

A Study on Green Branding: Evolving a Sustainable Green Marketing Strategy Overview of Digital Financial Inclusion in Rural Area

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Effectiveness of Flipped Learning among Students

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Theoretical Framework for Factors influencing Job Seekers' Intention to use Social Network Sites for Online Recruitment

Priya Sharma Dhawan, Research Scholar, University School of Financial Studies, Guru Nanak Dev University, Amritsar, India

Culture and Ethics in Business

M. Arockia Charles, Research Scholar, St. Joseph University, Dimapur, Nagaland.

An Evaluation of factors affecting Permission E- Marketing

Ms. Mandeep Bhatia, Research Scholar, UBS, GNDU, India

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A Study on Work life balance of Women Employees

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THEORETICAL FRAMEWORK FOR FACTORS INFLUENCING JOB SEEKERS' INTENTION TO USE SOCIAL NETWORK SITES FOR ONLINE RECRUITMENT

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Abstract

In today's scenario, more potential employers use online recruitment methods as compared to traditional methods to acquire talented and tech savvy employees. The online recruitment web portals and social network sites that are designed by e-recruiters as e-recruiters' platform tools to facilitate job seekers, but factors influencing e-recruiters' platforms are unambiguous. The current study proposes a framework to identify the factors that influence the intentions of job seekers to adopt online recruitment websites for searching jobs. In order to frame theoretical framework the in depth study of three theories such as signaling theory, the theory of planned behavior and technology acceptance model has been done. Technology Acceptance Model was also adapted as the core research framework to determine the factors that influence applicants' intentions while using recruitment websites of organization. The theoretical framework consists of dependent factors such as information privacy concerns; perceived justice in the candidate selection process; risk beliefs; perceived ease of use, perceived usefulness and the provision of information are hypothesized as having an influence on independent factor jobseekers' intentions to apply for jobs using SNSs. The findings of the study depicted privacy concerns as main hurdle that influence the intentions of jobseekers to apply for jobs using SNSs whereas perceived usefulness and perceived ease of use of social network sites improvise the opportunities for jobseekers for getting the job. However, perceived justice helps in mitigating the privacy concerns of jobseekers and ensure the fair handling of information by the recruiters while selecting the eligible candidate. The results of the study can be utilized by the web designers to enhance their services by including the features in the websites that are beneficial for both jobseekers and recruiters. The ways to reduce the information privacy concerns of jobseekers should be created by the designers in order to prove the trustworthiness of recruiters while using the online information of jobseekers during their selection.

Keywords: *E-Recruitment, Perceived Ease of use, Perceived justice, Information privacy concerns.*

Background of E- recruitment

Introduction

The demand for talent or knowledge based workers with the capacity to be creative and innovative is escalating day by day due to globalization and adoption of skill intensive methodology by industries. In the light of this fact, the sophisticated recruitment and selection strategies has to be adopted by industries to get the right employee at the right time. Eventually, e-recruitment emerged as handy and advantageous method over traditional methods as traditional recruitment procedures are unable to cope up with the industry requirements (Yoon Kin Tong & Sivanand, 2005) “E-recruiting is using the internet to recruit through corporate websites, specialized websites or online advertisement”, Galanaki (2002).

E-recruitment, also known as online recruitment, means to the utilize web-based technology for the different processes of attracting, evaluating, selecting, recruiting and placing job candidates at right jobs in organization. E-Recruitment helps the employer to reach large number of job applicants. E recruitment is being adopted by many organizations due to changing role of human resource manager for human resource recruitment. The line managers are becoming more involved in addressing particular job opportunities and human resource managers are embracing coordinating and strategic role .(Indira & Rathika, 2020).

Electronic revolution and globalization have switched the lives of people living in the current era. Internet facility has become the indispensable item for the survival of people. Moreover, technological adaptations have become inescapable for competition intention and business performance. Internet web seize all information around the world and fetch it on to the finger click (Khan et al., 2013). .E Recruitment has great benefit to any organization as it is most emerging recruiting method which provides current information; eliminates geographical borders, trying to explore talent beyond boundaries and is time and value saving (Indira & Rathika, 2020).

E recruitment helps in bringing employer and jobseeker closer to each other on E -platform where job seeker can easily and efficiently explore suitable job. In fact, the e recruitment abolishes the geographical boundaries and talented job seeker can explore for the jobs around the world (Khan et al. 2013). The process of E recruitment starts from the end of employer who post vacancies on corporate website or on job portals, and permits the applicants to send their resumes through electronic mode via emails (Galanaki, 2002). The importance can be seen through its wide acceptance as a recruitment tool. Internet is considered to be the most preferable source for applying jobs by the job seekers now days (Khan et al., 2013).

