

THE IMPACT OF E-RECRUITMENT ON APPLICANT'S INTENTION TO USE IT

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Abstract

Purpose – The aim of this research paper is to examine the impact of E –Recruitment on applicant's intention to use it. With the help of this research paper, emphasis was given to analysis that how is e-recruitment useful, time saving process and beneficial for the job seekers and to everyone who is concerned with this domain.

Design/methodology/approach – In this Research Paper, a survey was conducted to take in consideration of sample size of 280 respondents by questionnaire and check, is there any correlation in E- recruitment dimensions and intention to use it.

Findings –While conducted the survey, respondents were refused to give the information and not ready to fill the questionnaire. Many efforts were putted and motivated them to provide related information so that work can be done in desired time. After collect the data, applied the statistical tests like correlation and one way ANOVA, some results were generated that is discussed in next heading.

Results- Coding: (A) = Perceived ease of use of E-Recruitment, (B)= Perceived Usefulness, (C) =Perceived Enjoyment, (D) =Perceived Attitude and (E) =Intention to use E-Recruitment

From hypothesis H1 to H6, this research indicated that:

- 1) (A) has the significant effect on (B), (C), (D) and (E)
- 2) (B) has the significant effect on (C), (D) and (E)
- 3) (C) has the significant effect on (D) and (E)
- 4) (D) has the significant effect on (E)

For hypothesis H7: Two statistical test are carried out, first Independent sample T test and second- one way ANOVA. Following results have been found:

- 1) Gender and occupation have a significant effect on coding (B), (C), (D) and (E) – by apply sample T test.
- 2) Age has no significant difference on all the dimensions except perceived usefulness.
- 3) Education has no significant difference on all the dimensions.
- 4) Internet experience has no significant difference on all the dimensions except intention to use it.

Practical Implications – Practical implication of this paper is that job seekers should avail the technology based recruitment or E- recruitment and upgrade themselves as per the demand of current scenario. In addition, it would be helpful to save time, money, efforts and to create awareness about the technological competiveness.

Originality/value – The research work of this paper is original because maximum part of data collection by primary source and investigation of gap through the literature review.

Keywords - E-Recruitment, Job Seekers, Information Technology, Intention to Use

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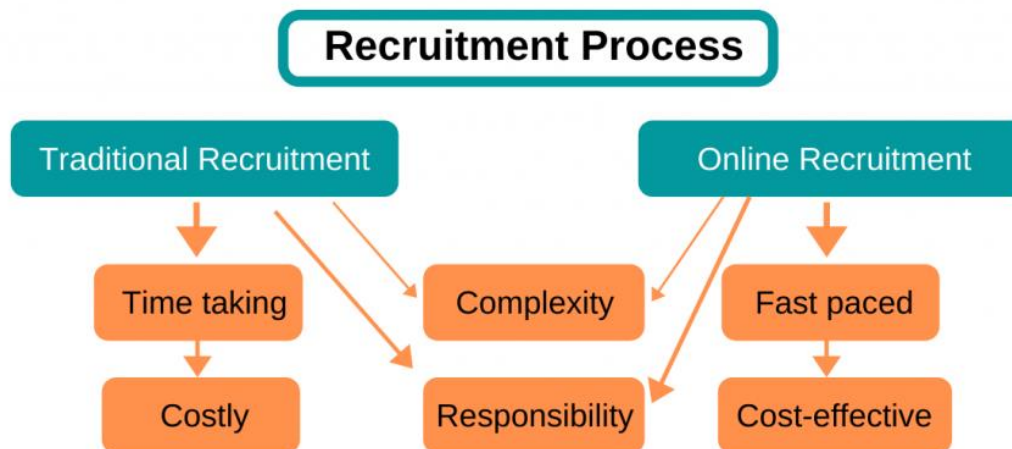
1. Introduction:

Recruitment of employees is a core phase in the Human Resource Management (HRM) process, it plays a major role in enhancing the organization's success, and therefore the human resource departments are facing pressure to deal with the technological changes.

