

# IMPACT OF E-RECRUITMENT AND JOB-SEEKERS PERCEPTION ON INTENTION TO PURSUE THE JOBS

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## *Abstract:*

*The study highlighted the significance of e-recruitment in the firms. In current epoch technology integrated the information in a sophisticated manner and has influenced on every setting of daily affairs. Hence job seekers are also get benefited with the internet era and start searching the jobs on internet. This study examined the relationship between the recruitment sources, job seekers' perception and intention to pursue the job. Data was collected from 257 respondents and analysed in relation with the research objectives. The findings of the study showed that internet is the most preferred source to search the job among other recruitment sources. Furthermore, it is also suggested that the effectiveness of e-recruitment depends upon the placement of advertisement and salary is the most influential motivator to find interest in the job applied. Lastly, statistics of the study found that the recruitment sources and applicant's perceptions of job significantly influence the intention to pursue the position applied by the job seeker.*

*Keywords: Human resource management; e-recruitment; online job searching; online job portals; salary.*

## **1. Introduction**

Electronic revolution and globalization changed the life of people living in the current epoch. Internet facility has now become the necessity of life and considered as important as other needs for survival. Moreover for competition intention and business performance technological adaptations become inevitable. Internet web grab all information around the world and bring it on to the figure click. As elsewhere Pakistan too is benefited with the internet technology. People used to spend hours on internet either for their work or entertainment. According to the Internet World Stats (2010) approximately 1.85 million people are using the internet in Pakistan which is 10.4% of the total population; certainly, young generation ratio is highest in

usage of internet. From the dawn of internet, reported in 1995 (Khan et al., 2011), it has been widely penetrated in social, education, economics and business setting. Hence businesses adopted internet in their business to have an edge in the industry. Particularly, since 2005 firms operating in Pakistan also started to use internet as recruitment source, on the contrary, job seekers also focusing extensively on online job sources to avail the employment opportunities (Khan et al., 2011; Khan, 2011). Hence, due to the easy access of job portals and websites get success to build their image as online job market and substantially substitute the traditional newspaper based job market (Khan, 2011).

This electronic progression built the assumption that e-recruitment bring

easiness and is effective and efficient to find a suitable job. As an outcome it brings the job seeker and employer closer on e-platform. Indeed, the e-recruitment eliminates the geographical boundaries and potential job seeker can search for the jobs around the globe. As Frost (1997) suggested that internet has potential to bring swift changes in recruiting processes and make it easier for employer. Moreover, e-recruitment plays a critical role in enhancing organizational survival and success (Parbudyal and Dale, 2003). A study conducted by Khan et al. (2011) in Pakistan found that time saving; browsing wide area of employment and global employment pool are the determinants which motivates job seekers for online searching of employment. E-recruitment has been adopted at global level, to date 94% of Global 500 companies are using e-recruitment, as compared to just 29% in 1998 (Greenspan, 2003). As Bush and Gilbert (2002) claimed that the adoption of the Web as a medium by organizations has been faster than any other medium in history.

This research study aims to examine the relationship between the recruitment sources and applicant's perception and intention to pursue the job in private sector organizations. Three research questions have been framed aligned with the research objective.

1. What is the level of acceptance of internet as recruitment source?
2. Does e-recruitment effectiveness is depends upon the placement of advertisement?
3. How recruitment sources are related with applicant's perception and intention to pursue the jobs?

## 2. Literature Review

E-recruitment process is starts by posting vacancies on the corporate website or on an online recruitment vendor's website, and allowing applicants to send their resumes

electronically through the e-form or e-mail (Galanaki, 2002) hence e-recruitment enable the firm to perform the tasks in speed and improves the process (Tong and Sivanand, 2005). One of the outcomes of the growth of e-recruitment technologies has been that applying for jobs has become simpler and more streamlined (SHRM, 2007). E-recruitment emerges as a handy and advantageous method over traditional methods of recruitment (Tong and Sivanand 2005). As advancement of technology and approaches facilitates the processes and operations of companies and enhance their performances, as now global companies using an advancement in e-recruitment by using (.dot) .jobs domain, which offers dedicated company recruitment website to direct job seekers to gain access easily to the openings of vacancies. The .jobs domain is unique since organizations register part of their corporate name in the .jobs domain, e.g., www.shrm.jobs. This domain's provides a simple, fast and consistent method for the HRM community to communicate the exact online destination of their organization's job page to job seekers using the Internet (SHRM, 2007).

