

Determinants Of Jobs Seekers' Intention In Using E-Recruitments: Insight From Indonesia

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Abstract— In a digital world, job seekers prefer to use e-recruitment in looking for a vacancy. 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 Technology 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.

Keywords: *E-Recruitment, Perceived Usefulness, Perceived Ease of Use, Perceived of Enjoyment, Job Seekers*

I. E-RECRUITMENT ISSUES

In conventional context of recruitment, it 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). Since the use of internet has been applied in organization, it has successfully revolutionized the way of recruitment into an efficiency manner. Jobseekers are no longer necessarily meet, or go to the organization directly. Furthermore, jobseekers are no longer need 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 recruitment. 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 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. Breugh and Starke (2008) found the website generate additional job applicants without dramatically increasing the cost of organizations. The real indications why jobseekers choose e-recruitment than conventional recruitment based on Tong and Sivanand (2005) findings. They 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 hours 7 days with e-recruitment. As an OJP, of course it will be a good opportunity as an investor yet based on Yoon (2008) the OJP still need to consider about another attitudinal intention for jobseeker and employers so they will use e-recruitment as a sustainable tools in recruitment matters. Hence, the conventional method of recruitment has been transformed by the emergence of internet. Traditional way of recruitment has been a time consuming and paper intensive process. It also costs organization a monitory and control process.

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 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.

This study addresses the following question: what are the determinants of the job seekers' intention in using e-recruitments? And 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.

II. LITERATURE: BEHAVIOUR OF JOBS SEEKERS AND E-RECRUITMENT

This research underlies on Technology Acceptance Model (Ajzen, 1988). In the e-recruitment context, this study hypothesize that job seeker intention will be determined by their attitudinal belief only, not subjective norms or perceived behavioral control. Our justification lies on the adjustment of technology area. We belief people use internet not moved by their norms or controlled behavior, but more to their attitudinal belief.

Hence, we adopted Davis (1989) in identifying the attitudinal factors 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 their ability to obtain career information, enhance the job search effectiveness, and increase their 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. Moreover, 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 clumsy and 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 operate. Therefore, applying, the TPB to the e-recruitment service context, this study proposes the following hypotheses predicting job seeker attitudes toward using job-search websites.

Relate to Perceived enjoyment and e-recruitment, our starting point is consumer behaviour perspective. Consumer behaviours studies have documented that consumers will be in a good mood if they have emotional attachment (Hoyer & Macinnis, 2009). It will bring a repurchase intention to consumers. In a job-seeking circumstance, job seekers 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 & Martochhio, 1992). Many studies have found strong association between perceived of enjoyment and intention on technology context (see Venkates, 2000; Hwan & Yi, 2003). 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.

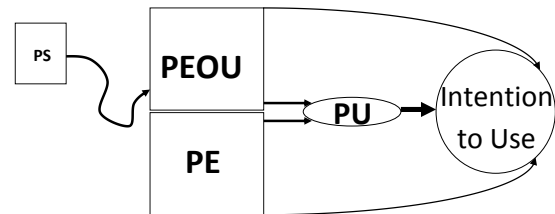


FIGURE 1 RESEARCH FRAMEWORK
 Note: PS, PEOU, PE, and PU stand for Perceived Stress, Perceived Ease of Use, Perceived Enjoyment, and Perceived Usefulness respectively

Additionally, we propose Perceived stress (PS) as the antecedent of 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.

III. METHODOLOGY

A. 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 consistencies, sequence of items and questionnaire format. Then, 281 just-graduated or waiting-for-convocation students were voluntarily completed the survey online. The data were collected over period of December 2009 until March 2011. 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.

B. Questionnaire design and its reliability

The questionnaire was designed based on previous works on TAM. 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 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.

TABLE 1 RELIABILITY TEST RESULT

Construct	Items	Cronbach Alpha	Notes
Perceived Ease of Use	4	0.949	Adopt and Adapt from Teo (2001), 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 Davis et al. (1989)

IV. HIERARCHICAL MODEL

The results of the test of hierarchal model are presented in Figure 2. 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.

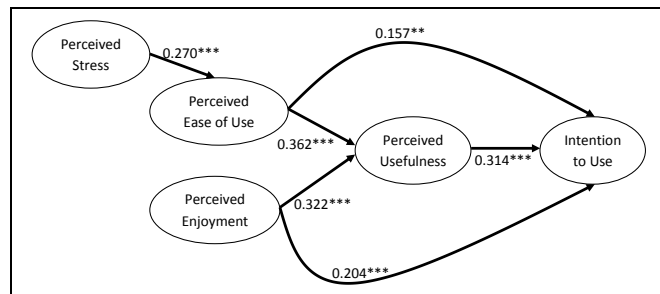


FIGURE 2 RELIABILITY TEST RESULT

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 PEoU is 0.362, meanwhile PE is 0.322. In other words, the PEoU and PE can affect the PU 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 PEoU. The PE and PU 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 PEoU, PE, and PU. Furthermore, we found also that PU has mediating effect on the relationship between PEoU and PE, and job seekers' intention.

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

V. DISCUSSION AND IMPLICATIONS

Three attitudinal towards behaviour 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 behaviour conceptualization was needed in the

context of the interaction between human and the technology tool. The results showed that attitude towards behaviour of job seekers' intention attributes to PEoU, PE, and PU. Moreover, the PU has the mediating effect on the relationship between PEoU and PE, 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 PU 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, OJB 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 OJB to motivate job seekers using their services. Equally important, OJB should explore the opportunities to offer more excitement on the site. The current practice among OJB 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 OJB can provide these 3 factors.

Additionally, in terms of the antecedents of PEoU, 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 Technology Acceptance Model (TAM), 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 TPB 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 OJB) has to

emphasize on those 3 factors. Moreover, the stress level in using the e-recruitment also played important role on it. Practically, OJB 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.

VI. 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 behaviour of the agent (in our case is jobseeker) has played important role on the intentional behaviour. 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 determinate 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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