Handlogten (2009) stated that the first introduction of the Internet as a recruiting tool was in the mid-1990s [1]. The terms online recruitment, e-recruiting, cybercruiting, or Internet recruiting, present the formal sourcing of job information online [2]. The use of the Internet has dramatically changed the face of Human Resource (HR) recruitment and the ways organizations think about the recruiting [3]. E-recruitment adopted in many organizations, both large and small ones. It brings the benefits to the organizations; e-recruitment gives more flexibility to the recruitment management in making contact with prospective applicants through online channels like e-mails and Short Message Services (SMS) [4].

Electronic-Human Resource Management (E-HRM) influences the efficiency and the effectiveness of the HR system by minimizes cycle times, increasing data precision and reducing HR crew. E-HRM enables the HR system to create value for the organization in new ways one of these ways is e-recruitment [5]. For e-recruitment, organizations is building their own web sites ever better because of the higher costs of advertising and the ease and speed of finding more qualified applicants [6].

Figure 1: The below figure represent the Traditional and Online Recruitment Process



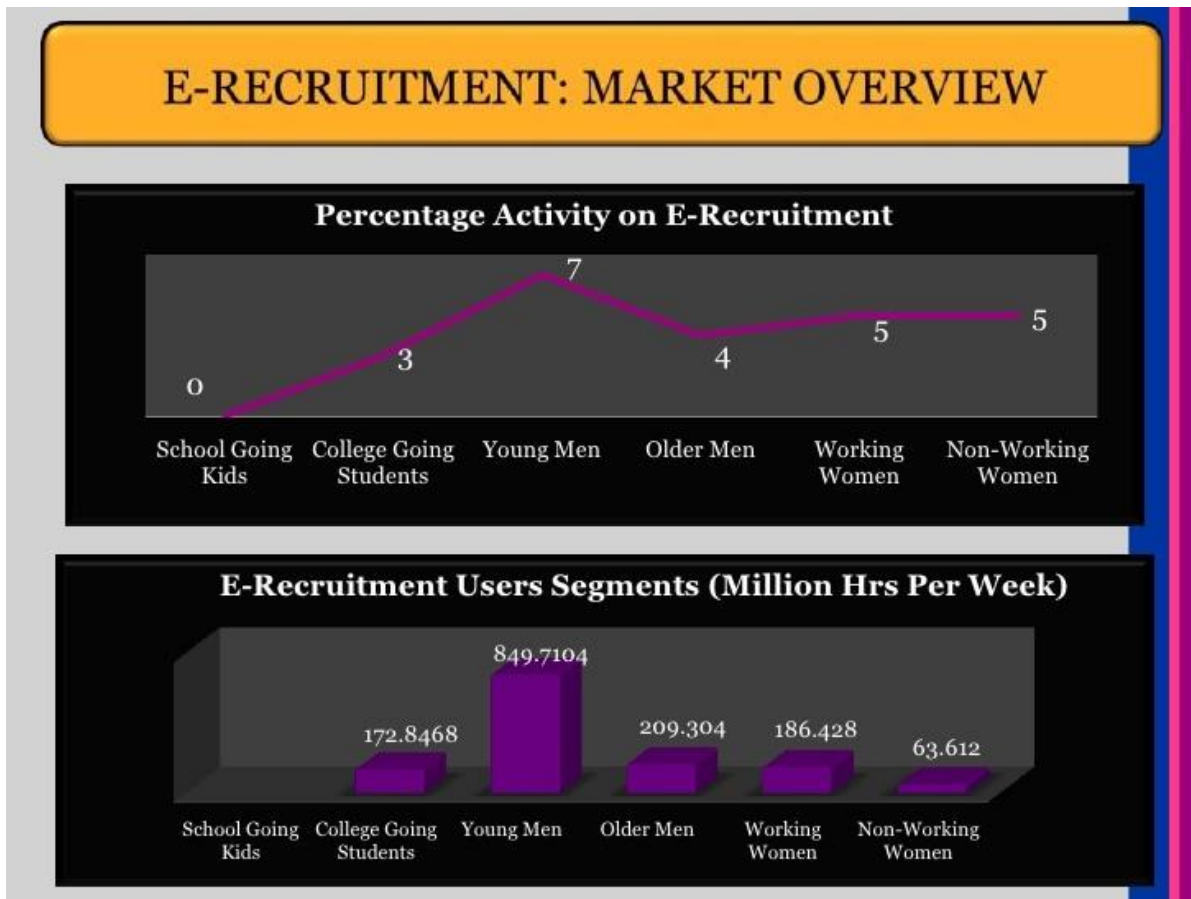


Figure 2: The above figure represent E- Recruitment Market Overview

2. Literature Review:

The main purpose of recruitment is to identify and attract potential employees. Recruitment performs the basic function of putting an important resource – human capital – into the organization [13]. It is estimated that by using only online recruiting it costs the organization about one-twentieth, as it does to hire through traditional sources [14]. This is similar to the estimation of Maurer and Liu (2007) that web-based recruitment saves cost up to 87% per new employee hired by an organization [15]. Different authors have different concepts of what e-recruitment means [2]. A lot of recruiters and HR employees