In Asia e-recruitment significance has also been accepted and developing countries of Asia are adopting the e-recruitment process at steady pace. Executives of Malaysia believe that e-recruitment can lead them to a new competitive position in regional labor markets due to the importance of knowledge workers and resource-based competition (Poorangi et al., 2011; Ahmed, 2009). Likewise, Pakistani employers also validate this contention and know the significant impact of e-recruitment on their business processes (Khan et al., 2011). The following reasons which include; lower cost investment, shorter recruitment cycle, reach to a wider range of applicants, better quality of applicants, opportunity to address specific market niches, and

attraction of passive job-seekers; are described as the strong sides of the Internet recruitment (Galanaki, 2002; Khan, 2010).

Consistent with the discussion, Turban et al. (1993) found that the key factors, which matter most, to the applicant for accepting a job are the work duties, the company itself, opportunities for advancement, potential relationships with co-workers, salary and job security. Some relevant researches are also found that the salary level, opportunity to use knowledge and skills and challenging and interesting work have significant influence on applicant's decision to apply for a position (Barber and Roehling, 1993).

Additionally, The advertisement and its attributes are important factors in e-recruitment as Buda (2003) found that the recruitment advertisement is to be effective when it should include positive information at the start when being advertised through non-expert sources (eg. general media), or have the positive information presented last when advertised through a perceived reliable and expert source (eg. employee referral, occupational specific source) (as cited in Marr, 2007). Advertising is one of the dominant modes of online advertising in addition to the contextual and sponsored search advertising (Bhargav et al., 2011). The effect of advertising showed in many researches on the applicants' choice to

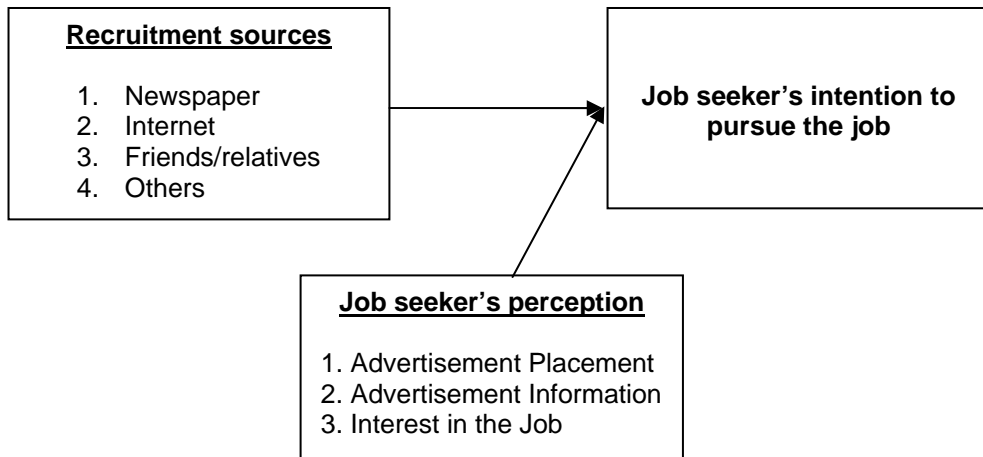
apply, the figure shows that more than 20% of job seekers have rejected job opportunities simply based on poorly designed websites (Pastore, 2000). The fact about the job/company website administration also played a part in success of e-recruitment process. Many company-designed websites are very complicated that about three-quarters of all job seekers are unable to use them successfully (Brown, 2004).

Study findings also indicate that providing detailed information about posted jobs (Zusman and Landis, 2002) also played an important part to urge the applicant to use the website and apply for suitable job. Collins and Han (2004) found that organizational advertising was the only predictor that had consistently significant direct effects on measures of applicant quantity and applicant quality.

The review of above literature provide an indication that e-recruitment is acknowledged as being an important aspect of job/candidate searching for jobseekers and organizations. Moreover, e-recruiting is become more effective recruitment tools, creating an avenue to build relationships between job seekers and organizations (Mooney, 2002).

### **3. Research Framework**

After careful consideration and review of available literature the proposed research framework is shown in figure 1 below:



**Figure1. Model constructs linking recruitment sources and job seeker's perception with intention to pursue the job.**

Based on research framework following hypotheses are developed for the study.

H1: Internet is the best recruitment source to find the job(s) as compare to other sources (newspaper, friends and other sources).

H2: Placement of advertisement is positively related with e-recruitment.

H3: Salary is positively related to find interest in the job.

H4: Recruitment sources and applicants' perceptions of jobs influences the intention to pursue the position applied for.

