



ANALYSING THE FACTORS IN E-RECRUITMENT PROCESS BASED ON TECHNOLOGY ACCEPTANCE MODEL.

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Abstract

Online activity compared to any traditional activity is characterised by uncertainty, anonymity and lack of control. Online recruitment also is no different in this aspect. The purpose of this study is to analyse the factors involved in E-Recruitment process acceptance by individuals using Technology Acceptance Model (TAM). The empirical results validate the TAM model and highlight the level of importance of each construct in the TAM model.

Introduction

In the Internet Era, the traditional method of recruitment has also been revolutionized. Earlier, the newspaper advertisements were the only formal external way of posting a vacancy and attracting potential employees. Internet is one of the greatest recruitment resources available to recruiters today for locating qualified job candidates, making newspaper advertising an obsolete recruitment method. The process of using internet to identify and attract potential employers to your organization has been defined as E-recruitment.

Online recruitment uses company web site as a medium to disseminate information about an organization to prospective applicants, collect information to screen applicants, or both. In this regard company web sites are similar to employment interviews where they may function as recruitment or selection tools (Harris 1989; Rynes 1989). Online recruitment is a process that brings employers and job seekers together and allows them to interact in a fast, efficient, and efficient manner. Web-based recruiting for organizations is the ability to reduce recruiting costs. A Study conducted by Goodwin (1999) revealed that the use of Internet to advertise a job and attract potential candidates has been shown to be less expensive than traditional recruitment techniques. According to Schreyer and McCarter “software for recruiting purposes has become more readily available and cost-effective.”

Technology Acceptance model

Technology Acceptance Model (TAM) is one of the most popular and influential models in understanding information systems (IS) or Information Technology (IT) acceptance by individuals. It is based on Theory of Reasoned Action (TRA) proposed by Fishbein and Ajzen in 1975. According to TAM, perceived ease of use (PEU) and perceived usefulness (PU) are the main antecedents of system usage. PEU is defined as “the degree to which a person believes that using a particular system will enhance his or her job performance” and PU is defined as “the degree to which a person believes that using a particular system would be free of effort” (Davis 1989). In the TAM model, PEU positively influences PU. Also PEU and PU positively affect the attitude towards the system and further positively affect the intention to use the system and accept it.

Numerous empirical studies worldwide has validated TAM as the most popular and robust model in studying IS acceptance. E-Recruitment is in essence an example of an Information system. As such, TAM is the most suitable model that can be applied to understand its acceptance. Based on TAM model, the following hypotheses were formed

- H1: Perceived ease of use has a significant effect on the perceived usefulness of the E-recruitment.
- H2: Perceived ease of use has a significant effect on attitude towards using e-recruitment.
- H3: Perceived usefulness has a significant effect on attitude towards using e-recruitment.
- H4: Attitude towards using has a significant effect on intention to use.
- H5: Intention to use has a significant effect on actual use of e-recruitment.
- H6: Perceived usefulness has a significant effect on intention to use.

Methods and Measures

The sampling method used was simple random sampling method. The questionnaires were distributed using web based and paper based survey. The population was mostly final year students of Universities. The sample size was 300 which is about 30% of the total population. An overview of the research design is given in Table 3.1



Table 1. Overview of research design (Adopted from Dhillon (1995))

Research Level	Descriptive and analytical
Type of research questions	Understanding factors affecting the acceptance of E-recruitment
Strategy	Survey
Paradigm	Positivistic
Data collection method	Paper based/Web Based
Major References	Davis (1989). Gefen et al (2003), Gefen (2002),V Venkatesh & Davis(2000)
Participants	Graduating students from the Universities
Type of results	Descriptive and quantitative

The measures for attitude, Intention to use and actual use were selected from Davis (1989). All items used 5 point response ranging from 1(strongly disagree) to 5(strongly agree). The factors were analysed using Cronbach's alpha (Cronbach, 1951, 1970) which is presented in table 2. Cronbach's alpha values of constructs are ranging from 0.722 to 0.922, indicating a level above 0.70, the threshold recommended by Nunnally(1967). It indicates strong internal reliability and consistency.

Table 2 Cronbach's alpha

Variables	Number of Items	Cronbach's Alpha	Reliable if >0.7
Perceived Ease of Use (PEU)	6	.916	Yes
Perceived Usefulness (PU)	5	.922	Yes
Attitude Towards Usage (ATU)	5	.751	Yes
Intention To Use (ITU)	4	.897	Yes
Actual Use (AU)	2	.722	Yes

Factor analysis was also done on the constructs to confirm the validity of the constructs. Table 3 represents the results of factor analysis. All factor loadings were 0.6 or above, showing good convergent validity (Chesney, 2006). The constructs are therefore unidimensional and factorially distinct, and all items used to operationalize a constructs load onto a single factor.

