

WHAT FACTORS DRIVE JOB SEEKERS ATTITUDE IN USING E-RECRUITMENT?

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In a digital world, job seekers prefer to use e-recruitment for a vacancy searching. Thus, the explanation of the determinants of their attitude in using this technology is left unobserved. This article reports the result of a survey study on how users utilize e-recruitment to search for works. Three hundred eighty-five just-graduated undergraduate students answered questions regarding their intention of using the e-recruitment under Theory of Acceptance Model. We propose Perceived Usefulness, Perceived Ease of Use, and Perceived of Enjoyment as the determinants of the job seekers intention. Results showed that those three variables influence the decision making of job seekers. We found also Perceived Usefulness is the mediating effect for jobs seekers in easy-to-use and enjoy feeling. This article provides evidence that e-recruitment has to be friendly user and fun to use to attract job seekers intention.

Abstract



Keywords: E-recruitment, perceived usefulness, perceived ease of use, perceived of enjoyment, job seekers.

Recruitment, in conventional context, is defined as a mutual physically interaction between jobseeker and organization whereas the organization needs to find an applicant that meet their expectation with offering potential opportunities for jobseeker with narrow information that suit jobseeker needs (Allen, Mahto and Otondo, 2007). However, internet has successfully revolutionized the way of recruitment into an efficiency manner, where jobseekers are no longer necessarily meet or go to the organization directly, and jobseekers are no longer needed to find vacancy manually by buying physical dossiers.

The existence of internet gives jobseekers and companies significant advantages such as low cost, time saved, and find their precisely needs for all parties involved (Chen, Dong and Yang, 2008). Taleo (2003) reported that that 93% of 500 global companies already use e-recruitment for their recruitment and selection process. Moreover, Cober and Brown (2006) documented 50 percent new employees were recruited through e-recruitment. Chartered Institute of Personnel and Development/CIPD (2006) found 64 percent of UK organizations used e-recruitment and already considered internet as a recruitment tool. In

fact, www.linkedin.com already seen this opportunity and make their website as an Online Job Provider (OJP) and social media between employers, jobseeker, and suppliers. In a short, world-wide companies show their dependence on e-recruitment.

There are many reasons proposed to explain the important role of e-recruitments. IES (2003) addresses improvement of organization's image and profile and cost reduce of recruitment process as the main reason. It is seconded by Maurer and Liu (2007) who found that the estimation of cost saved by using e-recruitment as much as 87% per new employee hired. Breaugh and Starke (2008) found the website generate additional job applicants without dramatically increasing the cost of organizations. Tong and Sivanand (2005) documented that the jobseeker found e-recruitment gives them perceived of usefulness whereas it conveniently assess for their career plan. It means that the website could help jobseeker access anything by e-recruitment to find which offer is suitable with their wish and giving a better opportunity than they have now. Moreover, it is low cost, easy to use, no barriers of geographic, some opportunities to work abroad, and jobseeker can access it "24/7" using e-recruitment.

Due to the metamorphosis from traditional way to high-tech based, it is important for organization to reveal the reason of job seekers using e-recruitment as a mode of job hunting. Online job providers (OJP) have to attract their clients (job seekers) by looking at their psychological reasoning. By examining their psychological cognition, online job providers will know what

the important point is for job seekers during their interaction with e-recruitment. Additionally, OJP needs also to consider about another attitudinal intention for jobseeker and employers so they will use e-recruitment as a sustainable tools in recruitment matters (Yoon, 2008).

This study addresses the following question: what are the determinants of the job seekers' intention in using e-recruitments? Can perceived usefulness mediates the job seekers' perceived ease and perceived enjoyment to the intention? The rest of the paper is organized as follows: section 2 addresses the literature review. The research method will be introduced in section 3. Section 4 delivers the results. Meanwhile the analysis and implication are in section 5. Section 6 concludes.

LITERATURE REVIEW

This research underlies on Technological Acceptance Model (Davis, 1989; Davis et al., 1989). In the e-recruitment context, this study hypothesize that job seeker intention is determined by how users come to accept and use a technology in the perspective of behavior. Our justification lies on the adjustment of technology area.

Hence, we adopted Davis et al. (1989) in identifying the attitudinal factors towards technological use that influence the intention of human behavior. On that study, the attitudinal factors are Perceived usefulness and perceived ease of use. In our research, we propose perceived enjoyment as another factor; a contribution of this research.

