expectancy** with **β=.398, t-statistics=6.907, ρ=<0.05** on Behavioural Intention towards adoption of e-recruitment.

H2: There is **no significant influence/relationship/impact** of Effort Expectancy with **β=.079, t-statistics=1.298, ρ>0.05** on Behavioural Intention towards adoption of e-recruitment.

H3: There is **a significant influence/relationship/impact of Social Influence** with **β=.107, t-statistics=1.926, ρ=<0.05** Behavioural Intention towards adoption of e-recruitment.

H4: There is **a significant influence/relationship/impact of Facilitating conditions** with **β=.262, t-statistics=4.844, ρ=<0.05** Behavioural Intention towards adoption of e-recruitment.

H5: There is **a significant influence/relationship/impact of Hedonic Motivation** with **β=-.216, t-statistics=-4.139, ρ=<0.05** Behavioural Intention towards adoption of e-recruitment.

H6: There is **a significant influence/relationship/impact of Price Value** with **β=.200, t-statistics=3.587, ρ=<0.05** Behavioural Intention towards adoption of e-recruitment.

H7: There is **no significant influence/relationship/impact of Habit** with **β=.089, t-statistics=1.530, ρ>0.05** Behavioural Intention towards adoption of e-recruitment.

R Square:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813[a]	.661	.644	.78668

a. Predictors: (Constant), Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Price Value, Habit

The model summary shows the R-square (Coefficient of determination) value = 0.661 which indicates that the model is having a medium effect on the dependent variable. As per Hair et al (2012) the R-square value ranging from 0.25-0.49 is considered as weak, 0.50-0.74 is considered as a medium, and > 0.75 is considered a strong effect on the dependent variable.

Results and Findings:

This research aimed to find the impact of the adoption of e-recruitment sites for job-seeking and interviews. The results revealed that most of the respondents (59.2%) are between the age group of 21-25. The results also revealed that most of the respondents (76.9%) have done job-seeking through e-recruitment platforms like LinkedIn, Naukri, Monster.com, Indeed, Glassdoor, CareerBuilder, etc. About 60% of the respondents preferred using both the methods of Mobile applications and websites for job-seeking through e-recruitment.

The study helps to identify the relationship and the significance between the 'Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Price Value, Habit', and the behavioral intention of the candidates. It has been found that **Performance Expectancy with β=.398 and P-value <=0.05** has the highest significant impact on the behavioral intention of candidates for the adoption of e-recruitment sites. Followed by, **Facilitating Conditions** with β=.262 and P-value <=0.05, **Price Value** with β=.200 and P-value <=0.05 , **Hedonic Motivation** with β=-.216 and P-value <=0.05 and **Social Influence** with (β=.107 and P-value <=0.05) are the independent variables having a significant impact on the behavioral intention of the candidates adopting e-recruitment sites. But **no significant relationship was found between Habit** (β=.089 and P-value >=0.05) and behavioral intention and **Effort Expectancy** (β=.079 and P-value >=0.05).

The contribution and significance level of each independent variable (Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Price Value, Habit) to the dependent variable were determined using regression analysis. The analysis aimed to determine the contribution of each of these independent variables to the dependent variable as well as their significance levels (Behavioural Intention). The results revealed that the 'Performance Expectancy, Facilitating Conditions, Price Value, and Hedonic Motivation' are positively associated with the candidates' intention to apply through e-recruitment sites. These factors account for approximately 66.1% (Adjusted R Square=0.661) which indicates that the model is having a medium effect on the dependent variable.

Conclusion:

The aim of this study is to see how e-recruitment affects candidates' behavior intentions. The research aims to determine the relationship and importance of 'Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Price Value, Habit', and Behavioural Intention. Performance Expectancy, Facilitating Conditions, Price Value, Hedonic Motivation, and Behavioural intention all showed a positive relationship in the study. Since e-recruitment is critical for companies to sustain a competitive efficiency level and high productivity, it's critical to have a foundation to understand job seekers' perspectives on the process. Several previous studies have identified several key features that a website should have to have a significant impact on job seekers' behavior intentions. In conclusion, the

Performance Expectancy, Facilitating Conditions, Price Value, and Hedonic Motivation of a worksite have a substantial impact on candidates' behavioral intentions. A career site or job portal should always offer valuable information to job seekers, as well as efficient and simple navigation.

Limitations and Scope for future research:

There are some limitations of this paper. First, that the data was collected through a questionnaire via google survey due to COVID constraints and with a sample size of 130. As a result, extensive research should be undertaken using a variety of job seekers without being limited to a specific scope. Second, Longitudinal study and experimental research can be conducted to make more causal references. Third, some developing countries like Bangladesh, Sri Lanka, Nepal, and India should adopt better technology in hiring candidates.

Appendix:

Questionnaire:

Email Address:

Gender:

Age:

Profession:

Likert Scale –   1 to 5

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Statements	1	2	3	4	5
Performance Expectancy					
I find e-recruitment websites and apps useful for getting jobs					
Job-seeking through e-recruitment sites enables me to spend less money on offline job-seeking					
Job-seeking through e-recruitment platforms enables me to accomplish searching for jobs more quickly					
Social influence					

My friends/colleagues/acquaintances suggested I use e-recruitment platforms					
I read/saw (News/Social media/Blogs) reports that using e-recruitment platforms for job-seeking is a good way for job-seeking					
The media depicted a positive sentiment to use e-recruitment platforms for job-seeking					
Expert opinions (Experts in e-recruitment technology) depicted a positive sentiment to use e-recruitment platforms					
Facilitating conditions					
I have the resources (laptop, smartphone, 3G,2G internet) necessary to use e-recruitment sites					
I have the knowledge (knowledge on how to use laptop, smartphone, and apps) necessary to use e-recruitment sites					
I can get help from others when I have difficulties using e-recruitment sites.					
Effort Expectancy					
Learning to operate e-recruitment technology is easy for me					
My interaction with e-recruitment sites is clear and understandable					
It is easy for me to become skillful at using e-recruitment sites					
Hedonic Motivation					
For me, using e-recruitment platforms is fun and enjoyable					
Price Value					
Job-seeking through e-recruitment sites is good value for money					
In the current trend, attending interviews through e-recruitment sites is considered to be less expensive					
Habit					
The use of e-recruitment platforms for job-seeking has become a habit for me					
I have started preferring e-recruitment platforms more than offline job-seeking					
Behavioral intention					
I will suggest e-recruitment for job-seeking in the future					

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