

A Study of E-recruitment technology adoption in India

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ARTICLE INFO	ABSTRACT
	<p>This study aims to investigate how employed job searchers in India perceive and use third-party e-recruitment technologies. Identifying Perceived Privacy Risk (PPR), Performance Expectancy (PE), Application-Specific Self-Efficacy (ASSE), and Perceived Stress (PS) as important external variables that form the research model for the study of e-recruitment technology adoption. The core research framework for this study is the validated modified Technology Acceptance Model (TAM) without the attitude construct. The findings point to a few important factors influencing this technology adoption. Furthermore, it appears that some traditional recruiting techniques have not been superseded by e-recruitment, given the scant evidence of behavioral intention.</p> <p>According to the study, in order to draw in these "passive" yet brilliant candidate groups for employment, human resources professionals and policy makers should enhance the e-recruitment system and services offered by third-party e-recruiters.</p> <p>Keywords: E-recruitment, India, TAM model, sampling theory.</p>

INTRODUCTION

The process of finding and bringing the best candidates to an organization is known as recruitment in the context of human resource management. In essence, the procedure entails employing a variety of workable recruitment strategies to locate and draw in a pool of eligible candidates. Traditional hiring practices include reaching out to friends or co-workers for recommendations, conducting executive searches, placing classified advertisements in publications, and more. This procedure to expand, maintain, or re-adjust their personnel in accordance with the corporate and human resource planning continues to take place periodically whenever there are changes in the company's policy, technology, location, mergers, acquisitions, de-mergers, and employee resignations. The need to hire talented individuals is growing, and it's become harder than ever to find the appropriate candidates at the right time as industries become more skilled and competitive globally. Conventional recruitment techniques are insufficient and not quick enough to draw in a large enough pool of eligible candidates. To attract them, a lot of firms have resorted to implementing complex recruitment tactics or combining different recruitment techniques. Many have seen first-hand how internet technology advanced in the early 1990s. Online recruitment has replaced traditional ways of recruitment. A few large corporations even use their websites for hiring purposes, while others have taken advantage of this development to establish themselves as e-recruitment service providers. With the exception of purchasing airline tickets, this latter type of "third-party" e-recruitment firm flourished and rose to the position of second most popular online business in both the US and Europe. Later, Asia Pacific and Southeast Asia adopted these corporate patterns. For a charge that is less than most traditional recruitment methods, third-party e-recruiters offer services to businesses that are interested in using their websites for job postings and examining prospective applicants' posted resumes. The majority of e-recruiters offer free services for job seekers or applicants to upload their resumes to their databases online. It is obvious that resumes will grow as a result of this free publishing. Although little is known about their effects on the labour market, the fast expansion of third-party e-recruitment websites has changed how employers recruit people and how job seekers search for opportunities. Using a combination of various literatures, this study analyses and comprehends this comparatively new technology adoption for job search using the highly validated Technology Acceptance Model (TAM) created by Davis (1986) as the research framework. It looked advantageous for the e-recruitment industry to expand throughout South-Asia, especially India, in order to investigate the opinions and experiences of local job seekers regarding the use of e-recruitment.

LITERATURE REVIEW

In the job search literature, Quint and Kopelman (1995) used the Job Search Behaviour Index (JSBI) to ask respondents (of whom 37% are currently looking for work and 59% are employed) to indicate, on ten yes/no questions, whether they had participated in ten different job search activities in the previous year. The results showed that the degree of job search behavior was positively correlated with the likelihood of landing a job. In other words, in order for a job seeker's application to be successful, it must show three things:

- (1) a motivated and hardworking approach to finding a job;
- (2) the possession of the necessary knowledge and skills related to the job; and
- (3) a well-targeted job acquisition strategy (role direction).

In line with Quint and Kopelmans' findings, Mau and Kopischke (2001) employed ten distinct job search techniques on a sample of college graduates ($N = 11,152$) in order to determine the proportion of students who employed any of the method(s) in relation to their job-seeking behaviors and results. They looked at the variations in job seeking tactics based on race and gender. Examined were the variables such as the frequency of job offers and interviews, yearly pay, and job happiness. The findings showed notable variations in the job search strategies employed by race and gender. Nonetheless, there were no appreciable variations in the quantity of job offers or interviews based on gender or ethnicity.