In the context of e-recruitment services, perceived usefulness indicates

job seeker belief in the ability to obtain career information, enhance the job search effectiveness, and increase the chances of finding an appropriate job. This phenomenon implies that job seeker attitudes toward job-search websites may be driven by how they perceive the usefulness of job-search websites. Ultimately, job seekers exploit job-search websites because they find the websites useful to their job information needs or search tasks.

Perceived ease of use indicates whether the job seeker found the job-search website easy to operate. As a complex Internet-based system, a job-search website may be avoided if it is difficult to use. To prevent the problem of a useful system remaining “under-used”, job-search websites need to be both easy to learn and to operate. Therefore, this study proposes the following hypotheses predicting job seeker attitudes toward using job-search websites.

In relation to Perceived Enjoyment and E-recruitment, our starting point is of the consumer behavior perspective. Consumer behaviors studies have documented that consumers will be in a good mood if they have emotional attachment (Hoyer and Macinnis, 2009). It will bring a repurchase intention to consumers. In a job-seeking context, job seekers would visit the same e-recruitments because they have good experience in terms of enjoyment. If an e-recruitment creates in job seekers feelings of enjoyment, interest, fun, and excitement while they search for a job on the web site, the job seekers may be more likely to have more intention in submitting their dossiers. This perceived enjoyment is believed

by scholars has significant effects on consumer’s intention.

Perceived Enjoyment (PE) refers to an extrinsic motivation in which extent of using a technology is perceived be personally enjoyable (Davis et al., 1992; Webster & Martocchio, 1992). Many studies have found strong association between perceived of enjoyment and intention on technology context (see Venkates, 2000; Hwan & Yi, 2002). In a job seeking context, perceived enjoyment is the extent to which using e-recruitment through online job provider (OJP) is perceived to be an enjoyable, exciting, fun, and interesting experience. Hence, we hypothesize that those three factors have significant association with job seekers’ intention to use e-recruitments.

Additionally, we propose Perceived Stress (PS) as the antecedent of Perceived Ease of Use (PEOU). The stress perception of job seekers during browsing the e-recruitment would influence the level of ease of use. This stress perception might give effect to the usefulness of website or to the intention to use. Therefore, it is important to examine the role of perceived stress on our model. Our full research framework is portrayed on Figure 1.

RESEARCH METHOD

Data

A survey methodology was constructed and validated before using it to test the research model and its hypotheses. Initially, a pre-test of the questionnaire was conducted using 15 part-time postgraduate students who had experience using job-search websites. Respondents were asked to assess logical

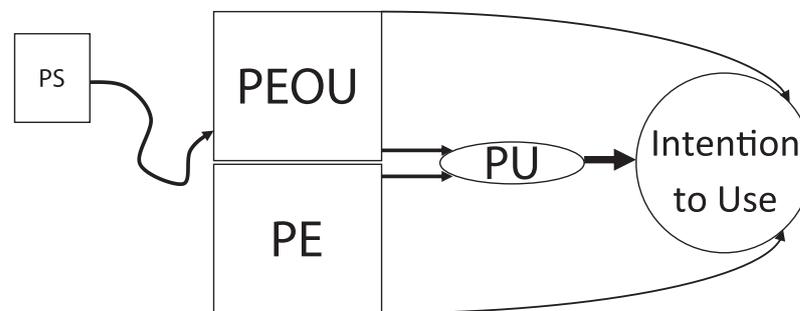


Figure 1. Research Framework

consistencies, sequence of items and questionnaire format. Then, 281 just-graduated or waiting-for-convocation students were voluntarily completed the survey online. The respondents were almost equal from social sciences graduated (54%), and sciences graduated (46%). The proportion is 28% from life sciences, 18% from Applied Sciences, 26% from Social Sciences and Management, and 28% from Arts and Humanities. Other information of the respondent description is frequent in using computers (78% used computers at least 1 hour per day); experienced in using computer (83.3% of them used computers at least 1 hour per day). In terms of gender, 45.3% of the respondents were female, and 54.7% of the respondents were male. Sixty-three-point-seven percent of the respondents were used to browse through jobsdb.com. Meanwhile, karir.com were used by 14% of respondent, and 22.7% of respondents used others e-recruitments.