Table 3: Factor analysis

Scale item	1	2	3	4	5	6
PEU1	.817					
PEU2	.831					
PEU3	.889					
PEU4	.888					
PEU5	.836					
PEU6	.843					
PU1		.880				
PU2		.860				
PU3		.858				
PU4		.883				
PU5		.849				
ATU1			.494			
ATU2			.862			

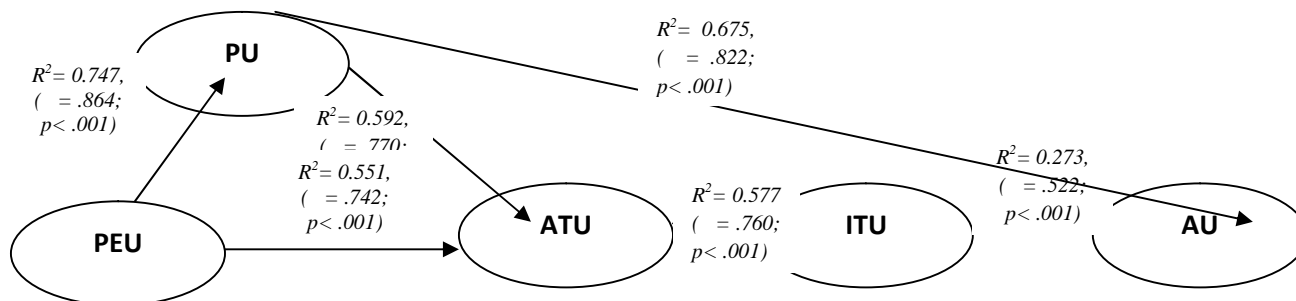


ATU3			.866			
ATU4			.877			
ATU5			.861			
ITU1				.882		
ITU2				.889		
ITU3				.892		
ITU4				.836		
AU1					.835	
AU2					.835	
% of Variance	72.445	75.016	64.948	76.560	80.692	69.773

Result and discussion

After testing the validity and reliability of the measurement model, the hypothesis was tested using regression analysis. The path coefficients and overall model fit indices are of the research model are shown in figure 1.

Figure 1: Results of Regression Analysis



The summary of hypothesis testing can be seen in Table 4.

Table 4: Summary of the Hypotheses Testing

Hypothesis	Path	Path coefficient	t-value	Results
H1	PEU → PU	0.864	34.252	Supported (p<0.01)
H2	PEU → ATU	0.742	22.093	Supported (p<0.01)
H3	PU → ATU	0.770	24.050	Supported (p<0.01)
H4	ATU → ITU	0.760	23.321	Supported (p<0.01)
H5	ITU → AU	0.522	12.210	Supported (p<0.01)
H6	PU → ITU	0.822	28.783	Supported (p<0.01)

Based on the empirical results the path coefficients of hypotheses H1 and H6 were found significant. In other words, it means that H1, H2, H3, H4, H6 were supportive. The purpose of the study was to evaluate the factors that influence the acceptance of E-recruitment process. The powerful effect of perceived usefulness on the construct intention to use both directly and indirectly through attitude is one of the striking results. The prominent effect of perceived usefulness on attitude can be evaluated from the value of 0.77. It also has a direct impact on intention to use which has a value of 0.822. This shows that perceived usefulness directly and indirectly through attitude has a dominant effect on the intention to use.

Similar to perceived usefulness, the perceived ease of use also has a direct impact on attitude and also indirectly through its effect on perceived ease of use. The perceived ease of use has an impact on intention through its strong effect on perceived ease of use. The value between perceived ease of use and perceived usefulness is at 0.864 and perceived ease of use and attitude is 0.742. Both the constructs i.e., perceived ease of use and perceived usefulness influence the attitude



to use. The results also shows that attitude to use influence the intention to use which in turn persuade the actual use of E-Recruitment sites by the job seekers.

Results of the study provide E-Recruitment decision makers an insight into the perception about the E-Recruitment among job seekers and that is the most important practical contribution of this study. E-Recruitment is gaining popularity and this study allows E-Recruitment agencies to fine tune their recruitment activities. It is seen from the study that the variable perceived usefulness has a positive influence on the E-Recruitment usage; therefore E-Recruitment acceptance would increase when job seekers find it more useful. The E-Recruitment agencies should plan their marketing campaigns taking into consideration this factor. Proper marketing communications which would increase consumer awareness would result in better acceptance of E-Recruitment. The variable perceived ease of use had a positive influence on E-Recruitment usage. That means job seekers would increase usage of online recruitment services when they find it easier to use. So it is very important for these online recruitment websites to develop interfaces easy to use. E-Recruitment websites should also consider providing training services to customers on using internet recruitment services. Additionally, E-Recruitment sites can provide interactive features, such as live user support and chat rooms, that facilitates flexible multiple interactions. It is very important for recruiters to create awareness among the jobseekers about the uses of E-Recruitment. Unless the jobseekers have a positive mindset about using this service the intention of its use will suffer.

Conclusion

The E-Recruitment has gained a lot of importance in order to ensure competitiveness and to increase productivity. It is very important to find the factors that jobseekers look for in using E-Recruitment facilities. The study reflects the importance of Perceived usefulness and perceived ease of use of a job site on the behavioural intention. The jobseeker interprets the website ease of use in a positive manner and interprets the organisation which is recruiting in positive light. The ease of use affects the applicant's intention to apply online. It is very important to identify the specific factors that influence the user's perception of usefulness and ease of use in an E-Recruitment process. This means that job sites or job portal should provide a job seeker with proper information and also these websites should very user friendly and easy to use. Thus, it is imperative on the part of the organisations that are involved in E-Recruitment process to develop E-Recruitment pages in a way that persons with different educational levels and at different levels computer and internet knowledge can use it properly.

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