UTILIZATION OF E-RECRUITMENT TOOLS AS PERCEIVED BY RECRUITERS AND JOB APPLICANTS

Jun R. Grimaldo[1,2], Chin Uy,[1,3], Ronaldo A. Manalo[1,2]
[1]Research Center for Social Sciences and Education - University of Santo Tomas, Philippines
[2]College of Commerce and Business Administration- University of Santo Tomas, Philippines
[3]The Graduate School- University of Santo Tomas, Philippines
jrgrimaldo@ust.edu.ph

ABSTRACT

Recruitment of employees, as well as the application for jobs, has been a tedious process involving time and resources, however, the use of technology simplifies the process. Online or e-recruitment tools have been used both by the recruitment officers and the job applicants. Using partial least squares structural equation modeling, the study compared the perceptions of the two groups of respondents on the perceived usefulness, perceived ease of use, and their attitude towards the intention to use e-recruitment tools. The study established that the two groups of respondents both found the tools easy to use affecting their attitude and the intention to use or reuse the tools. The job applicants found the tools useful for their purpose affecting their attitude and intention to use, while the recruitment officers found the existing tools limiting. Nonetheless, recruitment officers' attitude towards the use of the tool affects their intention to use it. Finally, additional features of online recruitment tools were recommended.

Keywords: *e-recruitment tools, perceived ease of use, perceived usefulness, attitude*

INTRODUCTION

On February 1, 2019, CNN Philippines announced that the country is the number one heaviest internet user in the whole world (CNN Philippines, Feb 1, 2019, 8:01:28 AM) with an average time of ten (10) hours and two (2) minutes daily. Obviously, Filipinos are engaging so much in technology with regard to their daily activities. This information is supported by a previous study that there is an emerging dramatic increase in the Filipinos' engagement in technology (Labucay, 2014). The overwhelming rate in increase of engagement could be due to the obvious benefits of convenience, availability, and cost (Fan, Liu, Wang, B., & Wang, L., 2016; Gurendrawati, Murdayanti, & Putri, 2014). For some, using the internet provides higher productivity, and in a psychological aspect, to them, it is a form of personal enhancement (Hechanova, & Ortega-Go, 2014); thus, dependence on technology is inevitable (Amin & Rahman, 2015). As part of the ever-growing population on the internet, human resource practitioners and job seekers are largely engaged in online tools in recruitment and job hunting tasks as they consider traditional media passé.

Traditionally, the recruitment of employees in the country necessitates that companies send representatives to make an arrangement with universities for participation in the school's job fair where they get the chance to meet the graduating students in person and to distribute application forms. This practice is both expensive and time-consuming (Nealy, 2007), and may fail to get the right applicant fitted for the job (Carless, 2005). Conversely, job seekers join as many job fairs as possible to fill out application forms. This practice does not give them assurance that the application forms they file will merit the attention of the recruiter for them to land a job fitted to their qualification. Additionally, the use of technology in sourcing applicants is to be expected as the job applicants who belong to the younger generation depend on the use of technology since they have trust in it (Amin & Rahman, 2015).

With the onset of the use of recruitment tools, both recruitment officers and job applicants have started to use online recruitment tools where applications are filed online, and the information given by the applicants is accessed by the recruitment officers for possible hiring. Some companies have their own online recruitment tool, while others resort to using existing recruitment systems available, such as

Jobstreet, Jobsdb, and Linkdedln, to name a few. As to how the users view the use of existing tools to their advantage is an issue that needs to be addressed. While it is true that recruitment officers and job seekers are using online recruitment tools due to their benefits, there is an area to discover as to how these people view the current online recruitment tools not just as a technology which they easily embrace, but a tool that offers deeper value to its users and take part in improving the same as their partner to productivity and convenience.

This study aimed to look at the perceptions of both the recruitment officers and the job applicants on the use of online recruitment tools, more popularly known as e-recruitment tools. Specifically, the study assessed and compared the perceptions of the two groups of respondents on their intention to use online recruitment tools anchored on their perceived usefulness, perceived ease of use, and attitude towards such tools. The study was limited to those who have actual experience in using e-recruitment tools, either as a recruitment officer or as a job applicant.

This study is significant as it will benefit different industries by knowing the intent and actual usage of the recruitment officers and job seekers of online recruitment tools. It will outline respondents' perceived usefulness and perceived ease of use of existing online recruitment tools, and how these perceptions together with their attitude affect their intent to use the tools. The result will also give tool developers an idea on how to improve existing design to make the recruitment tools more acceptable to end-users. To future researchers, this study will help determine gaps between the perceptions of the two sets of respondents and the follow-through that should be done to reconcile the gaps.

Theoretical framework

This paper is underpinned by the Technology Acceptance Model (TAM) of Davis (1989) which shows that usage of technology is anchored on the users' behavioral intention. The users' intention to use technology is influenced by their attitude. There are certain factors that affect attitude, foremost are perceived usefulness and perceived ease of use, while certain external variables may influence their perceptions.

In this study, the model was used to determine what affects both the recruiting officers' and the job applicants' intention to use technology in the recruitment process. Factors considered were perceived ease of use and perceived usefulness of the recruitment tool and its effect on their attitude towards technology adoption. The perception, however, may change depending on the gender of the respondents.

Intention to Use Technology

With the advent of online recruitment tools, there seemed to be changed in the way people do things. On the one hand, recruitment officers may find the use of these tools beneficial as they can work in the comfort of their office 24/7 going over the applications. On the other hand, job applicants especially those belonging to Generation Y or Z may also find this a convenient way of applying, as it is more economical.