Meisenheimer II and Ilg (2000) conducted a survey on employed wage and salary workers using eleven factors related to job seeking tactics, which they compared to Quint and Kopelmans' findings. They did, however, characterize these techniques as proactive ways that respondents employed to look for new jobs. The first part of their analysis looks at trends in the percentage of workers that actively hunt for new employment (job search rate) in February of 1995, 1997, and 1999. The discussion then shifts to the relationship between several worker characteristics and the possibility that they may look for new employment. These characteristics include sex, age, earnings, coverage for health and retirement benefits, educational attainment, length of time with present employer, job security, vocation, industry, and union membership.

Employed job seekers who work for themselves, wage and salary workers seeking a second or extra job, and job seekers who exclusively use passive ways to find employment are not included in the analysis. Simply perusing the job listings or enrolling in a school or program for employment training are examples of passive job search strategies. The results suggest that there is a higher correlation between age and the likelihood of looking for a new employment. Employees between the ages of 16 and 24 were more aggressive in their search for work than those 25 and beyond. But as the labor market tightened between 1995 and 1999, young people were less likely to look for new jobs, especially as compared to workers who were 25 years of age and older. Kuhn and Skuterud (2000) compared Quint and Kopelmans' research to investigate the incidence and frequency of internet job searching among US workers, by race, gender, and other demographic factors; where the job search is conducted (from home, from the workplace, or from other access points); and the relationship between internet and conventional job search techniques. The data on online job searches come from a special addendum to the Current Population Survey (CPS) conducted in December 1998. The survey queried participants about their usage of computers and the internet. The Bureau of Labor Statistics (BLS) uses the monthly CPS in conjunction with standard job search techniques to ascertain if a respondent is actively seeking employment. For the study, the CPS used nine conventional methodologies as opposed to 10. Kuhn and Skuterud (2000) warned that there could be overlap between using the internet to hunt for a job and the more conventional approaches listed in the CPS. For instance, jobless individuals who claim to have "contacted employers directly" might have done so online by sending a resume over email (an internet search) or by mailing or hand-delivering a copy of the resume to possible employers (a traditional search). Additionally, according to Kuhn and Skuterud's research, 7% of employed people use the internet to look for new jobs, despite the fact that job seekers are more likely to use e-recruitment. With the exception of the Kuhn and Skuterud (2000) study, an overall assessment of the questions employed by these researchers revealed that typical job search techniques have not altered significantly since Kopelman et al. established the JSBI in 1992.

Since e-recruitment was still in its "infant" stages of development at the time of Kuhn and Skuterud's study, Byars and Rue (2000) pointed out that it appears reasonable to conclude that the research has not yet determined the one best source of recruitment for recruiters. The digital divide among job searchers may also be a problem for early e-recruitment research. Since then, nevertheless, the number of people using the internet has increased steadily, which is reducing the gap between the rich and the poor (Pastore, 2002). This suggests e-recruitment will increase in step with the number of people using the internet.

Even if e-recruitment looks like it will become a popular method of hiring in the future and will probably become a platform for job seekers, it makes sense to examine the attitudes and actions of individual job seekers toward this use of technology. There are essentially two types of job seekers: active and passive, as Peter (2001) noted. Active candidates can include disgruntled or less employable job seekers, but passive candidates are of higher caliber than active candidates. Passive jobseekers are employed individuals who now hold a decent employment but will apply if they see another job of interest.

CONCEPTUAL MODEL AND HYPOTHESES

The TAM is the most often used model in IT literature to gauge technology adoption. This model is an expansion of Ajzen and Fishbein's Theory of Reasoned Action (TRA), which was developed by Fred Davis and Richard Bagozzi to explain computer-usage behavior (Bagozzi et al., 1992; Davis et al., 1989). The primary goal of TAM was to offer a theoretically justified, parsimonious explanation of the factors influencing computer acceptance that could, in general, explain user behavior across a wide range of end-user computing technologies and user populations (Davis et al., 1989, p. 985).