#### **4. Research Methodology**

The target sample of the study was the applicants of jobs/internship. Snowball technique is used to approach the large pool of targeted respondents. Students from three universities in Karachi were targeted for the study. All students are in their final semester or graduated recently. Respondents are requested to approach their family members and peers to participate in this research, who are economically active and have job or searching for one. Beside this researchers also used their electronic social network circle based on Facebook and LinkedIn. Questionnaire was sent to respondents

available on these social networks, via email. Respondents residing in Pakistan have been contacted. There were about 431 questionnaires were emailed and 257 complete questionnaires were returned with the response rate of 59.62%. Since the questionnaire items are adopted from the study of Marr (2007) hence pilot study has been conducted with the thirty (30) respondents, to analyze the adoptability of the questionnaire in Pakistan's context. The pilot study generates satisfactory results and found the questionnaire valid and reliable to initialize the survey. All questionnaire send through emails were given one week time along with a cover letter mentioning the purpose of the study. To ensure the response an email was also send on eight day by the researcher requesting the submission of questionnaires. Moreover, after one week another email was send with the same intention, lastly, if researchers were not received any response on third email it considered as no response. The survey took 28 days to complete. All questions were examined at the five point Likert scale.

## 5. Findings and interpretation of the study

### 5.1 Demographic results

The following demographic results have been generated after the analyses of the 257 responses:

**Table 1**

<b>Demographic Results</b>			
<b>Category</b>	<b>Items</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>	20-25 yrs	78	30.35%
	26-30 yrs	81	31.51%
	31-35 yrs	26	10.11%
	36-40 yrs	25	10.11%
	41-45 yrs	29	11.28%
	46-50 yrs	18	7%
	Over 50	0	
<b>Education Level</b>	Matriculation	35	13.61%
	Intermediate	46	29.29%
	Bachelors	94	36.57%
	Masters	66	25.68%
	MS/ MPhil/ Phd	5	1.94%
	Other	11	4.28%
<b>Position Applied For</b>	Non Managerial	219	85.21%
	Managerial	38	14.79%
<b>Field Applied For</b>	General Management	13	05.05%
	Sales & Marketing	43	16.73%
	Engineering / Technical	23	08.94%
	Accounts / Finance / Banking	41	15.95%
	Human Resource / Administration	54	21.01%
	IT	62	24.12%
	Education & Research/ Training	15	5.83%
	Other	6	2.33%
<b>Gender</b>	Male	163	63.42%
	Female	94	36.58%
<b>Marital Status</b>	Married	59	22.96%
	Unmarried	198	77.04%

The above data illustrate that the study was dominated by young people who participated in the study enthusiastically. Furthermore big ratio of the participants was applied for non-managerial jobs and IT and HR are the most desired areas where the

respondents applied for the job. Further with the discussion most of the respondents of the study were males and majority of the respondents are unmarried.

## 5.2 Descriptive statistics and reliability score of the items

The descriptive analysis of the items computed the score for mean,

standard deviation and cronbach alpha is illustrated in table below.

**Table 2**

<b>Questionnaire Items</b>			
<b>Items</b>	<b>Mean</b>	<b>S.D</b>	<b>Cronbach Alpha</b>
<b>Section one: Recruitment Sources</b>			
Likelihood of sourcing jobs from newspaper	3.98	1.245	8.2
Likelihood of sourcing jobs from internet	3.99	.963	7.2
Likelihood of sourcing jobs from friends	3.76	1.388	7.5
Likelihood of sourcing jobs from other sources	2.56	.864	8.1
<b>Section two: Advertisement Placement / Information</b>			
Ease in finding the advertisement	4.12	1.064	6.8
Easy in understanding the info in advert	4.21	.832	7.3
Impact of job title in bringing advert to attention	3.75	.922	6.8
Impact of ad location in gaining attention	3.19	.740	8.5
Impact of ad layout in gaining attention	3.98	1.037	7.4
<b>Section three: Interest in the Job</b>			
Interest in the job (salary, opportunity to use my abilities, challenging work, interesting work)	4.32	.587	7.9
<b>Section four: Intention to Pursue the Job</b>			
Intention to pursue the job	4.56	.983	8.9

The mean score of recruitment sources illustrate that newspapers and internet are equally popular among the respondents followed by referrals system. Further the mean scores of the section two depict that respondents are high in ability to find the advertisement and understand the information in the advertisement however the impact of job title, ad location and ad layout to gain the attention is at moderate level as inferred by the mean score. As illustrated by means score of section three it is observed that respondents interest in job is high on the bases of factors including salary, opportunity to use my abilities, challenging work and

interesting work. Lastly, respondents' intention to pursue the job is also high in terms of mean score.

The cronbach alpha score of all items found reliable and well above the minimum score of 0.6 as recommended by Sekran (2005) hence computed for the analysis.

## 5.3 Correlation Analysis of recruitment sources

The Pearson correlation analysis in the table 4.2, showed that internet is highly correlated in between other three items to find the opportunity for employment with 0.697 ( $p=0.000$ ), the newspaper has the result of 0.628

(p=0.000) which also moderately high correlated to recruitment opportunity finder, and other two items other sources and friends has 0.438 (p=0.000) and 0.352 (p=0.000)

correlated respectively. The correlation analysis proved the relationship between different recruitment sources hence hypothesis 1 (H1) is accepted.

