

## Factors Affecting Recruitment Officers' Intention to Use Online Tools

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— *Review of* —  
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### ABSTRACT

In this age of technology, more and more companies are using job sites to source applicants for obvious reason of its speed and wide range of access to potential candidates. But little is known on how these companies view and accept the available job sites. The objective of this study is to examine the factors affecting the usage of online recruitment tools by the persons-in-charge of recruitment. The study used descriptive correlational design, where adopted survey questionnaire was used to gather the perception of the respondents on the perceived usefulness, perceived ease of use, attitude towards the use, and the intention to use online recruitment tool. Some respondents were randomly selected to give insights on possible enhancement of existing online recruitment tools. It was confirmed that the tool is easy to use. Ease of use and attitude were significant to users' intention to use, however, the study revealed that usefulness has no significance on attitude and the users' intention to use an online recruitment tool. Apparently, there are important missing elements in the current job sites. Thus, additional features are recommended to make the job sites more useful.

Keywords: attitude, ease of use, usefulness, intention to use

### 1. INTRODUCTION

One of the challenges being faced by the companies today is how to have fast and organized employee recruitment system (Purohit & Martineau, 2016). For many, recruitment of potential employees involves going to the university or college campuses to participate in their job fairs. This recruitment system is both expensive and time-consuming, and can drain the recruiting budget of the company (Nealy, 2007). It is also common knowledge that in the job market, companies have to be competitive and creative in recruitment to make sure that they are getting quality candidates (Zappe, 2006). After attracting the supposed right applicants, another challenge is how to make sure if the applicant is fit for the job and the environment (Carless, 2005). One competitive measure a firm should venture is the online recruitment since most of the job seekers are comfortable with it and of its lower cost on the part of the firm (Borstorff, Marker, & Bennett, 2005). However, previous studies revealed that adopting an online technology

poses conflicting views on the part of the users for various reasons. Currently, there might be available facilities to manage these challenges but seem to be lacking still, considering the fast evolution of technology that are introduced to the market.

This study considered the different factors that affect the usage of an online recruitment tool by persons-in-charge of recruitment; these are the managers, the supervisors, and the officers in the company. Specifically, the study looked into the users' perceived ease of use, perceived usefulness, attitude, and intention to use existing job sites for sourcing applicants and to identify the features needed by HR people in a job site for the same purpose.

The study is significant that it provides understanding on how companies view online recruitment tools in various aspects and how companies are inclined to use the same. It is inevitable to use online tools because new generations trust and depend on it (Amin & Rahman, 2015); in addition, information technology brings significant impact on decision-making tasks (Gurendrawati, Murdayanti, & Putri, 2014). Looking at the supposed benefits of these online technologies, this study unveiled existing status of the assessed online recruitment tools relative to their usefulness, ease of use, attitude, and intention to use thus giving an idea on what policies are to be formulated to come up with an effective selection procedure (Appaw-Agbola, 2016). This study will benefit different industries by getting informed of which of the existing tools are more useful and productive. This will also give an idea to tool developers on how to improve the existing ones or design new recruitment tools that will cater to the needs of the companies. To the researcher, this study helps to execute current and future development activities. To the researchers that will make a follow through, this study will determine the gap with respect to their future studies.

Further, this study can be used as input to the further development of the improved recruitment tool for an organization that will serve as a model for other organizations as well.

## **2. THEORETICAL BACKGROUND**

### **2.1 Theoretical framework**

This paper is anchored on the Technology Acceptance Model (TAM) (Davis, 1989). The model suggests that there are a number of factors that influence the user's decision to accept and use technology. Some of these factors are perceived usefulness, perceived ease-of-use, and attitude of the user. Perceived usefulness is "the degree to which a person believes that using a particular system would enhance his or her job performance", while perceived ease of use is "degree to which a person believes that using a particular system would be free from effort" (Davis, 1989).

The theory is very much related to this study since the subject of the study is also an online tool and the concepts are the same, however different in application. Overall, the model describes how users perceive technology in terms of the value it offers and level of operational complexity. This model measures the perceived usefulness of the technology, perceived ease of use, users' attitude towards technology based on its

perceived usefulness and ease of use. Users' attitude towards technology leads to their intention to use and with the perceived strategic value that the technology offers, the users will eventually use it.