It was posited that the use of online recruitment tools helps in facilitating the application process while keeping important information of jobseekers safe (Mahmood, & Ng, 2017). However, the intention and actual usage of the tools may be dependent on the perceptions of both the recruitment officers and the job applicants. These perceptions may be anchored on the perceived ease of use, perceived usefulness, and attitude of both the recruitment officers and the job applicants. A previous study revealed that both perceived ease of use and perceived usefulness significantly influence job seekers to use e-recruitment tools (Ekanayaka, & Gamage, 2019).

Attitude Towards the Use of Technology

Users' attitude towards e-recruitment positively affects the intention to use technology (Hariwibowo, 2017; Kumar, & Priyanka, 2014). It is a driving force for intention to use technology (Kahlid, Zaheer, Munir, & Sandhu, 2020; Silva, Canavari, & Sidali, 2017), and considered one of the factors that affect its usage in e-recruitment (Grimaldo & Uy, 2020; Odumeru, 2012; Parry & Wilson, 2008; Rathee & Bhuntel, 2018). In fact, attitude is considered an important predictor for a user to engage in e-recruitment (Grobler, Joubert, & Lesuthu, 2014).

On the contrary, it was posited that although users may have a positive attitude, due to issues of data privacy, it may not affect their intention to use an electronic tool (Naqvi & Alshihi, 2014).

Consequently, the following was put forward:

H1: The better the attitude, the higher the users' intention to use e-recruitment tools.

Perceived Ease of Use of Technology

Perceived ease of use of technology pertains to a person's belief that technology is easy to use. It was proven to have a direct effect on the perceived usefulness of the tool (Zhan, Li, Liao, Xia, & Wang, 2011). In the utilization of technology, ease of use positively affects usefulness (Johnston, Berg, Pillon, & Williams, 2014). In the field of online recruitment, ease of use reflected the same positive effect on perceived usefulness (Brahmana & Brahmana, 2013).

H2: Perceived ease of use significantly relates to the perceived usefulness of e-recruitment tools.

Moreover, it was posited that online recruitment is easy to use and it had a positive effect on user's attitude (Buil, Catalan, & Martinez, 2020; Hosain, Ullah, & Khudri, 2016; Kumar, & Priyanka, 2014) as it significantly affected attitude (Ilias, Razak, Z. & Razak, S., 2014). Thus, it significantly affects a candidate's intention to apply (Hosain, Ullah, & Khudri, 2016). Additionally, perceived ease of use of technology affects users' intention to use e-recruitment (Ekanayaka & Gamage, 2019; Zhang, Jabutay, & Gao, 2018) as it is established to be the strongest contributing factor for its reuse (Ilias, et al., 2014).

On the contrary, there were findings that perceived ease of use did not affect users' attitude towards e-recruitment tools (Hariwibowo, 2017; Zaremohzzabieh, et al., 2016) and had no significant impact on their behavioral intention to use the tools for job applications (Kashi, & Zheng, 2013). Further, although perceived ease of use may positively impact the attitude of users, the impact was not so great to influence their adoption of technology (Silva, et al., 2017).

Due to the contrasting findings, it is hypothesized that:

H3: The better the perceived ease of use, the better the users' attitude towards the use of e-recruitment tools.

Perceived Usefulness of Technology

Perceived usefulness of technology is the belief of a person that the use of technology will augment their work performance, thereby making them more productive. There were studies with respect to the users' acceptance of technology in different extents of applications. In a similar study, results revealed that perceived usefulness had a positive effect (Ilias, et al., 2014), and significantly affects one's attitude towards the use of technology (Banerjee, & Gupta, 2019; Brahmana & Brahmana, 2013; Buil, Catalán, & Martínez, 2020; Cho, Lee, & Liu, 2011; Hariwibowo, 2017; Kumar, & Priyanka, 2014; Lin, 2010; Priyadarshini, Sreejesh, & Anusree, 2017). Job applicants found that the use of online tools saves money (Hafeez, & Farooq, 2016).

Previous studies established that perceived usefulness of the use of technology affects users' behavioral intention (Ilias et al., 2014; Zhang, Jabutay, & Gao, 2018) and has a positive effect on behavior intention (Selvanathan, Muhammad, Shaikh, Supramaniam, & Yusof, 2019; Tong, 2009; Plummer, 2009). It is positively related to their intention to use the tool specifically in E-HRM (Kashi & Zheng, 2013; Kumar, & Priyanka, 2014). In Kuala Lumpur, it relates positively and significantly to job applicants' intention to use e-recruitment tools (Ekanayaka & Gamage, 2019; Woon, Singh, & Singh, 2019).

Contrariwise, Hariwibowo (2017) found that perceived usefulness has no significant effect on the intention to use. Additionally, Grimaldo and Uy (2020) established that the perceived usefulness of the recruitment tool was not significantly related to both the recruitment officers' attitude and intention to use such tool.

Thus, the following are hypothesized:

H4: The higher the users' perceived usefulness of e-recruitment tools, the better the users' attitude towards the use of the tool.

H5: The higher the users' perceived usefulness of e-recruitment tools, the higher is their intention to use the tool.

External Variable

Gender may play a significant role in determining somebody's intention to adopt the technology. It was established that males are more skillful in technology than females (Goswami, & Dutta, 2016). Thus, male respondents may have a higher perception on ease of use and usefulness of technology. Among pre-service teachers, perceived ease of use of technology differs by gender in favor of male respondents (Teo, Fan, & Du, 2015).