agree that the social network sites are effective and useful for recruiting and they might become a major method if not in the next generation [16]. Lin in 2011 studied how the social networks (Facebook) help companies to do recruitment and his results showed that the Facebook is a good recruiting channel because it owns many features [17], and if candidates have questions they can use the Question and Answer tool, In this way, they also could save time and cost.

Thompsons et al. In 2008 studied the influence of organizations, web design on prospective jobseekers 182 participants reviewed an online job advertising to rate advertising formatting attractiveness, usability of the website, organization web appeal, impressions of the organization, and willingness to pursue employment and found that both the formatting attractiveness and usability of online recruitment materials influenced participants' inclinations to pursue jobs, formatting was more important than usability [18].

Brahmana and Brahmana in 2013 [19] conducted a study in Indonesia to examine the variables that influence job seekers intentions to use e-recruitment and used Davis (1989) [20] technology model accepted as a framework for the study and proposed perceived usefulness, perceived ease of use, and perceived of enjoyment as the determinants of the job seekers intention and found that all three variables influenced the decision of job seekers intention to use. Odumeru also conducted in 2012 a study for Nigeria by using modified technology acceptance model to target candidates for the intention to use e-recruitment [7]. Kashi and Zheng in 2013 studied the Job applicants' intentions to use e-recruitment to apply for a job using modified technology acceptance model in Iran using a sample of 332 job applicants [21]. The results showed that perceived usefulness was found to have a significant impact on applicants' behavioural intentions to use e-recruitment while perceived ease of use did not have any significant effect on their intention to use.