## 2.2 Literature review

### 2.2.1 Perceived usefulness of technology

Several studies were conducted regarding the users' acceptance of technology in different areas of applications. The perceived usefulness of technology has been found to have a positive impact on the attitude of the users (Silva, Canavari, & Sidali, 2017), as well as a positive and significant effect on users' attitude (Eyuboglu & Sevim, 2017). Similarly, the perceived usefulness of the use of online tool in retailing sector was proven to have a strong and direct effect on users' attitude (Lorenzo-Romero, Alarcon-del-Amo, & Constantinides, 2014); then again, perceived usefulness in the use of online application in logistics was also found to have a positive effect on attitude (Lee, Lee, & Jeon, 2017). On the part of young entrepreneurs, their attitude towards accepting technology is significantly and directly driven by the perceived usefulness of the tool (Okycree-Kwakye, Nor, & Ologbo, 2016; Wong, 2016).

Studies were also made on the effect of perceived usefulness of the use of technology towards behavioral intention to actually use it. Perceived usefulness was mentioned as a critical factor influencing the usage of technology (Hsiao & Chen, 2016). In addition, the same was found to have a positive effect on the intention to use technology (Yuan, Tsai, Dai, Chen, Chen, Wu, Li, & Wang, 2017), specifically on the use of technology in E-HRM (Esen & Erdogmus, 2014). Similar results were revealed in the studies of Ramirez-Correa, Arenas-Gaitán, and Rondán-Cataluña (2015), Dogruel, Joeckel and Bowman (2015), Masood and Lodhi, (2016), Özbek, Gunalan, Koc, Şahin, and Kas (2015), Ros, Hernández, Caminero, Robles, Barbero, Maciá and Holgado (2014).

On the contrary, there were also findings to the effect that perceived usefulness has no significant effect on the intention to use (Silva, Canavari, & Sidali, 2017), or that it had no direct effect on the intention to use (Holden, Asan, Wozniak, Flynn, & Scanlon, 2016; Naqvi & Alshihhi, 2014; Lorenzo-Romero, Alarcon-del-Amo, & Constantinides, 2014)

In view of the above findings, it is hypothesized that:

*H1. The perceived usefulness of online recruitment tools has a significant positive effect on the attitude toward these applications.*

*H3. The perceived usefulness of online tools has a significant positive effect on the intention to use online recruitment tools.*

### 2.2.2 Perceived ease of use of technology

The perceived ease of use of social media tools was found to have a positive impact on attitude of users (Lee, Lee, & Jeon, 2017; Lorenzo-Romero, Alarcon-del-Amo, & Constantinides, 2014). Likewise, Okycree-Kwakye, Nor, and Ologbo (2016) established that perceived ease of use of technology has a significant effect on attitude, while Wong (2016) found that it directly affects the attitude of the users of technology.

In contrast, Silva, Canavari, and Sidali (2017) posited that although perceived ease of use had a positive impact on users' attitude to use technology, the coefficient was not significant, indicating that respondents are not that inclined in adopting the technology. More so, Zaremohzzabieh, Abu Samah, Muhammad, Omar, Bolong, Hassan and Shaffril (2016) found that there was no favorable impact of perceived ease of use on users' attitude.

Intention to use technology could be positively predicted by perceived ease of use (Yuan, Tsai, Dai, Chen, Chen, Wu, Li, & Wang, 2017) and that perceived ease of use plays a central role to affect the intention to use (Lorenzo-Romero, Alarcon-del-Amo, & Constantinides, 2014). Similarly, the perceived ease of use was found to be significant in determining the intention to use (Ramírez-Correa, Arenas-Gaitán, & Rondán-Cataluña, 2015; Özbek, Gunalan, Koc, Şahin, & Kas, 2015).

Withstanding the above findings, there were contrasting results that perceived ease of use has no impact on intention to use (Esen & Erdogmus, 2014; Hsiao & Chen, 2016) and that there is even a negative effect of perceived ease of use on intention to use (Dogruel, Joeckel & Bowman, 2015; Naqvi & Alshihhi, 2014; Ros, Hernández, Caminero, Robles, Barbero, Maciá & Holgado, 2014).