Perceived usefulness (PU), defined as "the degree to which a person believes that using a particular system would enhance his or her job performance," and perceived ease of use (PEOU), defined as "the degree to which a person believes that using a particular system would be free of effort," are two of the five constructs used in Davis' (1989) original TAM model. Numerous researchers' empirical studies have explicitly included IT acceptance variables, such as extrinsic and intrinsic motivators (Igbaria et al., 1995; Davis et al., 1992), computer self-efficacy (CSE) (Agarwal et al., 2000; Lopez and Manson, 1997; Compeau and Higgins, 1995), social influence, and others, in order to replicate and test the model under various conditions. Davis (1993) pointed out that PEOU might actually be a main causal antecedent of PU, and Davis et al. (1989) TAM hypothesizes that PEOU and PU are of primary consequence for computer acceptance. The author fills in the gaps in this study by testing and repeating the modified TAM without the attitude construct and designating important constructs as exogenous factors that support the investigation. The justification for the research questions, hypotheses, and research model for e-recruitment as a technology for job search method, which was left unaddressed in the previous study, is derived from previously verified studies of the external variables

3.1 Perceived usefulness (PU)

Proficient online recruiting service providers frequently offer job seekers thorough job descriptions and, in certain cases, career development resources on their websites, which they may easily evaluate for their career strategy (Tong and Sivanand, 2005). In contrast to traditional newspaper ads, career zones typically provide occupational information, such as tips on writing an effective resume, information on continuing education, salary ranges, interview techniques, featured career articles, and self-assessment tools to assist job seekers (Rosencrantz, 1999). When looking for jobs, job searchers rely on the employment information that is available to them (Fountain, 2005). Many employed jobseekers would be interested in using these tools and information to improve the efficacy of their job applications, as this would be perceived as a prerequisite to adopting e-recruitment.

Perceived Usability (PEOU) Easy-to-use systems typically demand less effort from consumers, which increases the likelihood that they will utilize them. On the other hand, because a complicated system demands a lot of work and attention from the user, it is less likely to be accepted (Teo, 2001). Similar to this, in the context of e-recruitment, job seekers would favor a system that is simple to use over alternative ways of applying for positions. Sanchez-Franco and Roldan (2005) discovered a substantial and positive link between PEOU and PU in their study on Web acceptability.

The quick expansion of e-recruitment job searchers is probably due to the system's ease of use, which requires job seekers to send their resumes to e-recruiters' websites just once. When applying for positions continuously, job seekers need simply click "accept" once to send their application and personal details to the company of interest.

3.2 Behavioural intention (BI)

According to Bagozzi et al. (1992), people form attitudes and intentions toward trying to learn how to use the new technology before initiating efforts directed toward using it because new technologies, like personal computers, are complex and decision makers have some doubts about their successful adoption. It's possible for attitudes toward and intents toward the use of technology to be unformed or lacking in conviction, or they could develop only after initial attempts to become proficient with it. As a result, such attitudes and intents may not immediately or directly translate into real usage. The relationship between PU and BI was examined in Sanchez-Franco and Roldan's (2005) study on Web acceptability among goal-directed and experienced users found that it was not significant among the experiential users. These writers contend that without first changing their views, experience users would not partake in an enjoyable behavior that also boosts extrinsic rewards. Nonetheless, goal-directed users have a stronger usefulness-influence on their intention to use the web than do experienced users. Thus, the following hypotheses tie PEOU to PU and PU to BI in this study:

H1. PEOU is positively related to PU in e-recruitment adoption.

H2. Perceived usefulness is positively related to behavioural intention to use e-recruitment for job search.