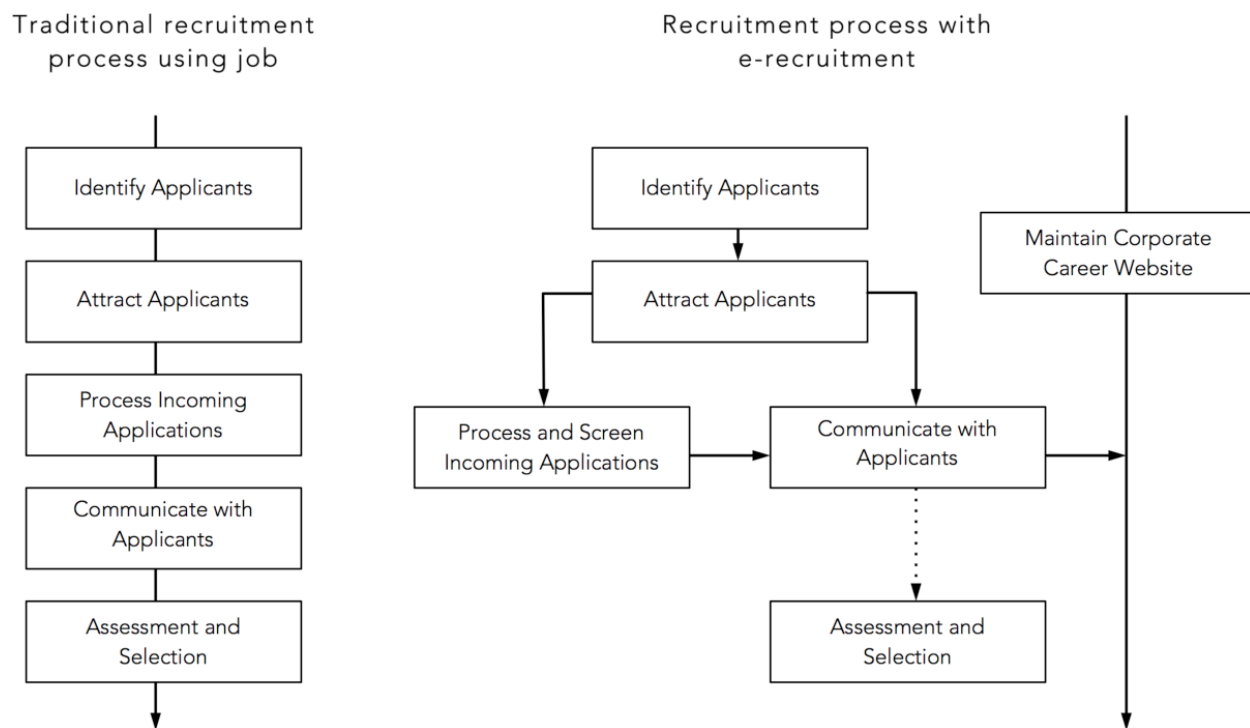


Figure 3: The above figure represent Traditional v/s E- recruitment

2.1 Objectives of the Study:

The main objective of the study is to evaluate the impact of E-Recruitment on applicant's intention to use it. Specifically however, the study examines:

- 1) The effect of perceived ease of use on an intention to use e-recruitment by job seekers.
- 2) The effect of Perceived usefulness on an intention to use e-recruitment by job seekers.
- 3) The effect of Perceived enjoyment on an intention to use e-recruitment by job seekers.
- 4) The effect of Attitude towards using on an intention to use e-recruitment by job seekers.
- 5) Are there statistically significant differences of demographic characteristics of job seekers on intention to use job seekers e-recruitment?

2.2 Research Questions

- 1) Is there any relationship between perceived ease of use of E- Recruitment and the perceived usefulness of using it?
- 2) Is there any relationship between perceived ease of use of E- Recruitment and attitude towards using it?
- 3) Is there any relationship between Perceived enjoyment of using e-recruitment and perceived usefulness of using it?
- 4) Is there any relationship between Perceived enjoyment of using e-recruitment and attitude towards using it?
- 5) Is there any relationship between Perceived usefulness of using e-recruitment and attitude towards using it?
- 6) Is there any relationship between attitude towards using e-recruitment and with the intention to use it?
- 7) Are there statistically significant differences of demographic characteristics of job seekers on intention to use job seekers e-recruitment?

2.3 Research Hypotheses

The following null hypotheses were formulated to guide the objectives of the study and strengthen the analysis:

- 1) H1: Perceived ease of use e-recruitment positively correlates with the perceived usefulness of using it.
- 2) H2: Perceived ease of use e-recruitment positively correlates with the attitude towards using it.
- 3) H3: Perceived enjoyment of using e-recruitment positively correlates with the perceived usefulness of using it.
- 4) H4: Perceived enjoyment of using e-recruitment positively correlates with the attitude towards using it.
- 5) H5: Perceived usefulness of using e-recruitment positively correlates with the attitude towards using it.
- 6) H6: Attitude towards using e-recruitment positively correlates with the intention to use it.
- 7) H7: There are statistically significant differences of demographic characteristics (gender, age, occupation, and Internet experience) on (Perceived ease of use, Perceived enjoyment, Perceived usefulness, and Attitude towards using) towards intention to use e-recruitment.