Thus, the following are hypothesized:

*H2. The perceived ease of use of online recruitment tools has a significant positive effect on the attitude toward these applications.*

*H4. The perceived ease of use of online recruitment tools has a significant positive effect on the intention to use them.*

### **2.2.3 Users' attitude vis-a-vis intention to use technology**

Silva, Canavari, and Sidali (2017) posited that intention to use technology is driven by the users' attitude towards the technology. It is proven that attitude is a critical factor in the adoption of technology (Hsiao & Chen, 2016) and that positive attitude of users is significant towards the behavioral intention to use the technology (Eyuboglu & Sevim, 2017; Lee, Lee, & Jeon, 2017; Lorenzo-Romero, Alarcon-del-Amo, & Constantinides, 2014; Wong, 2016).

Conversely, Naqvi and Alshihhi (2014) revealed that although there is a positive attitude on the part of the users about the technology, this did not affect the intention to use on the issues of privacy, security, and risks.

Hence, that following is hypothesized:

*H5. The attitude toward online recruitment tools have a significant positive effect on the intention to use these applications*

## **2.3 Conceptual Framework**

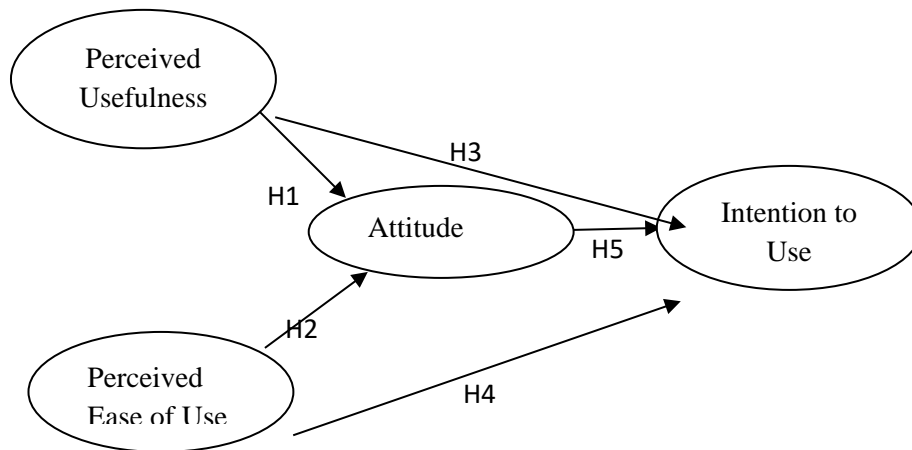


Figure 1. Proposed model showing the relationship between the independent and dependent variables

Applying the Technology Acceptance Model, the perceived usefulness and perceived ease of use of technology were considered related to both the attitude of the users and their intention to use technology. Attitude was also seen to have direct effect on the intention to use technology.

### 3. METHOD

#### 3.1 Subject and Data Collection

The respondents of the study were those in-charge of recruitment with decision making roles in the company, such as supervisors, officers, and managers, who are currently using online recruitment tools. Due to the limited target respondents, purposive sampling was used.

A total of thirty-five (35) responded to the questionnaire. The thirty-five (35) respondents are recruitment managers, supervisors, and officers, key persons in-charge of recruitment and with decision making power.

For the purpose of this study, survey questionnaire was used. Survey questions were structured according to the variables that need to be measured. The questionnaire was made available online for fast and easy distribution and data gathering. There were clear instructions on how to accomplish the form. Most of the respondents answered using the digital form. Results were collected and summarized electronically.

#### 3.2 Instrumentation

Online recruitment is becoming a necessity for recruitment personnel since internet is becoming pervasive; thus, assessment of online recruitment tools in terms of acceptance is timely. In this study, the following variables were measured: perceived usefulness, perceived ease of use, attitude towards the use of Job site, and intention to use (Lorenzo-Romero, Alarcon-del-Amo, & Constantinides, 2014).