3.3 Perceived privacy risk (PPR)

Perceived risk (PR) is a notion that is frequently taken into consideration in studies on consumer behavior and the consumer decision-making process. Since its introduction by Bauer (1960) and the development of the internet, a number of IT researchers have adopted this notion in order to investigate and comprehend how

consumers perceive these PRs as "obstacles" to the adoption of computer technology. The majority of consumer behavior literature reviewed on PRs has a financial focus, with the exception of Liebermann and Stashevsky's (2002) findings regarding the veracity of personal information theft. This concerns job seekers who upload their resumes to employment websites. Headhunters, for instance, have reportedly been known to "unlock" business websites and search for personnel directories, resumes, pictures, and organizational charts. These materials were then sold to hiring companies or to individuals directly (Galanaki, 2002). In fact, the significance of internet privacy was emphasized in a recent Business Week survey. The March 16, 1998 edition stated that 61% of people who were not online stated they would use the internet provided they believed their privacy could be safeguarded (Introna and Pouloudi, 1999), namely the applications and resumes of job searchers (Gutterman et al., 1999). Galanaki (2002) further stated that the primary ethical dilemma facing e-recruitment companies is the confidentiality and trust issues that arise when e-recruiters handle resumes. PPR for job seekers who submit resumes and applications is unavoidable, and they run the risk of having their information hacked, being scrutinized by employers, and being influenced by outside parties. Thus, the following is the theory that is put forth:

H3. PPR adversely affects PU in e-recruitment adoption.

3.4 Performance expectancy (PE)

Compeau and Higgins (1995) found that people's responses to computing technologies are significantly influenced by their expectations for the results. According to Bandura (1986), through a process of association, the predicted outcomes of one's behavior may be interpreted as having an impact on affect (or like) for the behavior. A behavior's affect is amplified when it is associated with the satisfaction that comes from the positive outcomes of the behavior. In 1989, Baik et al. conducted a study in the job search literature that calculated the correlates of psychological distress with a heterogeneous sample of American individuals (N = 122; M = 33.5 years) who were involuntarily displaced from their jobs.

Their findings indicate that, even after accounting for the duration of unemployment and economic dependency, the expectation of finding a new work is a substantial source of psychological anguish in job loss. Additionally, there was a strong positive correlation with job search activity and a significant negative correlation with self-esteem when it came to psychological discomfort. Similar to the PU in TAM, performance expectations lead users to act in ways they think would improve their ability to do their jobs (Compeau and Higgins, 1995). Since Social Cognitive Theory (SCT) is predicated on a continual reciprocal interaction among the elements examined, they pointed out that the model tested is insufficient and that no conclusions about causation can be drawn from it. Instead, they advised modeling a feedback mechanism for future research.

Given this, the author introduces PE as an external variable to TAM and tests Bandura's first set of outcome expectations, i.e., the expectation relates to outcome. If e-recruitment proves to be more successful than alternative means of recruiting, job searchers will find the outcome expectations valuable. In this regard, they would anticipate favorable PE since they may raise the likelihood of being noticed by the clients of the e-recruiters, getting to them on time, and requiring less time for follow-up applications. Therefore, it is anticipated that PU and behavioral intention to employ e-recruitment will be directly impacted by performance expectations. It is hypothesized that:

H4. Performance expectation outcome is positively related to perceive usefulness in e-recruitment adoption.

H4a. PE correlates with ASSE in e-recruitment adoption.

H4b. PE correlates with PPR in e-recruitment adoption.

3.5 Self-efficacy tailored to an application (ASSE)

According to Bandura (1986), self-efficacy is the belief in one's own ability to plan and carry out the actions necessary to achieve specific performance goals. It is more concerned with assessments of what can be accomplished with the abilities one does have than with the skills itself. Numerous research employing the TAM have also incorporated the self-efficacy construct, such as those by Yi and Hwang (2003), Chau and Hu (2001), Igbaria et al. (1995), and Venkatesh and Davis (1996)

Furthermore, Compeau and Higgins (1995) assert that computer usage is directly influenced by self-efficacy as well as through outcome expectations.