2.4 Limitations to the Study

we used experience and subtle persuasion to overcome such problems and those of 'refuse to answer' that is, the hard cores that we encountered in the process of data collection. There was also the problem of very few available empirical works in the area as could be seen in our empirical review section of our literature review.

2.5 Significance of the Study:

This study tries to emphasize on the significance of E recruitment and its impact on user's intention. This research study will be an important endeavor in knowing the advantages and disadvantages of E recruitment. In addition, it can serve other researchers who want to re-investigate the lack of teamwork

3. Research Methodology :

Type of Research	Descriptive Research
Population	500 Job seekers and employees in different companies in Delhi
Sampling Technique	Convenience Sampling technique
Sample Size employees	280 questionnaire distributed to job seekers, employees etc.
Scaling technique	5 points Likert Scale (1 Strongly Agree to 5 Strongly Disagree)
Tools for Data Collection	Questionnaire
Primary & Secondary Data	Primary data collected through questionnaire & Secondary data procured from research papers.
Profile of Respondents	AS per Age, Gender, Internet Experience and Employment

3.1 Type of Research

This study is categorized under a descriptive research. A descriptive research approach was used to analyze the subject using in-depth data and to describe it from different angles.

3.2 Population

The target population for the study were 500 respondents in Delhi.

3.3 Sample and Sampling Technique

A sample size of 280 respondents was drawn from the population of 500 in Delhi. The questionnaires were distributed to them. Purposive sampling was applied to select respondents based on their expertise in the subject being researched. Convenience Sampling was also applied to choose respondents among job seekers and employees based on their ability and willingness to answer the questionnaire.

3.4 Data Collection

The type of data, sources of data, and instrument for data collection and procedure for data collection are mentioned below:

3.4.1 Type of Data

A nominal and ordinal data was used in this study because the responses to the questionnaire were based on a rating scale and could be ranked.

3.4.2 Source of Data

Primary data was collected and obtained from the distributed questionnaires. This was sourced from job seekers and employees in different companies in Delhi. This study depended on the primary data because it helps to investigate about what is happening on the ground and also to suggest helpful findings and recommendations.

3.4.3 Instrument for Data Collection

Questionnaire was the major instrument used to collect the required data for the research and it was used to maintain the truthfulness and honesty of the database regarding the study.

3.4.3.1 Instrument Validity

The research was designed to be able to ensure validity and reliability in all the aspects of the study. It was ensured that proper understandings of the questions in the questionnaire were made to the participants.

3.4.3.2 Instrument Structure to Meet Research Objectives

The questions in the questionnaire were simple and direct based on the objectives of the research. The survey was clear and easy to understand to ensure that participants are able to provide helpful data to meet the objectives of this study.

3.4.4 Procedure for Data Collection

The required data was collected from a number of 280 respondents. Questionnaires were distributed to them and the researcher delivered and collected the results of questionnaires personally. Convenience Sampling technique was used because questionnaires were delivered to all respondents who were easily accessible to the researcher.

4. Data Analysis and Interpretation

The survey method was used to solicit data and information from a sample of 280 respondents. A set of questionnaire was designed by the researchers to collect information and data. Descriptive statistics and advanced techniques were used in this section to test the research hypothesis.

Table 1. Respondent's demographic information

Table 1.1

	Type of Group	Frequency	Percentage %	Valid Percentage	Cumulative Percentage
Gender	Male	215	76.7857	76.7857	76.7857
	Female	65	23.2143	23.2143	100.0000
	Total	280	100	100	

Table (1.1) shows the research sample consists of 215 (76.78%) males and 65 (23.21%) females.

Table 1.2

	Type of Age	Frequency	Percentage %	Valid Percentage	Cumulative Percentage
Age	Less than 20 years	5	1.7857	1.7857	1.7857
	20–23 year	85	30.3571	30.3571	32.1429
	24–27 year	136	48.5714	48.5714	80.7143
	Above 27 years	54	19.2857	19.2857	100.0000
	Total	280	100	100	

The results showed that :

- 5 (1.78%) respondents of the study sample ages (less than 20 years);
- 85 (30.35%) respondents of the study sample ages (20–23 year);
- 136 (48.57%) respondents of the study sample ages (24–27 year);
- 54 (19.28%) respondents of the study sample ages (above 27 years).