An adopted questionnaire was used to capture the data on the different variables included in the study. Permission to use was sought. It is composed of six parts. Foremost, which was researcher-developed, is the profile of respondents. For each of the variables, a Likert-type question was used to measure the degree of agreeableness of the respondents to the given statements. Scoring was based on the numerical scale assignment as indicated in the questionnaire, 6 being “Completely Agree” and 1 being “Completely Disagree”.

To extract information from respondents on additional feature they would want to be seen if the online tool they are currently using will be enhanced, some respondents were randomly selected for a short interview. Interview guide were prepared for that purpose.

### 3.3 Data analysis

The study used descriptive statistics to describe the profile of the respondents as well as the responses on each variable. On the analysis of hypotheses, this study used warp PLS.

### 3.4 Ethical consideration

Enclosed with the survey questionnaire is a request letter to the respondents to get their consent. The letter also explains the purpose of the study and its significance to their work as recruiter of applicants. Names were not asked and codes were used as part of the data collection process to ensure confidentiality of responses. No researcher-respondent interaction was done on the time that the survey was being answered to avoid unnecessary influences and biases.

## 4. RESULT

### 4.1 Profile of respondents

Table 1  
Profile of Respondents

	f	%	Cumulative f		f	%	Cumulative f
<b>Gender</b>				<b>Age</b>			
Female	25	71.43	71.43	25 and below	14	40.00	40
Male	10	28.57	100	26-30	7	20.00	60
	35	100		31-35	2	5.71	65.71
				36-40	3	8.57	74.29
				41 and above	9	25.71	100
<b>Position Held</b>					35	100.00	
Managerial	12	34.29	34.29				
Officer	10	28.57	62.86				
Supervisory	13	37.14	100				
	35	100					

As shown in table 1, majority of the respondents are female (71.43%). Forty percent are aged 25 and below, while 25.71% are 41 and above. There are 13 with supervisory position, 12 are managers, while the rest are officers.

#### 4.2 Descriptive statistics of the different medium used for sourcing applicants

Table 2

Different medium used in sourcing applicants		
	Mean	Std. Deviation
Jobstreet	3.600	1.2649
Jobsdb	2.000	1.0572
Onlinejobs.ph	1.829	.9848
Trabaho.com	1.771	.9420
LinkedIn	3.514	1.2217
Others	3.114	1.4302

From table 2, Jobstreet (mean = 3.600) and LinkedIn (mean = 3.514) are the most commonly used medium for sourcing qualified applicants. Apparently, there are other medium (mean = 3.114) being used for sourcing applicants, some of which may be company purchased.

#### 4.3 Perceived usefulness of the Job site for sourcing applicants

Table 3

Perceived usefulness of the job site for sourcing applicants

	Mean	S.D.	Loading	SE	P value
U1 Using Job sites improves job quality.	4.514	1.0109	0.842	0.115	<0.001
U2 Using Job sites increases productivity.	4.914	.9509	0.865	0.114	<0.001
U3 Using Job sites enhances our effectiveness on the job.	4.886	.9000	0.845	0.115	<0.001
U4 Using Job sites are useful in my job.	5.000	1.0290	0.771	0.119	<0.001
U5 The advantages of using Job sites outweighs the disadvantages.	4.943	.7253	0.515	0.133	<0.001
U6 Using Job sites is advantageous to our company.	5.171	.7065	0.579	0.13	<0.001
U7 Using Job sites enables us to access a lot of information.	5.286	.6674	0.562	0.131	<0.001
U8 Using Job sites provides us with information that help us make better decision.	5.057	.6835	0.47	0.136	<0.001
Composite reliability coefficients			0.879		
Cronbach's alpha coefficients			0.841		
Average variances extracted			0.488		

Table 3 shows that enabling users to access a lot of information is the most significant feature of a job site (mean = 5.286) and that the respondents feel that using a job site is advantageous to the company (mean = 5.171). Further, the respondents feel that job sites provide them with information needed for better decision (mean = 5.057) and generally, the respondents feel that job sites are useful in performing their jobs (5.00 mean). However, the least significant result is about improving job quality (mean = 4.514). This may be due to some features they sought from an online job site as they feel deem necessary.

Further, the loadings in the same table shows that the items used in the questionnaire are good indicators of perceived usefulness of job sites.