Conversely, it was also posited that on the issue of adopting m-Commerce services, gender was not significant, but it was more dependent on the respondents' perception of ease of use and usefulness (Li, Glass, & Records, 2008).

Thus, it is hypothesized that

H6: Gender significantly relates to the perceived usefulness of e-recruitment tools.

H7: Gender significantly relates to perceived ease of use of e-recruitment tools.

Conceptual Framework

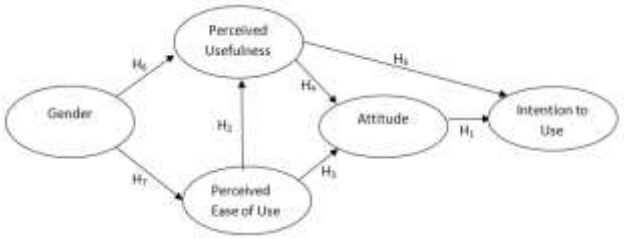

Figure 1. Proposed model of the study

Anchoring on the Technology Acceptance Model, there are certain external variables, such as gender, that may affect both perceived usefulness and perceived ease of use. The direct effects of perceived ease of use to both perceived usefulness and attitude perceived usefulness to attitude and intention to use online recruitment tools, and attitude to intention were assessed. Additionally, the study also assessed the mediating role of perceived usefulness and attitude towards e-recruitment tools.

METHODS

Subjects of the study

There were two sets of respondents where both should have experienced using online recruitment tools; officers who are in charge of recruitment such as supervisors and managers and those who have the experience of using the tools for job application. There were 35 respondents from the first group, and 250 from the second group.

Table 1. Profile of respondents

	Recruiter		Applicant	
	F	**%**	**f**	**%**
Gender				
Female	25	71.43	118	47.20
Male	10	28.57	132	52.80
Total	35	100.00	250	100.00
Age				
25 and below	14	40.00	243	97.20
26-30	7	20.00	3	1.20
31-35	2	5.71	2	0.80
36 and above	12	34.29	2	0.80
Total	35	100.00	250	100.00

Table 1 shows that there are more female respondents (71.43%) among the recruiters, but more male respondents (52.80%) among the job applicants. Most of the applicants are 25 years or younger (97.20%) and are looking for a job after tertiary education. Among the recruiters, 40% are at most 25 years of age, while 34.29% are at least 36 years old. These data are to the fact that in a company, those in charge of recruitment could be the supervisors and managers, and their staff.

Data Collection Procedure

The study made use of a descriptive-causal design. A survey questionnaire was made available online through Google survey for ease of gathering data. Clear instructions were given on how to accomplish the form.

A consent form was provided on the opening page of the questionnaire explaining the purpose of the study, the intended respondents, the assurance that data will be treated with confidentiality, and the significance of the study to the respondents. Respondents gave their consent by proceeding with the survey.

Instrumentation

The survey questionnaire was composed of six parts. Part 1 was for the robotfoto to provide background information about the respondents. Parts 2 to was for the five questions to elicit the perception of the respondents on each of the variables included in the study; perceived usefulness (4 items), perceived ease of use (5 items), attitude towards the use (3

items), and intention to use (3 items) online recruitment tools. The questionnaires were adapted from Alsultanny and Alotaibi (2015) after permission to use was sought.

For each of the four variables, a 6-point Likert-type question was used to measure the degree to which the respondents agree to the given statements, where 6 means completely agree, and 1, completely disagree.

Data analysis

Descriptive statistics were used to summarize the data set collected. The software WarpPLS version 5.0 was used to establish the validity of the research instrument. Finally, partial least squares structural equation modeling (PLS-SEM) was used to test the relationship among the variables under consideration.

Ethical consideration

Attached to the survey questionnaire was a consent form indicating the purpose of the study and the affiliation of the proponents. Respondents were requested to acknowledge receiving the consent form. The respondents were informed beforehand that they may withdraw from participation at any point by simply returning the questionnaire or by informing the proponents through email. The responses to the questionnaire were coded to ensure anonymity. There was no researcher-respondent interaction while the respondents were answering to avoid unnecessary influences and biases.

RESULTS

Actual Usage of Online Recruitment Tools

The respondents were given a list of five common recruitment tools used in the country. Additionally, some companies have their own in-house developed tools available through the companies' websites. From Table 2, both the recruiters and the job applicants favor the use of Jobstreet ($mean_{recruiter}$=3.44, $mean_{applicant}$=3.60), Linkedln ($mean_{recruiter}$=2.95, $mean_{applicant}$=3.51), and company-developed tools ($mean_{recruiter}$=2.20, $mean_{applicant}$=3.11). Jobsdb is not widely used by the recruiters ($mean_{recruiter}$=1.85), while Trabaho.com, by the applicants ($mean_{applicant}$=1.77).

Table 2 Online recruitment tool used

	Recruiter		Applicant	
	Mean	Sd	mean	Sd
Jobstreet	3.44	1.28	3.60	1.26
Jobsdb	1.85	1.12	2.00	1.06
Linkedln	2.95	1.36	3.51	1.22
Onlinejobs.ph	2.11	1.22	1.83	0.98
Trabaho.com	1.90	1.09	1.77	0.94
Others	2.20	1.26	3.11	1.43

Convergent Validity and Composite Reliability

From table 3, the factor loading for the four variables for both the recruiters and the job applicants are all greater than 0.5. Likewise, the average variance extracted (AVE) for the same variables are also greater than 0.5. In the same manner, the computed composite reliability coefficients range from 0.834 to 0.964, while the Cronbach's alpha coefficient ranges from 0.732 to 0.944. Thus, it is concluded that the measures of the variables have convergent validity.