They consequently came to the conclusion that, in order to comprehend computing behavior, one must have a thorough comprehension of two separate dimensions: outcome anticipation and self-efficacy. According to their research, anxiety, emotion, and outcome expectancies all have a direct and indirect impact on usage due to self-efficacy. Both directly and indirectly through effect, outcome expectations affect usage. Marakas et al. (1998) claim that CSE is a multi-level concept that functions at two different levels: application-specific self-efficacy (ASSE), which is the level specific to a particular application, and general computing level (generic CSE). ASSE is described as an individual's impression of self-efficacy in using a particular application or system inside the general computing domain, whereas general CSE is defined as an individual's judgment of efficacy across many computer domains.

Yi and Hwang's (2003) study result supported their hypothesis by confirming that ASSE had a substantial effect on ease of use. The authors came to the conclusion that, in addition to behavioral intention (BI), ASSE has been demonstrated to have a major impact on system utilization. This demonstrates that a key component of

technology adoption behavior is actual system use, which is determined by both ASSE and BI. As a result, the author recommends that ASSE be taken into account in addition to BI as one of the external variables. As a result, the following theories are proven:

H5. Application-specific self-efficacy is positively related to PU in e-recruitment adoption.

H5a. Application-specific self-efficacy correlates with PPR in e-recruitment adoption.

3.6 Perceived stress (PS)

Eastin and LaRose (2000) described stress experienced when using the internet as the quantity of stressors encountered while online in "internet Self-efficacy and the Psychology of the Digital Divide. Common examples include computer freezes, resume update reminders, difficulty completing e-application forms, and problems accessing the internet. When job searchers run into these issues, their expectations for future internet interactions may be lowered. Perceptions of achievement and self-efficacy decline as the quantity of stresses experienced online rises. Furthermore, Eastin and LaRose (2000) discovered that internet stress and self-disparagement are inversely correlated with internet self-efficacy. The convenience sample utilized in this study limits the generalizability of the findings, and it also limits the validity of a construct.

Therefore, they recommend that future studies look into the relationship between stress, online support, and internet self-efficacy. For this reason, having an e-recruitment technology system that is easy to use is essential. Jobseekers would expect an easy-to-use electronic resume blank in the e-recruitment platform, given their perceptions of some control. There hasn't been any research done on the stress that e-recruitment users suffer online, specifically PS. Because of the less stressful system that job seekers perceive, PS is easier to use, which encourages people to use the technology more frequently.

Hence, the proposed hypotheses are as follow:

H6. PS is positively related to PEOU in e-recruitment adoption.

H6a. PS correlates with PPR in e-recruitment adoption.

H6b. PS correlates with application-specific self-efficacy in e-recruitment adoption.

H6c. PS correlates with PE in e-recruitment adoption.

Thus, the author attempts to use Structural Equation Modelling (SEM) to test these highly validated studies with PEOU, PU, and BI as the dependent variables. This is because the modified TAM study has been empirically tested and has shown a significant causal link among the three constructs by prior researchers. Four validated external variables—Bandura's SCT of Performance Expectation (PE), Application-specific self-efficacy (ASSE), Perceived Privacy Risk (PPR), and (PS)—are added to this updated TAM. The present study aims to investigate the interrelationships between the antecedent factors of PU and PEOU, which are not yet well investigated in the modified TAM literature. This is because the study incorporates four distinct theoretical systems, including PE, ASSE, PPR, and PS.

METHODS PROCEDURES AND PARTICIPANTS

An empirical study was conducted to test the aforementioned hypotheses. In order to collect data from employed jobseekers with prior experience with third-party e-recruitment, the author decided to use non-probability sampling using the Snowball Sampling (Patton, 1990) technique after weighing the hiring costs, additional costs, and likelihood of a low response rate. There are situations in which this approach might be the most effective one available, even though it hardly ever produces representative samples.