#### 4.4 Perceived ease of use of Job site for sourcing applicants

**Table 4**  
Perceived ease of use of job site for sourcing applicants

	Mean	S.D.	Loading	SE	P value
EU1 Learning to work with Job sites is easy.	5.000	.7670	0.863	0.114	<0.001
EU2 It is easy to get the Job sites do what we want it to do.	4.543	.8859	0.811	0.116	<0.001
EU3 Interacting with Job sites is clear and understandable.	4.829	.8907	0.866	0.114	<0.001
EU4 It is easy for us to become skillful at using the Job sites.	4.714	.8250	0.914	0.111	<0.001
EU5 It is possible to use the Job sites without expert help.	4.914	.9194	0.861	0.114	<0.001
EU6 Overall, Job sites are easy to use	4.886	.8321	0.881	0.113	<0.001
Composite reliability coefficients			0.948		
Cronbach's alpha coefficients			0.933		
Average variances extracted			0.751		

Generally, table 4 shows that learning to work with job sites is easy (mean = 5.00), only that, getting the job sites do what they want it to do seems not favorable with the least mean value of 4.543. The same table shows that the items used are good indicators of ease of use of the job sites.

#### 4.5 Attitude towards the use of Job site for sourcing applicants

**Table 5**  
Attitude towards the use of job site for sourcing applicants

	Mean	S.D.	Loading	SE	P value
AT1 Using the Job sites is a good idea	5.171	.8220	0.928	0.11	<0.001
AT2 Using the Job sites is a wise idea	5.086	.8531	0.932	0.11	<0.001
AT3 Using the Job sites is a positive idea	5.114	.8668	0.932	0.11	<0.001
AT4 I like the idea of using the Job sites	5.171	.8220	0.962	0.109	<0.001
Composite reliability coefficients			0.967		
Cronbach's alpha coefficients			0.955		
Average variances extracted			0.881		

Table 5 shows that respondents believe that using job sites is a good idea and they like the idea of using them (mean = 5.171). There is also a positive response on the idea of using it (mean = 5.114) as they think it is wise idea (mean = 5.086).

The loadings in the same table indicates that items used in the questionnaire are good indicators of attitude of respondents towards the use of job site for sourcing applicants.

#### 4.6 Intention to use Job sites for sourcing applicants

**Table 6**  
Intention to use job sites for sourcing applicants

	Mean	S.D.	Loading	SE	P value
INT1 It is probable that I will use the Job sites	5.143	.7724	0.902	0.112	<0.001
INT2 I intend to begin using the Job sites	5.143	.8452	0.95	0.109	<0.001
INT3 I will frequently use Job sites in the future	5.114	.8321	0.925	0.111	<0.001
INT4 I will recommend others to use the Job sites	5.257	.7800	0.923	0.111	<0.001
Composite reliability coefficients			0.96		
Cronbach's alpha coefficients			0.944		
Average variances extracted			0.856		



Table 6 shows that because of the positive attitude of the respondents towards the job sites, there is a general positive response on the intention to use the job sites (mean = 5.143) and to begin using it if they have not done so (mean = 5.143). In fact, they are willing to recommend it to others (mean = 5.257). There is a slight reservation though with regards to the frequently of using the job sites (mean = 5.114).

The loadings in the same table indicate that the items are good indicators of intention to use technology in sourcing applicants.