Discriminant Validity

Table 4 shows that for each variable, the ratings of the recruiters yielded correlations smaller than the square roots of the Average Variance Extracted (AVE). The same was true for the ratings given by the job applicants on the different variables. Thus, we can say that based on the Fornell and Larcker (1981) criteria, the measures of the variables have discriminant validity.

Model Fit and Quality Indices

From Table 5, the Average path coefficient (APC) is 0.378, the Average R-squared (ARS) is 0.428, while the Average adjusted R-squared (AARS) is 0.399, all of which are significant at 0.01 level. The same table shows that the computed Average block VIF (AVIF), Average full collinearity VIF (AFVIF), Symson's paradox ration (SPR), and the R-squared contribution ratio (SPR) are ideal, while the Nonlinear bivariate causality direction ratio (NLBCDR) is still acceptable. As a result, based on the criteria set by Kock (2015), the estimates of the structural equation model are acceptable.

Table 3. Factor loading, composite reliability, Cronbach's alpha reliability, and average variance extracted (AVE)

	Factor loading	Composite reliability coefficients	Cronbach's alpha coefficients	Average variances extracted
Recruiters				
Perceived Usefulness	0.593 – 0.885	0.834	0.732	0.564
Ease of Use	0.867 – 0.932	0.947	0.930	0.781
Attitude	0.937 – 0.967	0.964	0.944	0.899
Intention to use	0.912 – 0.973	0.954	0.927	0.874
Applicants				
Perceived Usefulness	0.726 – 0.907	0.906	0.860	0.708
Ease of Use	0.796 – 0.882	0.918	0.888	0.691
Attitude	0.882 – 0.937	0.940	0.904	0.840
Intention to Use	0.868 – 0.902	0.918	0.867	0.790

Table 4. Correlations among latent variables with square root of Average Variance Extracted (AVE)

Recruiters	Usefulness	Ease of use	Attitude	Intention to use
Usefulness	(0.751)			
Ease of use	0.549	(0.884)		
Attitude	0.391	0.703	(0.948)	
Intention to use	0.338	0.66	0.749	(0.935)
Applicants	**Usefulness**	**Ease of use**	**Attitude**	**Intention to use**
Usefulness	(0.841)			
Ease of use	0.695	(0.831)		
Attitude	0.569	0.646	(0.917)	
Intention to use	0.479	0.586	0.665	(0.889)

Table 5. Model fit and quality indices

	Recruiters	Applicants	Criteria
Average path coefficient (APC)	0.378**	0.320	P < 0.01
Average R-squared (ARS)	0.428**	0.360	P <0 .01
Average adjusted R-squared (AARS)	0.399**	0.356	P < 0.01
Average block VIF (AVIF)	1.199	1.420	AVIF < 3.3 (ideal)
Average full collinearity VIF (AFVIF)	2.134	1.948	AFVIF < 3.3 (ideal)
Tenenhaus GoF (GoF)	0.593	0.539	GoF > 0.36 (large)
Sympson's paradox ratio (SPR)	1.000	1.000	SPR = 1 (ideal)
R-squared contribution ratio (RSCR)	1.000	1.000	RSCR = 1 (ideal)
Statistical suppression ratio (SSR)	0.857	1.000	SSR >= 0.7 (acceptable)
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	1.000	NLBCDR >= 0.7 (acceptable)