Questionnaire design and its reliability

The questionnaire was designed based on previous works on Theory of Technological Acceptance Model (see Davis, 1989; Venkatesh and Davis, 2000). There are 18 items in the questionnaire, and the reliability of

each items were tested under cronbach alpha. The dimensions on this paper are Perceived Usefulness, Perceived Ease of Use, Perceived Enjoyment, Perceived Stress, and Intention to Use. All items were constructed by adopting-and-adapting previous research on a 7-Point Likert scale. We conducted a pilot test first because previous studies investigated western context, meanwhile our study is on eastern. We validate the items by running the Factor Analysis.

The questionnaire was translated in two ways. First, we translated into Bahasa Indonesia. After that, we translated it again to English to match it. We found minor differences during this two-ways translation, and ignored it as the meaning of the question remains the same. For confirmation, we consulted it again to two Professors (one from Psychology, and another from Economics).

The items reliability was tested by looking at the Cronbach alpha values. Reliability test is the accuracy or precision of a measuring instrument that is the extent to which the respondent can answer the same or approximately the same questions the same way each time. Even though Sekaran (2003) suggested that alpha value of 0.5 would be considered okay, we follow Nunnaly

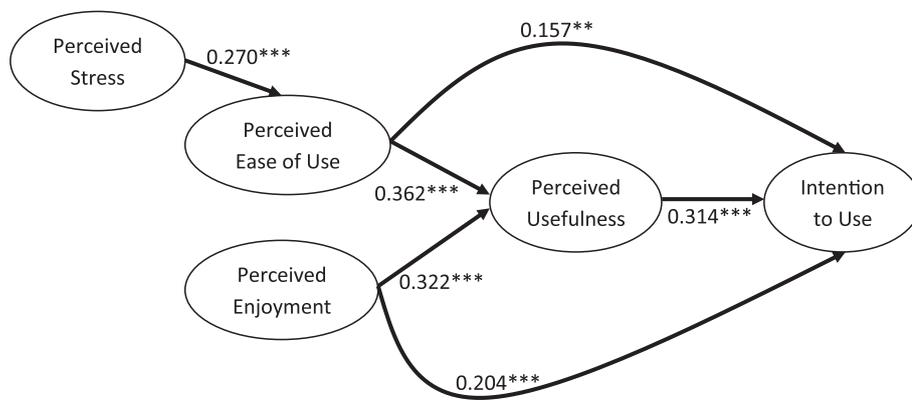


Figure 2. Statistical Results

Table 1 Reliability Test Result

Construct	Items	Cronbach Alpha	Notes
Perceived Ease of Use	4	0.949	Adopt and Adapt from Moon & Kim (2001), Tan & Chou (2008)
Perceived Usefulness	4	0.782	Adopt and Adapt from Koufaris (2002), Tan & Chou (2008)
Perceived Enjoyment	3	0.854	Adopt and Adapt from Moon & Kim (2001), Tan & Chou (2008)
Perceived Stress	3	0.865	Adopt and Adapt from Eastin & LaRose (2000),
Intention	4	0.858	Adopt and Adapt from

and Bernstein (1998) threshold value. They suggest that Cronbach Alpha value of 0.7 and above is considered to be reliable. It indicates items are homogeneous and measuring the same constructs.

Depicted on Table 1, our alpha values are higher than 0.7. It indicates that the items on the constructs are reliable enough to be used on the survey. Our lowest value is 0.782 which belongs to Perceived Usefulness. Meanwhile, Perceived Ease of Use has the highest value with alpha of 0.949. This table clearly shows that the inter-consistency is achieved. Therefore, none of the items will be deleted in the test as the reliability was high enough.

RESULT AND DISCUSSION

Hierarchical Model

The results of the test of hierarchal model are presented in Figure 2. The estimation is run under SmartPLS 2.0.

The reason of using Structural Equation Model (SEM) such SmartPLS is because SEM is powerful in terms of model of fit, and prediction. Moreover, unlike Ordinary Least Square (OLS), this PLS model includes latent variable into the equation, hence, avoiding most *endogeneity* and *exogeneity* problem.

We follow Barry and Kenny (1986) about the mediation effect. Hence, we have three models in this research to explain the whole model. First model is the relationship between Perceived stress and Perceived Ease of Use. Second model is the association of Perceived Ease of Use and Perceived Enjoyment to Perceived Usefulness. Lastly, the third model is how these three determinants (Perceived Ease of Use, Perceived Enjoyment, and Perceived Usefulness) influence the job seekers' intention to use e-recruitments. This is what we called as Hierarchical model.