#### 4.7 Emerging model

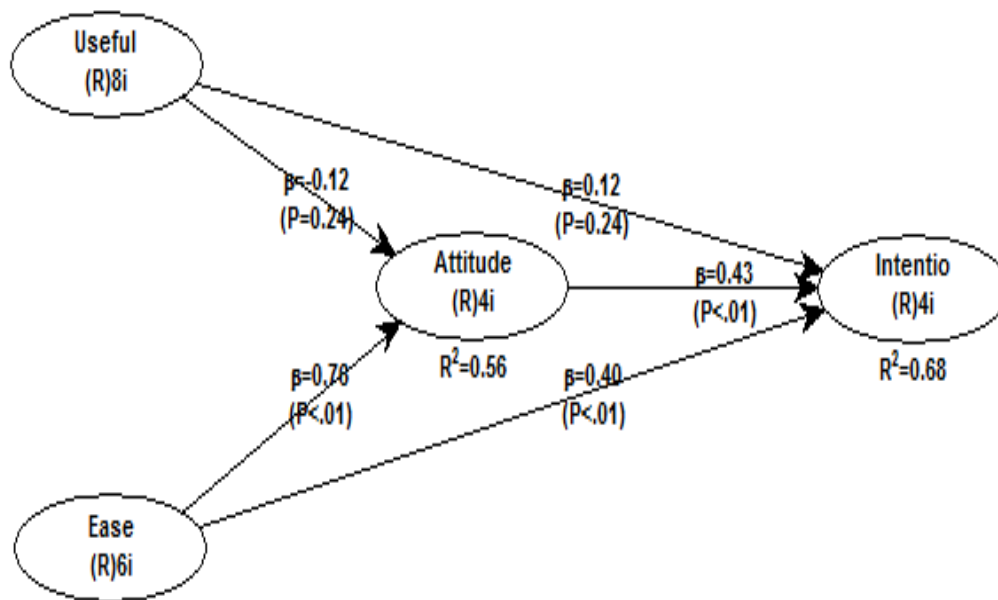


Figure 2. Emerging model of the effect of the different variables on the intention to use

The average path coefficient (0.365,  $p = .004$ ), average R-squared (0.617,  $p < .001$ ), and average adjusted R-squared (0.588,  $p < .001$ ) indicated that the emerging model of the effect of certain variables on the intention to use online tools for recruitment fit with the data very well.

Table 7  
Regression Table

	Beta symbol- Regression weight	Standard Error	p-value	Effect size
Usefulness --> Attitude	-0.117	0.160	0.236	0.053
Ease of use --> Attitude	0.757	0.119	0.000	0.612
Usefulness --> Intention	0.116	0.160	0.237	0.048
Ease of use --> Intention	0.400	0.141	0.004	0.294
Attitude --> Intention	0.435	0.138	0.002	0.333

Table 7 shows that on the one hand, ease of use of technology has significant effect on the attitude of respondents (p-value=0.000) and the intention to use technology (p-value=0.004). On the other hand, perceived usefulness of job sites has no significant effect both on the attitude of the users and the intention to use technology.

Moreover, users' attitude was found to be a significant factor in their intention to use the job sites (p-value = 0.002).

#### **4.8 Interview results**

Since the respondents are current users of job sites for sourcing applicants, they were randomly selected and asked to comment on how the job sites should be enhanced to better suit their purpose for using the site. Most of the respondents verbalized that *"A job site should alert the employer of incoming qualified applications."* This according to them will reduce the hassle of having to open the system regularly to check on incoming applications.

To make sure that the data being encoded are accurate, the respondents are clamoring that the system should be able to *"... check data validity during encoding process."* In addition, since data are encoded through electronic tool, the respondents would like the system to have additional features that would reduce duplication of work. As verbalized by most of the respondents, the system should have *"...the ability to transfer data from the job site to their local database"*.

Other features being sought are the ability to do *"segregation of applications based on specific qualifications, and alerting applicant evaluators of the actions done and recommended succeeding actions"*. And for the interest of the applicant, the system *"...should have the ability to alert applicants on the progress of the application and actions to be taken."*

## **5. DISCUSSION**

Anchored on the Technology Acceptance Model, it was hypothesized that the perceived usefulness and ease of use, as well as the attitude of users, affect the intention to use technology in sourcing applicants. Also, it was posited that perceived usefulness and ease of use of technology affect the attitude of users.

This study revealed that as far as the current job sites are concerned, the significance of usefulness towards users' attitude is not supported. This finding is in contrast with the findings that usefulness has a positive effect on attitude (Lorenzo-Romero, Alarcón-del-Amo, & Constantinides, 2014) and other related literatures mentioned in this study. This may be caused by the low results of the belief that job sites will improve the quality, increase productivity, enhance their effectiveness on the job. Currently, the users do not believe much that the advantages offered by the job sites outweigh its disadvantages.