When trying to reach demographics that are difficult to reach or unreachable, snowball sampling comes in handy (Trochim, 2005). This is especially true for employed job seekers who may be using e-recruitment to keep a low profile. Using this method, a month later, the author sent out hard copy and soft copy survey questionnaires by mail and email, respectively, to friends, family, and coworkers who satisfied the requirements of working for any company that has experience using third-party e-recruitment. In a similar vein, this group "snowballed" to get enough participants by distributing the surveys in this way to their friends, family, and coworkers. Twelve items on five pages made up the questionnaire that the responders were required to fill out. Respondents were asked to rate their perceptions and experiences of using e-recruitment on a 5-point Likert scale, with each item ranging from "1 strongly disagree" to "5 strongly agree." There were 142 responders in all, with 30% sending emails and the remaining 70% sending handwritten notes. 123 sets of the questionnaires with missing data were deemed suitable for study after being sorted. The study included 123 participants, of which 79 were male (64.22%) and 44 were female (35.77%). The age group (SD 1.360) of the participants was found to be the highest among the following groups: 21–25 (22.8 percent), 26–30 (32.8 percent), 31–35 (12.5 percent), 36–40 (12.0 percent), 41–45 (3.28 percent), 46–50 (3.82 percent), and over 50 (1.25 percent).

RESULTS

5.1 ESTIMATION OF MEASUREMENT MODEL

Principal components exploratory factor analyses with varimax rotation and descriptive statistics were performed using the statistical package for social science (SPSS) version 27. Analysis of Moment Structures (AMOS) Version 27 was used to assess the conceptual framework in order to confirmatory factor analyses and

determine the links between the constructs. In order to determine normalcy, the evaluation method started by analyzing all 23 observable variables at the univariate level. Upon analyzing the estimations of skew and kurtosis, it was found that every observed measure fell below the absolute values of three for skew and eight for kurtosis. The univariate distributions therefore appeared to be very symmetric. The Pearson correlation matrix test was run for multicollinearity. None of the coefficients in the matrix are more than 0.8, suggesting that the non-multicollinearity assumption has not been significantly violated.

5.2 RELIABILITY ANALYSIS

The internal consistency reliabilities of the 23-items for the employed jobseekers' e-recruitment experience and perception—which are comprised of the 5-item PU scale, 5-item PEOU scale, 4-item PPR scale, 4-item ASSE scale, 4-item perceived stress (PS) scale, 4-item PE scale, and 5-item BI scale—are all above the minimum cut-off alpha measure of 0.7 (Cronbach, 1951). With the lowest measure of 0.79 and the highest of 0.87, all the constructs satisfied the internal consistency reliability requirements.

5.3 VALIDITY ANALYSIS

By taking into account the scales' discriminant, convergent, and content validity, the validity of the instruments was confirmed (Hair et al., 1998; Hedau, A. 2016; Hedau, A, Joshi V. 2015). Using the Variance Extracted Calculation, the convergent validity concept assesses the degree to which two measurements of the concept may be associated. The computation reveals that all of the constructs fulfil the 0.50 criteria. After a thorough analysis of the literature on e-recruitment and job search, the content validity is verified. The degree to which measures of several constructs are internally correlated, separate from one another, and unique is known as discriminant validity, and it can be evaluated by taking the square root of the average variance extracted (AVE) between the constructs and their measures. Hair and associates (1998). The constructs have discriminant validity if the squared correlation coefficients (R^2) are less than AVE. The constructs were determined to be greater than the squared correlation coefficients (R^2) based on this computation. The instrument largely passes all three criteria, indicating that the research variables have excellent convergent validity.

5.4 ESTIMATION OF PROPOSED CAUSAL MODEL

The last method of evaluating a model is to contrast the suggested model with a number of rival models that serve as additional justifications for the suggested model. This allows the author to decide if the suggested model is acceptable based on whether no alternative similarly formulated model can reach a greater level of fit, independent of total fit (within tolerable bounds). There may always be a better-fitting model, even in the event of non-significant differences, which makes this step especially crucial when the chi-square statistic shows no significant differences in overall model fit (Hair et al., 1998).

In order to achieve the aforementioned goal, Garson (2004) recommends overfitting the proposed model at first and then adjusting just one parameter at a time to produce a parsimonious model, with references to the goodness-of-fit (GFI), AGFI, NFI, TLI, CFI, root mean square (RMSEA), and Chi-square ratio (χ^2/df). The measurement error terms for PS and PEOU were both more than one, despite the initial findings showing the indices to be within the permissible range. The PS and PEOU components were removed sequentially. To achieve a parsimonious model with a Chi-square ratio (2.103), NFI (0.908), TLI (0.934), CFI (0.949), RMSEA (0.065), GFI (0.911), AGFI (0.870), and 90 percent Confidence Interval (0.053, 0.076) that indicates good performance, the last test-retest of the competing models needed a total deletion of the PS construct.