**Table 3**

**Pearson Correlation Analysis (H1)**

	Internet	Newspaper	Friend	Other sources	Recruitment opportunity finder
Internet	1				
Newspaper	0.561	1			
Friend	0.330	0.742	1		
Other	0.466	0.356	0.431	1	
Recruitment opportunity finder	0.697	0.628	0.352	0.438	1

Correlation is significant at the 0.05 level (1-tailed).

**5.4 Multiple regression analysis of advertisement placement**

The multiple regression analysis showed in Table 4.3 explained that overall influence of advertisement placement on e-recruitment is .512 and R square is .262 with adjusted R square of .195. The standard error of the

estimation is 1.5452 with F value of 19.21 at (p < .05). This model concluded that 19.5 percent of the variance in e-recruitment been significantly explained by the advertisement placement. Hence hypothesis 2 (H2) is accepted.

**Table 4**

**Multiple regression analysis (H2)**

<i>Model</i>	<i>R square</i>	<i>Adjusted R square</i>	<i>Std. error of the estimates</i>	<i>F</i>	<i>Sig.</i>
.512	.262	.195	1.5452	19.21	.001

**5.5 Correlation Analysis of interest in job**

The Pearson correlation analysis showed in table 4.4 validate that salary is highly correlated to create interest in job, as it correlated at 0.836 (p=0.000) while opportunity

to use my abilities also moderately high correlated at 0.729 (p=0.000) with challenging work 0.535 (p=0.000) and 0.523 (p=0.000) correlated. Hence the correlation analysis result confirmed that hypothesis 3 (H3) is accepted.

Table 5

## Pearson Correlation Analysis (H3)

	Salary	Opportunity to use my abilities	Challenging work	Interesting work	Interest in the Job
Salary	1				
Opportunity to use my abilities	0.812	1			
Challenging work	0.593	0.592	1		
Interesting work	0.279	-0.479	0.497	1	
Interest in the Job	0.836	0.729	0.535	0.523	1

Correlation is significant at the 0.05 level (1-tailed).

### 5.6 Multiple regression analysis of recruitment sources

The multiple regression analysis showed in table 4.5 explained that overall influences of recruitment sources and applicants' perceptions on intention to pursue the position applied for, is .862. The R square and adjusted R square is .743 and .821 respectively.

Standard error of the estimation is 1.0076 and F value with ( $p < .05$ ) is 136.98. Regression model suggested that 82.1 percent of the variance at intention to pursue the position applied for has been significantly explained by the recruitment sources and applicants' perception, hence, the hypothesis 4 (H4) is accepted.

Table 6

## Multiple regression analysis (H4)

Model	R square	Adjusted R square	Std. error of the estimates	F	Sig.
.862	.743	.821	1.0076	136.98	.002

### Conclusion

The results of the study suggested that internet has been accepted and widely use as the source to find the job placement, however, newspaper is also equally popular as recruitment source. Firms can bridge the gap through e-recruitment and able to meet the demand of capable workforce with required knowledge skills and abilities to perform jobs. Internet as the

recruitment tool increases the firm selection process in effective manner since study validate the assumption that people of Pakistan start using internet technology to search potential job. Company investment at job portal and on their career content on website could be beneficial in long run. Placement of advertisement also played an important role in e recruitment, as job seekers are willing to find the advertisement easily



on website with interesting and visible job title, place of job with attractive layouts. Moreover, due to the inflationary tend in Pakistan's economy slightly better emoluments provide good reasons to employee to switch over from one organization to other organization (Khan, 2011). This assumption has been proved by this study and confirmed that the basic intention and priority of job seekers is the salary while making their decision either to accept their first job or switching the job. This also revealed that recruitment sources and applicants' perceptions are effect strongly and positively on intention to pursue the position applied for. As the three factors internet sources, advertisement placement with interest in job effect psychologically on job seeker and motivate them to apply for job position according to their requirement.

This study found that e-recruitment is an effective way for job seekers and employers hence is a key to maintain competitive edge in the job market as job seekers can apply for multiply jobs in less time (Fister, 1999) with low cost (Maurer and Liu, 2007) and employer can increase their chance of potential candidates. However, to successfully implement the e-recruitment strategy at national level in a country like Pakistan there are many constraints in which cultural constraint' is the most significant (Khan et al., 2011). As this study showed that internet is widely used by job seekers, hence companies should invest to establishment the e-recruitment infrastructure which is indeed economically sound as compare to traditional sources. E-recruitment is surely a field which is having a worldwide recourse which is emerging as an effective tool in HR and it will change the scope of HR, in particular.

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