Just like usefulness towards attitude, usefulness towards intention to use the technology is also not significant. There are important elements of a job site that the users seek to make the tool be of better value. The result supported the findings revealed in a number of past studies (Eyuboglu & Sevim, 2017; Holden, Asan, Wozniak, Flynn & Scanlon, 2016; Naqvi & Alshihhi, 2014; Lorenzo-Romero, Alarcón-del-Amo, & Constantinides, 2014; Silva, Canavari, & Sidali, 2017). There were considerable number of results though against the findings (Correa, Gaitán, & Cataluña, 2015; Dogruel, Joeckel & Bowman, 2015; Esen & Erdogmus, 2014; Hsiao & Chen, 2016; Masood & Lodhi, 2016; Ozbek et al., 2015; Yuan et al., 2017).

Ease of use was found to be a significant factor affecting the attitude of the job site users where users feel that learning to work with job sites is easy, with a reservation on getting the job sites do what they want. This result was upheld in numerous studies (Lee, Lee, & Jeon, 2017; Okycre-Kwakye, Nor & Ologbo, 2016; Lorenzo-Romero, del-Amo, & Constantinides, 2014; Silva, Canavari, & Sidali, 2017; Wong, 2016). It is in contrast to the study of Zaremohzzabieh et al. (2016) that proved otherwise.

Result revealed that intention to use is positively affected by ease of use. It seems like the design of the job sites are considerably acceptable to the users and that they do not consider it an issue using the tool. A concern though on the ability of the job sites to do what the users want to do was raised. This finding was in agreement with the past studies (Correa, Gaitán, & Cataluña, 2015; Holden et al., 2016; Masood & Lodhi, 2016; Ozbek et al., 2015; Yuan et al., 2017).

On the assumption that the attitude toward online recruitment tools have a positive and significant effect on the intention to use, the result revealed that it is true. This goes to show that if the users have a positive attitude towards the technology, their intention to use it will be positive as well. The users like the idea of using the job sites and they think that it is good and wise to use the same. This finding is a confirmation of the result of the past studies about acceptance of technology (Eyuboglu & Sevim 2017; Hsiao & Chen 2016; Kwakye, Nor & Ologbo 2016; Lee, Lee, & Jeon 2017; Lorenzo-Romero, Alarcón-del-Amo, & Constantinides 2014; Silva, Canavari, & Sidali, 2017; Wong 2016). However, if issues on privacy, security, and risk are the utmost concern, this assumption does not hold true (Naqvi & Alshihhi, 2014).

## 6. CONCLUSION

Today, the acceptability of processing job application online is considered prevalent. The usability of online tools and its attractiveness add value to attract potential workforce as people especially the younger workforce population are becoming comfortable with the internet and getting online.

The results revealed that companies are indeed inclined to use job sites because they believe that it enables them to access a lot of information, it is advantageous to the company, and it helps them get the information needed for better decision. Using a job site is of no issue also since they think they can easily get along with it. They also think that it is good and wise to use the job sites.

While ease of use and attitude of the respondents support the respective theories, usefulness revealed otherwise. This is due to important elements of a job site being sought by the companies. They feel that without these elements, job sites will not be able to improve the quality of their work, will not increase productivity, and will not enhance their effectiveness on the job.

The researcher therefore recommends to improve the existing job sites designs to be viewed as a useful tool. To help stakeholders, interview questions were provided to some of the randomly selected respondents as to the features they look into a job site to make it more enabling, efficient, and most of all, acceptable.

Below are the features sought in the order of importance: A job site should alert the employer of the incoming *qualified* applications, it should check data validity during encoding process, it should have the ability to reflect sourced data to company's database once employed, it should alert applicant evaluators of actions done and recommend succeeding actions, as well as segregate applications based on specific qualifications, and it should have the ability to alert applicants on the progress of the application and actions to be taken.

Apparently, the respondents were expecting that using the online recruitment tools, their quality of work will be enhanced and they will be more productive in the performance of their tasks.

Thus, based on the recommendation of the respondents interviewed, the researchers recommended features that should be added to make the job sites more useful. Furthermore, a study on how the job applicants evaluate the current job sites is highly recommended to be able to have a more holistic view of the acceptability of the online recruitment tools.

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