The final PEOU construct set with two components, PEOU 2 and PEOU 4 to PU, was found to have a low standardized regression weight based on the result. Accordingly, the regression results imply that PEOU is a weak antecedent to PU for the adoption of e-recruitment from a causal standpoint. The flexibility to interact with the e-recruitment system is the sole moderately strong component link, PEOU2 to PU as indicated by employed jobseekers, with squared multiple correlations of R^2 of 0.659, accounting for just 65.9 percent of the observed variance. It was discovered that the PEOU, with a normalized regression weight of 0.062, was not a significant route to PU.

It follows that hypothesis H1 is unsupported. According to Davis et al. (1989), the initial TAM model in the TAM literature had a greater support for PEOU with PU and could even be a key causal antecedent of PU. Moreover, a number of earlier studies (Sanchez-Franco and Roldan, 2005; Ma and Liu, 2004; Featherman and Pavlou, 2003) have shown a strong and positive relationship between PEOU and PU. Other research, however, have produced different results, suggesting a weak and inconsistent association between PEOU and PU. For instance, the study by Morris and Dillon (1997) revealed its shaky connections between the inconsistency to PU and attitude formation and the impact of user perceptions on software adoption.

The results of the latter group are supported by this study. With a normalized regression weight of 0.640, the route linear association between PU and BI is notably high, supporting H2. The intention to employ e-recruitment was explained by the squared multiple correlation (R^2) for BI, which was 0.32. This represents only 32% of the observed variance. According to the route linear link between PU and BI, PU directly influences BI and plays a crucial role in employed job seekers' use of e-recruitment technologies. This result is also in line with a number of recent TAM research (Fusilier and Durlabhji, 2005; Chau, 1996; Igarbaria et al., 1996) that contend PU is a more significant factor than PEOU when deciding whether or not to utilize a technology.

DISCUSSION AND IMPLICATIONS

It's common knowledge these days that hiring through the internet is becoming more and more common. The results of the employed job searchers' perceptions and experiences with using e-recruitment for job search have been empirically reviewed in this study. This research has highlighted a few critical indications to e-recruitment adoption based on the final model's findings, adding to the body of knowledge already available in the human resources literature, particularly with regard to recruiting. According to the PEOU design, employed job seekers could eventually grasp and become accustomed to using e-recruitment technology. The majority of e-recruitment websites employ electronic application blanks or forms that are essentially straightforward to use and resemble the conventional pen-and-paper job application blank formats.

This implies that online recruiters should continue to provide jobseekers with an intuitive online application structure. Perceived usefulness (PU) of employed jobseekers in e-recruitment technology, on the other hand, is more significant and suggests that having detailed job information will help them make better judgments. A sound judgment is one that makes sense given the information at hand and takes the decision maker's preferences into consideration (Harris, 1998). Employment applicants anticipated comprehensive employment details, including job descriptions, prompt replies, and links to company websites. According to the Signalling Theory, potential workers who are provided with thorough information by employers about their aims, cultures, and overall business philosophies throughout the hiring process will be more inclined to apply to the organizations that most closely align with their own objectives and worldviews.

The low proportion of observed variance for BI to utilize e-recruitment may indicate that, although employed job seekers likely still use other traditional ways of job hunting, they do not use e-recruitment technology exclusively. According to a research of college students, there is a substantial relationship between the quantity of job search strategies employed and the quantity of interviews. The study advised students to employ a range of strategies instead of depending just on one. This suggests that job seekers who are already working and want to look for better opportunities would adopt a variety of strategies to land the positions they want. Therefore, since using numerous recruitment methods increases the cost of hiring each worker, human resource managers should only consider using them for urgent recruitment.