** significant at p < 0.01

Structural Equation Model for Recruiters

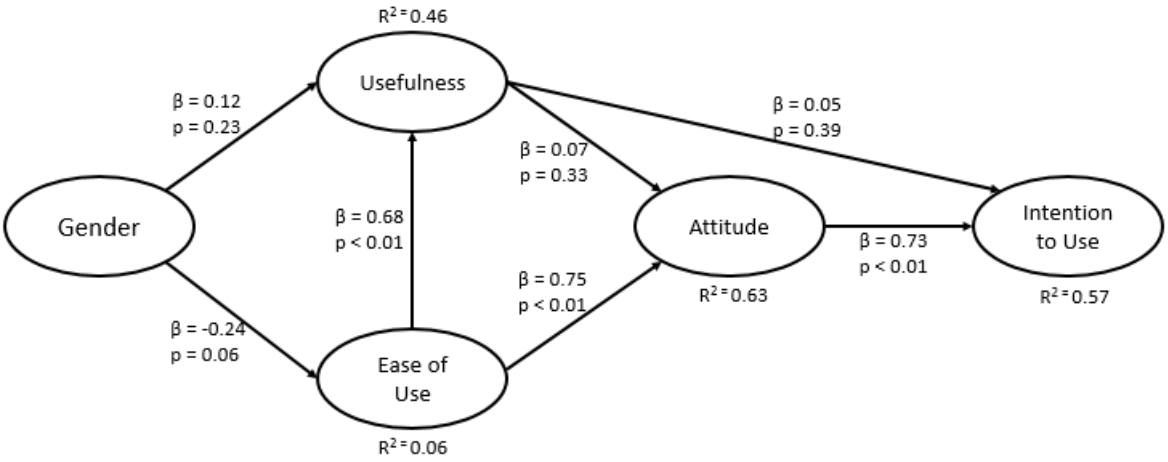

Figure 2. Structural Equation Model for Recruiters

Structural Equation Model for Job Applicants

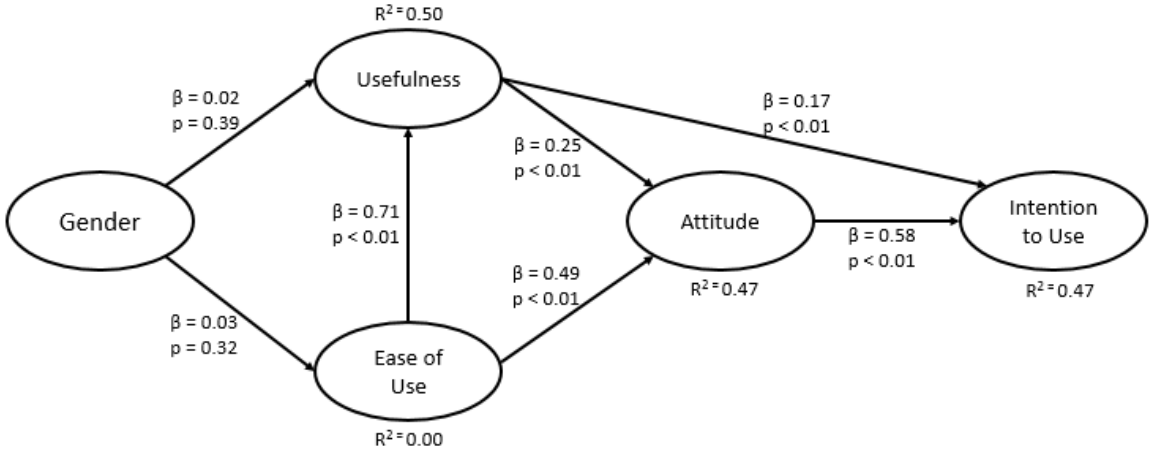

Figure 2. Structural Equation Model for Job Applicants

Standardized Estimates from the Structural Equation Models

From table 6, gender is not significantly related to both perceived ease of use and perceived usefulness of e-recruitment tools; thus, hypotheses 6 and 7 that gender significantly relates to perceived usefulness and perceived ease of use of e-recruitment tools are not supported. It can be said that both male and female recruitment officers and job applicants have the same perceptions in terms of ease of use and usability.

The same table shows that for both recruitment officers and job applicants, perceived ease of use of e-recruitment tools were positively and significantly related to both perceived usefulness and attitude thus hypotheses 2 and 3 are supported. Recruiters and job applicants who have better perceptions about the ease of use of e-recruitment tools have a more positive attitude towards the use of the tool.

Similarly, attitude is positively and significantly related to the intention to use e-recruitment tools thus hypothesis 1 is supported. This indicated that those recruiters and job applicants who have a more positive attitude towards the tools have higher intention to use the e-recruitment tools.

On the one hand, for job applicants, perceived usefulness is positively and significantly related to attitude towards the use of e-recruitment tools. On the other hand, for recruitment officers, perceived usefulness is not proven to be related to attitude; thus, hypothesis 4 is supported only considering the job applicants. In the case of job applicants, perceived usefulness is significantly related to intention to use. However, this relationship was not established in the recruiters. Thus, hypothesis 5 is supported only according to the perceptions of the job applicants but not the recruiters.

For the recruiters' model, a large effect size is obtained where 54.8% of the variability in their intention to use the e-recruitment tools using the different independent and mediating variables. However, in the case of the job applicants, the model indicated that 38.9% of the variability in their intention to use the tools are explained by the other variables. For multiple regression, the effect size is large when R2 is greater than 0.26 (Cohen, 1988).

Table 6. Standardized regression estimates of the different factors related to the recruiters' and applicants' attitude and intention to use e-recruitment tools

Model for the Recruiters			Estimate	Standard error	p-value	Effect size
Gender	→	Usefulness	0.117	0.160	0.234	0.004
Gender	→	Ease of Use	-0.245	0.151	0.057	0.060
Usefulness	→	Attitude	0.073	0.163	0.329	0.033
Usefulness	→	Intention	0.046	0.165	0.391	0.017
Ease of Use	→	Usefulness	0.680	0.124	< 0.001***	0.453
Ease of Use	→	Attitude	0.754	0.120	< 0.001***	0.596
Attitude	→	Intention	0.730	0.121	< 0.001***	0.548
Model for the Job Applicants			**Estimate**	**Standard error**	**p-value**	**Effect size**
Gender	→	Usefulness	0.017	0.063	0.392	0.001
Gender	→	Ease of Use	0.030	0.063	0.316	0.001
Usefulness	→	Attitude	0.253	0.061	< 0.001***	0.146
Usefulness	→	Intention	0.169	0.061	0.003**	0.085
Ease of Use	→	Usefulness	0.706	0.056	< 0.001***	0.499
Ease of Use	→	Attitude	0.490	0.058	< 0.001***	0.322
Attitude	→	Intention	0.577	0.057	< 0.001***	0.389

*** significant at $p < 0.001$, ** significant at $p < 0.01$, * significant at $p < 0.05$

Testing for Mediating Effect

The results of the structural equation model were further assessed using Sobel Test to determine the effect of the mediating variables. For the recruiters, the relationship of perceived ease of use and attitude towards e-recruitment tools is not mediated by its usefulness. Similarly, the relationship between perceived usefulness and intention to use e-recruitment tools is not mediated by their attitude towards the tool.

In the case of the job applicants, the model revealed that the relationship of perceived ease of use and their attitude towards e-recruitment tools is mediated by its perceived usefulness. At the same time, the relationship between perceived usefulness and their intention to use the e-recruitment tool is mediated by their attitude. This means that for job applicants, perceived usefulness significantly carries the influence of perceived ease of use to the attitude towards the e-recruitment tools, while attitude towards the use of the tool significantly carries the influence of perceived usefulness to intention to use the tool.