This relatively believed because most of the job seekers are young.

Table 1.3

	Type of Occupation	Frequency	Percent %	Valid Percentage	Cumulative Percentage
Occupation	Non employees	134	47.8571	47.8571	47.8571
	Students	44	15.7143	15.7143	15.7143
	Employees	102	36.4286	36.4286	52.1429
	Total	280	100.0000	100.0000	

Regarding the occupation, the results showed that

- 134 (47.85%) respondents of the study sample were non employees;
- 44 (15.71%) respondents of the study sample werestudents;
- 102 (36.42%) respondents of the study sample were employees.

Table 1.4

	Type of Experience	Frequency	Percent %	Valid Percentage	Cumulative Percentage
Internet Experience	Less than 2 years	5	1.7857	1.7857	1.7857
	2-3 years	6	2.1429	2.1429	3.9286
	4-5 years	25	8.9286	8.9286	12.8571
	6-7 years	46	16.4286	16.4286	29.2857
	More than 7 years	198	70.71428571	70.71428571	100
	Total	280	100	100	

Regarding the Internet experience, the results showed that

- 5 (1.7857%) respondents of the study sample have less than 2 years Internet experience;
- 6 (2.1429%) respondents have a 2-3 years of Internet experience,
- 25 (8.9286%) have a 4-5 years of Internet experience;
- 46 (16.4286%) respondents have 6-7 years of Internet experience
- 198 (70.71428571%) respondents of the study sample have more than 7 years experience in using Internet.

Which indicated that most of the job seekers have experience in using Internet, which makes it easier for them use e-recruitment

The hypotheses (H1 to H6) were tested by Pearson correlation and the significant values, the results are shown in Table (5).

Table 2. Job seekers matrix of correlation.

Dimension	Perceived use	Ease of Perceived Usefulness	Perceived Enjoyment	Attitude toward using	Intention to use it
Perceived ease of use	1	0.548 (0.00**)	0.487 (0.00**)	0.444 (0.00**)	0.376 (0.00**)
Perceived usefulness		1	0.546 (0.00**)	0.542 (0.00**)	0.479 (0.00**)
Perceived enjoyment			1	0.651 (0.00**)	0.475 (0.00**)
Attitude toward using				1	0.747 (0.00**)
Intention to use it					1

**Means statistically significant at the level of significance ($0.05 = \alpha$)

The table (2) shows that there is a positive correlation coefficient between the dimensions of the questionnaire at significance level 0.05 because all the values are 0.00; therefore, the hypotheses (H1-H6) are accepted. The results showed *Perceived ease of use* have significant effect on (*Perceived usefulness*, *Perceived enjoyment*, *Attitude toward using*, and *Intention to use it*) with correlation factors ($r = 0.548$, $r = 0.487$, $r = 0.444$, $r = 0.376$) respectively, these are moderate correlation. Users found that the easier the technology is to use the more useful, enjoy, attitude and intention to use e-recruitment increase.

The factor *Perceived usefulness* have significant effect on (*Perceived enjoyment*, *Attitude toward using*, and *Intention to use it*) with correlation factors ($r = 0.546$, $r = 0.542$, $r = 0.479$) respectively, these are moderate correlation. This indicates that users will have a positive attitude toward e-recruitment if they find it useful for them in providing information and offering services.

The factor *Perceived enjoyment* have a significant effect on (*Attitude toward using* and *Intention*

to use it) with correlation factors ($r=0.651$, $r=0.475$) respectively, these are moderate correlation. This indicates that the e-recruitment creates in users' feelings of enjoyment, fun, and pleasure while they search for a job on the web site; the job seekers will find the technology useful, hence, users who experience immediate pleasure and fun of using e-recruitment they will have a positive attitude toward using it.