This study suggests that e-recruitment is preferred by employed job seekers as a means of gathering information about job market worth. They would apply for a job if there was a possibility of it. The process of identifying competitive pay levels for particular jobs in a specified external market is known as the "job market value search." Employment ads, which frequently list the packages on offer, are typically examined by job searchers in order to determine the market value of the position. This would also guarantee that they stay abreast of the market changes and skill needs as announced by companies (MyCareer.com, 2005). This likely also explains why some employed job searchers choose to take a passive approach and put off applying for jobs if their existing prospects for employment differ little or not at all from the external job market value.

According to Vallerand and Bissonnette (1992), an activity must present an opportunity that satisfies an individual's inner desires in order for intrinsic motivation to arise. When there are conflicting intrinsic and extrinsic motives, it seems to reason that the associated extrinsic reinforcements will eventually raise our intrinsic enjoyment of the activity over time, and maybe vice versa. In other words, a large income could eventually look like a more pleasurable job. Employed job seekers are inherently driven and ready to encourage others to use the same e-recruitment website if it has aided them in landing jobs, depending on the outcome. (Ahmad, S. R., Prasad, K. D. V., Bhakuni, S., Hedau, A., Narayan, P. S., & Parameswari, P. 2023).

This suggests that one way to quickly disseminate e-recruitment technology would be through word-of-mouth among users who have successfully adopted it. The predicted PE causal path to PU has been eliminated, which implies that job seekers do, in fact, have a high expectation of being seen by e-recruiters when they apply for employment.

LIMITATION

Few restrictions affect the findings' generalizability. For example, the study was carried out in India using self-report scales, which may inflate correlations due to common methods variance, and the sample was gathered through snowball sampling, with a preponderance of younger respondents with degree qualifications (Hedau, A. 2020; Fusilier and Durlabhji, 2005). To discover and consolidate employed jobseekers' thoughts and behavior toward this technology adoption, it does, however, offer some signals of the jobseekers' intent to adopt e-recruitment that may be duplicated in other countries using the same model and instrument.

CONCLUSION AND RECOMMENDATION

The results of this study suggest two crucial elements for human resource management procedures and policy makers about third-party e-recruiters. It is clear that more work needs to be done to improve the e-recruitment system and services in order to attract employed job seekers, particularly the talented but passive applicants that utilized the e-recruitment platform for the job market value survey. The system should be improved by: identifying the best way to use this technology to draw in candidates during the initial stages of the recruitment

process; and identifying the best system to automatically match the qualifications of candidates with the job requirements during the first stages of the selection process, most likely through electronic sifting.

Lievens and Highhouse (2003) have a similar perspective on how companies might entice applicants early in the hiring process by leveraging a marketing-based approach. They held that an organization's initial appeal to prospective employees as a place to work cannot be fully explained by organizational and job-related characteristics. The symbolic connotations (in terms of inferred features) that applicants connect with firms also contribute to their initial attraction to an organization hiring jobseekers. They will utilize these trait inferences as points of differentiation among different employing organizations. A general absence of recruitment assessment is the reason for the dearth of study data on attraction outcomes.

Therefore, in upcoming e-recruitment studies, the conceptualization of brand image found in marketing literature can be employed. The majority of independent e-recruitment websites have integrated electronic sifting systems; nevertheless, these systems typically rely on job seekers providing their credentials and level of experience in the database. While e-sifting can be extremely quick, it isn't always more precise. To improve the efficacy of the e-shifting system in the future, this problem should be taken into account. Clients and job seekers should provide feedback on the system's correctness.

E-recruiters should also think about enhancing the privacy protection on their websites, especially with regard to preventing employers from viewing the personal information and resumes of their users. If the system is set up to let job seekers exclude their own firm from seeing their applications, then this enhancement could be attainable. Many corporate organizations are now using their websites for e-recruitment due to the recent rise in expenses associated with third-party e-recruitment. As a result, more research should assess the efficacy of corporate and third-party e-recruitment strategies for finding talented workers, taking into account gender and ethnicity as moderating factors. It's also advised to research the risks posed by business entities, publications, non-profit organizations, and executive search e-recruitment to outside e-recruiters.

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