Table 2 The Power of Model Results

	Model 1	Model 2	Model 3
F-Statistic	11.625	27.485	17.436
R Squared	0.103	0.272	0.264
Adjusted R Squared	0.099	0.264	0.256

Model 1 is the path of Perceived of Stress → Perceived Ease of Use

Model 2 is the path of Perceived of Stress → Perceived Ease of Use + Perceived Enjoyment → Perceived of Usefulness

Model 3 is the path of Perceived of Stress → Perceived Ease of Use + Perceived Enjoyment → Perceived of Usefulness → Intention to Use

Overall, the findings suggested that the perceived of Ease to Use, Enjoyment, and Usefulness has an impact on job seekers' intention to use e-recruitment. Our first model in the hierarchical model shows that the Perceived stress is the antecedents for perceived Ease of Use in 1% significant level. The beta value explains that the Perceived stress contributes up to 27% to the Perceived Ease of Use. In other words, the Perceived Stress plays moderately significant contribution on job seekers' perceived Ease of Use.

Meanwhile, the model itself is robust enough as the R^2 is 10.3%; and adjusted R^2 is almost the same (9.98%). It means that perceived stress, itself, already can explain 10.3% variation in perceived ease of Use. Further, model 1 is rigorous enough as the F-statistic is accepted in 1% significant level (F value is 11.625).

Finding that Perceived Stress is the antecedent and Perceived Ease of Use is the outcome, we continue to the next step of hierarchical model by looking at the result of Model 2. From Table 2, the R^2 is 0.264 indicating the Perceived Ease of Use and Perceived Enjoyment can explain the Perceived of Usefulness up to 26.4%. Model 2 of our hierarchical model shows F value of 27.485 implying the model fit to a data set and representative to examine the population. The results of regression show that both Perceived Ease of

Use and Perceived Enjoyment have significant relationship to Perceived Usefulness on 1% level. The beta of Perceived Ease of Use is 0.362, meanwhile Perceived Enjoyment is 0.322. In other words, the Perceived Ease of Use and Perceived Enjoyment can affect the Perceived Usefulness up to 36.2% and 32.2% respectively.

To confirm our hierarchical model, we regress further our model. The result is model 3 findings where the F-test is significant in 1% level, and the R^2 is 0.264. Moreover, only one of the regressors is significant in 5% level, which is Perceived Ease of Use. The Perceived Enjoyment and Perceived Usefulness are significant in 1% level. The betas are also positive signifying the analogous relationship between the job seekers perceived and their intention to use e-recruitments. In a nutshell, our hierarchical model confirms that the intention to use e-recruitments of job seekers is driven by the Perceived Ease of Use, Perceived Enjoyment, and Perceived Usefulness. Furthermore, we found also that Perceived Usefulness has mediating effect on the relationship between Perceived Ease of Use and Perceived Enjoyment, and job seekers' intention.

Discussion and Implications

Three attitudinal towards behavior determinants, which are: Perceived Ease of Use, Perceived Usefulness, and

Perceived Enjoyment, was validated as the determinants of job seekers intention to use e-recruitments. To probe deeper into the nature of intention to use e-recruitment, this study tested its mediating effect and the antecedents of one determinant (Perceived ease of use). We contended that e-recruitment behavior conceptualization was needed in the context of the interaction between human and the technology tool. The results showed that attitude towards behavior of job seekers' intention attributes to Perceived Ease of Use, Perceived Enjoyment, and Perceived Usefulness. Moreover, the Perceived Usefulness has the mediating effect on the relationship between Perceived Ease of Use and Perceived Enjoyment, and intention to use e-recruitment. Our findings support prior similar research on technology context (e.g. Venkatesh & Rames, 2002; Chung & Tan, 2004; Tan & Chou, 2008). Our findings further suggested Perceived Usefulness has relatively higher magnitude on the intention among other attitudinal perception.

Those findings advise that to encourage the intention of job seekers using the e-recruitments, online job provider should focus on improving the usefulness, ease of use, and enjoyment of current e-recruitment. In terms of usefulness, online job provider should stress on the improvement of quality, productivity, and the performance of e-recruitments. Enabling job seekers to complete task more quickly were also considered important. Note that this usefulness of e-recruitment will give more enjoyment and ease of use. This dimension is the most important factors among other factors.

In terms of ease of use, e-recruitment has to become easily to understand, clear, and easily to master during using it. These aspects have to be looked by the online job provider to motivate job seekers using their services. Equally important, online job provider should explore the opportunities to offer more excitement on the site. The current practice among online job provider in Indonesia is to offer rigid and conventional layout of website, which is a very standard design. Respondent indicated the importance of fun experience during browsing or submitting their application through the e-recruitments. Adopting social network on e-recruitments might be useful to meet this demand. Hence, the job seekers can have more intention in using e-recruitment if the online job provider can provide these 3 factors.