The *attitude towards using* has a strong relationship with the *intention to use* e-recruitment technology with $r= 0.747$, this indicates that the more the users have positivity toward e-recruitment the more they intend to use it.

To test hypothesis (H7), two statistical tests were carried out the independent sample T Test to examine if there are any differences between male and female users in terms of using e-recruitment, and one way ANOVA to test, age, occupation, and Internet experience.

Table (3) shows the gender has a significant effect on the ((*Perceived usefulness*, *Perceived enjoyment*, *Attitude toward using*, and *Intention to use it*) towards using e-recruitment, because all the values of (t-test) have $\text{sig} < 0.05$, and this means that there's significant difference between female and male in the respondents according to all dimensions of the questionnaire.

Table 3. Independent sample T test for gender analysis.

Dimension	Gender	Number	Means	SD	T value	df.*	Sig.**
Perceived ease of use	Male	72	3.741	0.675	1.995	279	0.045***
	Female	208	3.698	0.689			
Perceived usefulness	Male	72	3.575	0.645	2.475	279	0.025***
	Female	208	3.474	0.625			
Perceived enjoyment	Male	72	3.469	1.058	3.447	279	0.000***
	Female	208	3.174	0.942			
Attitude toward using	Male	72	4.198	0.765	3.582	279	0.000***
	Female	208	3.642	0.989			
Intention to use it	Male	72	4.474	0.641	3.341	279	0.001***
	Female	208	3.849	0.869			

df.*: degree of freedom Sig.**: Significance

Means statistically significant at the level of significance ($\alpha = 0.05$)***

Table (4) shows the age has no statistically significant effect on all the dimensions. of the questionnaire except *perceived usefulness*. Where all the $\text{sig} > 0.05$, this means that there's no statistically significant difference between the respondents according to *perceived ease of use*, *perceived enjoyment*, *attitude toward using*, and *intention to use* e- recruitment.

Because most of the respondents are young, job seekers and they are more open to see worldwide career web sites. When they compare it to the local career websites, they find it less useful in terms of providing information about vacancies and in their less advanced features.

Table 4. One way ANOVA test for age analysis.

Dimension	Sources of Variance	sum of Squares	df.*	Means Squares	Value F	Sig.**
Perceived ease of use	Between Groups	2.458	3	0.858	1.757	0.135
	Within Groups	154.845	277	0.45		
	Total	157.34	280			
Perceived usefulness	Between Groups	3.847	3	1.274	3.147	0.025***
	Within Groups	145.458	277	0.414		
	Total	149.347	280			
Perceived enjoyment	Between Groups	3.738	3	1.248	1.295	0.285
	Within Groups	355.648	277	1.08		
	Total	359.378	280			
Attitude toward using	Between Groups	4.368	3	1.447	1.847	0.144
	Within Groups	282.145	277	0.847		
	Total	286.475	280			
Intention to use it	Between Groups	2.458	3	0.858	1.395	0.261
	Within Groups	220.547	277	0.674		
	Total	223.028	280			

df.*: degree of freedom Sig.**: Significance

Means statistically significant at the level of significance ($\alpha = 0.05$)***

Table (5) shows the educational level has no statistically significant effect on all the dimensions of the questionnaire, where all the sig>0.05.

Table 5. One-way ANOVA test for education analysis.

Dimension	Sources of Variance	Sum of Squares	df.	Means Squares	Value F	Sig.
Perceived ease of use	Between Groups	1.465	4	0.364	0.827	0.52
	Within Groups	155.844	276	0.441		
	Total	157.31	280			
	Between Groups	1.02	4	0.256		

Perceived usefulness	Within Groups	148.336	276	0.425	0.605	0.652
	Total	149.355	280			
	Between Groups	5.147	4	1.288		
Perceived enjoyment	Within Groups	354.192	276	1.01	1.278	0.278
	Total	359.338	280			
	Between Groups	2.701	4	0.679		
Attitude toward using	Within Groups	283.745	276	0.81	0.834	0.509
	Total	286.446	280			
	Between Groups	1.731	4	0.437		
Intention to use it	Within Groups	221.318	276	0.636	0.689	0.605
	Total	223.049	280			

df.*: degree of freedom

Table (6) shows the occupation has a statistically significant effect on all the dimensions of the questionnaire, where all the sig<0.05.