DISCUSSION

Using the Technology Acceptance Model, the intention to use online tools for recruitment officers and job applicants are hypothesized to be affected by perceived ease of use, perceived usefulness, and attitude. Perceived ease of use and usefulness may vary according to gender.

The study found that the gender of the respondents does not affect their perceptions. That is, both male and female recruitment officers or job applicants have the same perception of the ease of use of the tool, as well as its usefulness. This confirms the findings of Li et al. (2008) that gender is not a significant issue when adopting the use of technology for certain services and contradicted that of Teo et al. (2015) that male respondents have a better-perceived ease of use of technology. Apparently, although males are more skillful in the use of technology as put forward by Goswami and Dutta (2016), it does not relate to their perception on the ease of use and usefulness of technology.

Using the prevailing job sites as a reference, perceived ease of use is proven to significantly affect the perceived usefulness and attitude of both the recruitment officers and job applicants, albeit at varying degrees. The job applicants find perceived ease of use to affect their perception on its usefulness to a greater degree than the recruitment officers, but to a lesser degree than their counterpart in its effect on attitude. This is because recruitment officers have been using the tool, that they find the tool easy to use and they have a better attitude towards its usage, compared to the job applicants who may have just used the tool occasionally in finding a job. The results support that of Buil, et al. (2020), Hosain, et al. (2016), Kumar and Priyanka (2014) and Ilias, et al. (2014), and contracted the findings of Hariwibowo (2017) and Zaremohzzabieh, et al. (2016) on the effect of perceived ease of use to attitude. Further, the results supported the findings of Brahmana and Brahmana (2013), Johnston et al. (2014), Zhan et al. (2011) on the effect of perceived ease of use to perceived usefulness to use technology.

Perceived usefulness of the online tool significantly affects the attitude towards the use of the tool, as perceived by the job applicants, but not by the recruitment officers. On the one hand, the recruitment officers perceived that the tools do not enhance the effectiveness of their job and improve job quality, and they do not provide enough information to make a better decision. On the other hand, the job applicants perceived that the online tools offer them a variety of jobs to apply for saves time to submit applications, and enables them to compare job vacancies. Seemingly, the recruitment officers who are dependent on the tool for doing their work feel that there are other features that should be incorporated in the tool to make it more useful to them. The findings for the recruitment officers affirmed findings of Banerjee et al. (2019), Brahmana and Brahmana (2013), Buil et al. (2021), Cho et al. (2011), Hariwibowo (2017), Kumar et al. (2014), Lin (2010), and Priyadarshini et al. (2017) on the effect of perceived usefulness to attitude.

Likewise, perceived usefulness is not found to affect the intention to use online tools by the recruitment officers but by the job applicants, although both groups found attitude to significantly affect the intention to use. That is, on the one hand, the recruitment officers do not have to intention to use the tool because it is useful to them, but rather due to their attitude towards the use of the tool. On the other hand, the perceived usefulness of the tool coupled with their attitude towards the use of the tool affects the intention to use by the job applicants. Thus, the findings of several researchers such as Ilias, et al. (2014), Ekanayaka and Gamage (2019), Kuma and Priyanka (2014), Selvanathan et al. (2019), Tong (2008), Plummer (2009), Woon et al. (2019), and Zhang et al. (2018) on the significant effect of perceived usefulness on intention to use was affirmed for the job applicants but not for the recruitment officers. Also, the findings of Hariwibobo (2017) and Grimaldo and Uy (2020) were confirmed for the recruitment officers but not for the job applicants.

The attitude of both the recruitment officers and job applicants significantly affect the intention to use the tools, confirming the findings of previous studies such as that of Hariwibowo (2017), and Kumar and Priyanka (2014), and plays an important role in the actual usage of e-recruitment tool as put forward by Rathee and Bhuntel (2018), Grimaldo and Uy (2020), Kahlid et al. (2020), Odumeru (2012), Parry and Wilson (2008) and Silva, et al. (2017). Additionally, the job applicants find the effect of attitude to intention to a greater extent (0.577) than the recruitment officers (0.073).

CONCLUSION

Undeniably, more and more people are becoming dependent on technology as they do their daily activities, be it personal or in business. It is safe to say that most of the people's time is consumed in engaging in technology. The question is no longer whether individuals are going to use the technology but how they use and view such technology. As one of its kind, online or e-recruitment tool is one valuable technology that people use and harness the benefits it can offer. As valuable as the tool, this study was conducted to compare the perceptions of recruitment officers and job applicants who experienced the use of online recruitment

tools to determine their perception of its ease of use, usefulness, attitude towards the use of the tool to propose improvements if need be.

The study established that both recruitment officers and job applicants find the e-recruitment tools easy to use and they have a good attitude towards its use. This attitude, in turn, is the factor that affects their intention to use or reuse the tools.

Regarding perceived usefulness, unlike the job applicant, the recruitment officers do not regard it as affecting their attitude towards and the intention to use online tools. This differing perception could be due that the recruitment officers find the usage of the existing recruitment tools too limiting to their needs. For this, it is recommended that additional features should be incorporated into the existing tools. The limitation of the existing tools is not a major concern to the job applicants since they use the tool occasionally only just for job applications.

It should be noted also that both groups of respondents find attitude to have an effect on the intention to use. That is, whether the tool is perceived to be useful or not, the respondents will still use it because of their positive attitude towards the use of online tools.