Additionally, in terms of the antecedents of Perceived Ease of Use, we found that the perceived of job seekers stress play important role on it. The time of waiting on loading the site, the reliability and capability of the website during application submission, the troublesome during login, or the ability of the site to process it fast are the important factors in giving the ease of use of job seekers during using e-recruitments. If the job seekers experience those issues, it will deteriorate the intention in using it. In short, those stress factors are important in building a good interaction between job seekers and e-recruitment.

This study contributed to both research and practice. By adopting Theory of Technological Acceptance Model (TAM) of Davis (1989), this work extended our understanding of

the importance of human psychology on the e-recruitments when examining the intention of job seekers. Using the attitudinal perspective, our research confirms the TAM hypothesis that users tended to be encouraged by the usefulness, user-friendly, and enjoyment of a service provided. Further, this study contributes to research of human interaction and computer where we found to increase the interaction with internet, service provider (in our case is OJP) has to emphasize on those 3 factors. Moreover, the stress level in using the e-recruitment also played important role on it. Practically, online job provider has to focus on those 3 factors, especially on the usefulness, due to encouragement of using e-recruitments. By doing that, there will be more job seekers using the service, and will help organization to cut cost and time.

CONCLUSION

In e-recruitment context, Perceived Usefulness, Ease of Use, and Enjoyment were the three most important intention aspects. Moreover, Perceived Usefulness gives higher magnitude on the association, especially on the mediating effect. It confirms the body of knowledge in Technology Acceptance Model where the attitudinal towards behavior of the agent (in our case is

jobseeker) has played important role on the intentional behavior. The enjoyment, perception on ease to use, and the perception of usefulness give more impact on the decision making of agent.

Moreover, in terms of industrial practices, online job providers need to provide useful, user-friendly, and enjoyable web-based recruitment to job seekers. Current practice among online job providers in Indonesia seems to be providing a rigid and boring e-recruitment. This research pointed out the need of the user-friendly and enjoyable e-recruitments, and through the use of it can encourage job seekers to look for works by e-recruitments. It will give benefit not only to them (job seekers) but also to organization. Our research also found that the perceived stress would decrease the user-friendly of the e-recruitments. For this matter, online job providers should determine the stress factors on the website such as too much procedural, layout, and other factors. In short, this study primary contribution is the mediating role of perceived usefulness and the antecedent of perceived stress for perceived ease of use outcome. Our hierarchical model suggests it is important to pay closer to this area.

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Item

Section 1. Perceived of Usefulness

Using E-Recruitment sites enable me to look for job quickly	1	2	3	4	5	6	7
Using E-Recruitment sites improved my job searches	1	2	3	4	5	6	7
Using E-Recruitment Sites to look for job was very effective	1	2	3	4	5	6	7
Using E-Recruitment site made it easier for me to look for jobs	1	2	3	4	5	6	7

Section 2. Perceived Ease of Use

Learning to E-recruitment sites was easy for me	1	2	3	4	5	6	7
I found it easy to do what I want to do in E-recruitments sites	1	2	3	4	5	6	7
My interaction with E-Recruitment sites was clear and understandable	1	2	3	4	5	6	7
It was easy for me to become skilful at using E-recruitment sites	1	2	3	4	5	6	7

Section 3. Perceived Enjoyment

Using E-Recruitment site is fun	1	2	3	4	5	6	7
Using E-Recruitment site is exciting	1	2	3	4	5	6	7
Overall, I enjoyed E-Recruitment sites	1	2	3	4	5	6	7

Section 4. Perceived Stress

I Don't need to wait for long for the E-Recruitment site page to load	1	2	3	4	5	6	7
Whilst using the E-recruitment site, the page will not hang/freeze suddenly	1	2	3	4	5	6	7
I do not have trouble logging into the E-Recruitment site	1	2	3	4	5	6	7

Section 5. Intention

The Likelihood that I would use E-Recruitment site for job search is high	1	2	3	4	5	6	7
I am willing to use E-Recruitment site for vacancy search	1	2	3	4	5	6	7
In the near future, I would consider using E-recruitment sites for vacancy search	1	2	3	4	5	6	7
I regularly use E-recruitment site for job search	1	2	3	4	5	6	7