Table 6. One way ANOVA test for occupation analysis.

Dimension	Sources of Variance	sum of Squares	df.	Means Squares	Value F	Sig.
Perceived ease of use	Between Groups	4.338	2	2.147	5.009	0.006*
	Within Groups	152.971	278	0.436		
	Total	157.31	280			
Perceived usefulness	Between Groups	6.934	2	3.446	8.657	0.000*
	Within Groups	142.422	278	0.408		
	Total	149.355	280			
Perceived enjoyment	Between Groups	12.761	2	6.387	6.587	0.002*
	Within Groups	346.577	278	0.987		
	Total	359.338	280			
	Between Groups	11.295	2	5.642		

Attitude toward using	Within Groups	275.15	278	0.775	7.458	0.001*
	Total	286.446	280			
Intention to use it	Between Groups	8.928	2	4.466	7.459	0.001*
	Within Groups	214.121	278	0.604		
	Total	223.049	280			

Means statistically significant at the level of significance ($\alpha = 0.05$)*

Table (7) shows the Internet experience has no statistically significant effect on all the dimensions of the questionnaire. Where all the $\text{sig} > 0.05$, that is, most of the respondents have long Internet experience therefore more aware of the fact that the Internet gives a better chance to reach wider organizations and it becomes more easy to apply for an open position other than going to the organizations.

Table 7. One way ANOVA test for Internet experience analysis.

Dimension	Sources of Variance	sum of Squares	df.	Means Squares	Value F	Sig.
Ease of use	Between Groups	2.32	4	0.58	1.327	0.267
	Within Groups	154.989	276	0.442		
	Total	157.31	280			
Usefulness	Between Groups	1.199	4	0.3	0.74	0.588
	Within Groups	148.157	276	0.422		
	Total	149.355	280			
Enjoyment	Between Groups	1.958	4	0.49	0.485	0.76
	Within Groups	357.38	276	1.018		
	Total	359.338	280			
Attitude towards using	Between Groups	6.287	4	1.572	1.957	0.092
	Within Groups	280.159	276	0.798		
	Total	286.446	280			
Intention to use	Between Groups	8.881	4	2.22	3.636	0.009***
	Within Groups	214.168	276	0.61		
	Total	223.049	280			

5. Discussion and Conclusions

The results found that attitude and intention to use have significant association. An increase of job seekers positive attitude will also lead to an increase of intention to use that particular system. The first variable perceived ease of use has moderate correlation with behavioural intentions and perceived usefulness on the other hand, has moderate correlation with intention to use. Perceived enjoyment has strong correlation with behavioural intentions and perceived ease of use has a significant correlation with perceived usefulness. The results were supported by

Venkatesh and Davis in 2000 [27]. The success of e-recruitment relies on the good influence of individuals which in turn affect intention. Thus, it's obvious that individual must have a positive perception in order to motivate them to use e-recruitment in the real world.

For the effect of demographic character of applicants on using e-recruitment, the results show that there are statistically significant differences in the dimensions attributed to gender and occupation. For age, we found that there is no statistically significant difference of age on all factors except for the usefulness factor. For education it was found that there were no statistically significant differences attributed to all factors. Finally, for the Internet experience there was no statistically significant difference in all factors except for the job seekers' intention to use the technology.

From hypothesis H1 to H6, this research indicated that:

- 5) (A) has the significant effect on (B), (C), (D) and (E)
- 6) (B) has the significant effect on (C), (D) and (E)
- 7) (C) has the significant effect on (D) and (E)
- 8) (D) has the significant effect on (E)

For hypothesis H7: Two statistical test are carried out, first Independent sample T test and second one way ANOVA. Following results have been found:

- 5) Gender and occupation have a significant effect on coding (B), (C), (D) and (E) – by apply sample T test.
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