The use of technology is supposed to make a change in the function of the human resource personnel from one which is labor-intensive to one which is technology-intensive. As such, the work of the human resource practitioner is supposed to be more productive, and more accurate in choosing personnel. On the part of the job applicants, it is supposed to provide them an economical way of applying for a job so that appearances for a personal interview is done only once the companies find them fit for the job.

Based on the results of the study, it seems that the acceptance of online tools is not absolute. This finding creates a hole in the current online recruitment tool designs. It is recommended that the design of the online tools available in the country focuses on the time-saving features of an online recruitment tool such as automated email alerts to the jobseekers once the resume is reviewed and becomes part of the short-list. Another feature that might be considered is the ability of the e-recruitment tool to come up with the scoring system for the applicants' qualification to automatically suggest the shortlisted applicant instead of manually ranking them to make more practical to both the recruitment officers and job applicants so that appropriate applicants may be sourced without having to spend so much time and effort.

Lastly, for online recruitment tool developers, this study gives them the idea of the enhancements needed to be incorporated Sinto the current tool to make it more acceptable to users. For other researchers, it is suggested that the study be replicated after the e-recruitment tools are enhanced to incorporate suggestions from this paper.

Further, in response to the data confidentiality issue, it is recommended that other factors, such as trust in the use of the tool, be considered in future studies.

REFERENCES

Alsultanny, Y.A., & Alotaibi, M.F. (2015). Evaluating the factors affecting on intension to use of E-Recruitment. American Journal of Information Science and Computer Engineering, 1(5), 2015, 324-331. http://www.aiscience.org/journal/ajisce

Amin, S.Z., & Rahman, S.H. (2015). Trust on online social networking media friends of 'Generation Y': A multi-item measurement scale. Review of Integrative Business and Economics Research, 4(2).

Banerjee, P., & Gupta, R. (2019). Talent attraction through online recruitment websites: Application of web 2.0 technologies. Australasian Journal of Information Systems, 23, 1-23.

Brahmana, R.K., & Brahmana, R. (2013). What factors drive job seekers attitude in using E-recruitment? The South East Asian Journal of Management, 7(2), 39-50.

Buil, I., Catalan, S., & Martínez, E. (2020). Understanding applicants' reactions to gamified recruitment. Journal of Business Research, 110, 41–50.

Carless, S.A. (2005). Person-job fit versus person-organization fit as predictors of organizational attraction and job acceptance intentions: A longitudinal study. Journal of Occupational and Organizational Psychology, 78, 411-429.

Cho, S., Lee, W., & Liu, J. (2011). E-Recruitment: effects of enjoyment and attitudes toward websites on corporate image and intention to apply. International CHRIE

Conference-Refereed Track, ScholarWorks@UMass Amherst, 2011.

CNN Philippines (2019). PH takes top spot as heaviest internet users worldwide. https://cnnphilippines.com/lifestyle/2019/02/01/2019-digital-hootsuite-we-are-social-internet-philippines-facebook.html

Cohen. J. (1988). Statistical power analysis for the behavioral sciences (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum.

Davis, F.D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. MIS Quarterly, 13(3), 319-340.

Ekanayaka, E.M.M.S., & Gamage, P. (2019). Factors influencing job seeker's intention to use e-recruitment: Evidence from a state university in Sri Lanka. International Journal of Managerial Studies and Research, 7(8), 1-12.

Fan, L., Liu, X., Wang, B. & Wang, L. (2016): Interactivity, engagement, and technology dependence: understanding users' technology utilization behavior. Behaviour & Information Technology. DOI: 10.1080/0144929X.2016.1199051

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39–50. https://doi.org/10.2307/3151312

Grobler, B., Joubert, P., & Lesuthu, K. (2014). Job seekers' perceptions about the PNet website as an E-recruitment tool within South Africa. Mediterranean Journal of Social Sciences, 5(7), 530-541.

Goswami, A., & Dutta, S. (2016). Gender differences in technology usage-A literature review. Open Journal of Business and Management, 4, 51-59. http://www.scirp.org/journal/ojbm http://dx.doi.org/10.4236/ojbm.2016.41006.

Grimaldo, J.R., & Uy, C. (2020). Factors affecting recruitment officers' intention to use online tools. Review of Integrative Business and Economics Research, 9(s1), 194-208.

Gurendrawati, E., Murdayanti, Y., & Putri, A.G. (2014). The impact of information technology, management accounting system characteristics, and locus of control to the managerial performance in the Telecommunication Service companies. Review of Integrative Business and Economics Research, 4(1).

Hafeez, M., & Farooq, U. (2016). Exploring the association of e-recruitment with organizational attraction and mediating role of cost effectiveness and easy to use. Scientific International (Lahore), 28(2), 1651-1657.

Hariwibowo, I.N. (2017). The influence of personality on the decision to use a technology (Study at Lecturer Profession). Review of Integrative Business and Economics Research, 6(2), 274-294.

Hechanova, M.R., & Ortega-Go, R. (2014). The good, the bad and the ugly: Internet use, outcomes and the role of regulation in the Philippines. Electronic Journal of Information Systems in Developing Countries, 63(8), 1-25. DOI: 10.1002/j.1681-4835.2014.tb00453.x

Hosain, S., Ullah, K.T., & Khudri, M. (2016). The impact of E-recruitment on candidates' attitude: A study on graduate job seekers of Bangladesh. Journal of Human and Social Science Research, 8(1), 9-17.

Ilias, A., Razak, Z.A., & Razak, S.F.F.A. (2014). The intention to re-use the Internet Financial Reporting (IFR) in Malaysia. Review of Integrative Business and Economics Research, 3(1), 337-370.

Johnston, D.J., Berg, S.A., Pillon, K., & Williams, M. (2015). Ease of use and usefulness as measures of student experience in a multi-platform e-textbook pilot. Emerald Group Publishing Limited, 33(1), 65-82.

Kashi, K., & Zheng, C. (2013). Extending technology acceptance model to the E-recruitment context in Iran. International Journal of Selection and Assessment, 21(1), 121-129. https://doi.org/10.1111/ijsa.12022.

Khalid, H., Zaheer, M., Munir, S., & Sandhu, M.R.S. (2020). Measuring the perceived effectiveness of online recruitment system. Governance and Management Review (GMR), 5(2), 67-88. https://www.researchgate.net/publication/346969725

Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. International Journal of e-Collaboration, 11(4), 1-10. DOI: 10.4018/ijec.2015100101

Kumar, M.A. & Priyanka, S. (2014). A study on adoption of E-recruitment using Technology Acceptance Model (TAM) with reference to graduating students in universities in Bahrain. International Journal of Advance

Research in Computer Science and Management Studies, 2(9), 377-383.

Labucay, I.D. (2014). Patterns of internet usage in the Philippines. In J. D. James (Ed.). The Internet and the Google age: Prospects and perils (pp. 27-49). Dublin: Research publishing.net. doi: 10.14705/rpnet.2014.000176.

Li, S., Glass, R., & Records, H. (2008). The influence of gender on new technology adoption and use-Mobile commerce. Journal of Internet Commerce, 7(2), 270-289. Doi:10.1080/15332860802067748

Lin, H. (2010). Applicability of the extended Theory of Planned Behavior in predicting job seeker intentions to use job-search websites. International Journal of Selection and Assessment, 18(1).

Mahmood, N.A., & Ng, F.L. (2017). Theoretical framework for factors influencing job seekers' intention to use online recruitment websites. International Journal of Academic Research in Business and Social Sciences, 7(11), 479-487.

Naqvi, S.J., & Alshihi, H. (2014). Factors affecting M-commerce adoption in Oman using Technology Acceptance Modeling Approach. Technology Education Management Informatics Journal, 3(4).

Nealy, M.J. (2007). From the classroom to the boardroom. Diverse: Issues in Higher Education, 24(20), 38-40. (news)

Odumeru, J.A. (2012). Diffusion of online recruiting technology in Nigeria. Online Journal of Social Sciences Research, 1(4), 104-114.

Parry E, & Wilson, H (2007). Factors influencing the adoption of online recruitment. Emerald Group Publishing Limited, 38(6), 655-673.

Plummer, M.M, (2009). Recruitment in social network sites: The interplay between usefulness and risks in explaining jobseekers' intentions. Association for Information Systems AIS Electronic Library. Proceedings of the Fifteenth Americas Conference on Information Systems, San Francisco, California August 6th-9th 2009.

Priyadarshini, C., Sreejesh, S., & Anusree, M.R (2017). Effect of information quality of employment website on attitude towards the website: A moderated mediation study. International Journal of Manpower. https://doi.org/10.1108/IJM-12-2015-0235

Rathee, R., & Bhuntel, R. (2018). Factors affecting recruitment. International Journal of Management, Technology and Engineering, 8(9), 1543-1567.

Selvanathan, M., Muhammad, F., Shaikh, F., Supramaniam, M., & Yusof, N.M. (2019). Perceptions towards intentions to use E-recruitment services among international students in a private university, Klang Valley. International Journal of Innovation, Creativity and Change, 6(2), 80-90.

Silva, A.G., Canavari, M., & Sidali, K.L. (2017), A technology acceptance model of common bean growers' intention to adopt integrated production in the Brazilian Central Region. Journal of Land Management, Food and Environment, 68 (3), 131–143. DOI: 10.1515/boku-2017-0012 ISSN: 0006-5471.

Teo, T., Fan, X., & Du, J. (2015). Technology acceptance among pre-service teachers: Does gender matter? Australian Journal of Educational Technology, 31(3), 235-251.

Tong, D.Y.K. (2009). A study of e-recruitment technology adoption in Malaysia. Emerald Group Publishing Limited, Industrial Management & Data Systems, 109(2), 281-300.

Woon, C.K., Singh, J.S.K. (2019). Intention to use e-recruitment system: Empirical evidence from jobseekers in the advertising industry in Malaysia. International Journal of Business, Economics and Management, 6(2), 76-86.

Zaremohzzabieh, Z., Abu Samah, B., Muhammad, M., Omar, S.Z., Bolong, J., Hassan, S.B.H., & Shaffril, H.A.M. (2016). Information and communications technology acceptance by youth entrepreneurs in rural Malaysian communities: The mediating effects of attitude and entrepreneurial intention. Information Technology for Development, 22 (4), 606–629. http://dx.doi.org/10.1080/02681102.2015.1128384.

Zhan, Y., Li, H., Liao, W., Xia, S., & Wang, P. (2011). A proposed model to explore the drivers for E-recruitment adoption among individual jobseekers. 2011 International Conference on Information Management, Innovation Management and Industrial Engineering. DOI: 10.1109/ICIII.2011.419

Zhang, H., Jabutay, F., & Gao, Q. (2018). E-recruitment adoption among Chinese job seekers. Kasem Bundit Journal, 19(Special edition), 259-270.