The job seekers’ choice to opt for a single platform or method for applying the job depends upon

numerous factors. These factors in turn make them choose the one they think is the best amongst all. The e-recruitment process is initiated by introducing numerous electronic tools that proved to be beneficial for the job applicants in number of ways. (Rani, 2016).

OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To explore the theories related to factors influencing job seekers' intention to use online recruitment websites.
2. To propose the theoretical framework for factors influencing job seekers' intention to use online recruitment websites.

The foundation for the current study was developed with the help of three theories: (a) signaling theory, (b) theory of planned behavior, and (c) technology acceptance model (TAM).

Signaling theory coordinates with current study as it is beneficial for delineating behavior when two parties (individuals or organizations) have approach to different information. Usually, one party, the sender, must choose whether and how to transmit (or signal) that information, and the other party, the receiver, must choose how to translate the signal. Accordingly, signaling theory holds a dominant position in different literatures of management such as entrepreneurship, human resource management and strategic management (Connelly et al., 2011). In this case, one party, the organization, must decide how to communicate information regarding the open position through its recruitment website and the other party, the job seeker, must determine how to interpret and respond to the information provided by the organization. Signaling theory and the social identity approach often provide understanding of the alliance between an recruitment activities of organization and attraction outcomes of applicant (Celani & Singh, 2011)

The Theory of Planned Behavior (TPB) According to Ajzen(1991) this theory interconnects beliefs to behavior. The theory supported that three fundamental components, as attitude, subjective norms, and perceived behavioral control form the behavioral intentions of individuals. In turn, doctrine of TPB considers behavioral intention as the most dominant determinant of human social behavior.

In order to improve the predictive power of the theory of reasoned action(TRA) the theory of planned behavior was elaborated by Icek Aizen. TRA is concerned with the determinants of

intended behavior which is widely studied in social psychology. (Davis et al., 1989, p. 984). Perceived behavior control was not a part of TRA so Aizen included this component in TPB. Theory of planned behavior has been used to investigate various phenomena related to recruitment and job search by applicant. (Griepentrog 2012).

Technology Acceptance Model (TAM) was developed by Davis (1989) is an adaption of TRA which is modified for modeling user acceptance of information system and in order to provide rational measure for forecasting acceptance and adoption of new technologies by end user. (Davis et al., 1989). This model is the extension of Ajzen and Fishbein's Theory of Reasoned Action (TRA), by Fred Davis and Richard Bagozzi (Bagozzi et al., 1992; Davis et al., 1989) to explain the computer-usage behavior.

The motive to introduce TAM was: to give explanation of the determinants of computer acceptance that are generally effective to explain the behavior of user across wide range of end-user computing technologies and user populations, being parsimonious and theoretically justified at the same time. (Davis et al., 1989, p. 985).

The model hypothesized perceived ease of use and perceived usefulness as two essential determinants of user acceptance for which new scale development and validation was done. (Davis, 1989) Perceived usefulness is defined here as "the degree to which a person believes that using a particular system would enhance his or her job performance." Perceived ease of use, in contrast, refers to "the degree to which a person believes that using a particular system would be free of effort." (Davis, 1989, p. 320)

Technology Acceptance Model was also adapted as the core research framework to determine the factors that influence applicants' intentions while using recruitment websites of organisation (Monavarian et al., 2010).

A large number of applicants can be processed by the organizations through information technologies such as web base recruitment and assessment which ultimately leads to time and cost effectiveness. (Anderson, 2003). During web based screening, the reactions of applicant are determined by fairness perception in which privacy issue is salient determinant of fairness. (Bauer et al., 2006) examined the effect of privacy concerns on process of fairness and concluded that the organizations should explore the way outs to boost the perception of applicant regarding information security of hiring process. The significance of invasiveness was given due consideration by Gilliland (1993) while ascertaining the perceived fairness of a hiring process.

REVIEW OF LITERATURE

(Rathee and Bhuntel, 2018) conducted a study to identify the factors to use e recruitment. Five factors were extracted from the study; Benefits of e - recruitment, its impact, job seekers perception, website usability and attitude towards work. The study reported Benefits of the e recruitment to be the most important predictor for the use of online recruitment, then in the row, Impact; perception of the applicants, usability of website and attitude towards work were ranked as second important, third important and so on.

(Teoh et al., 2013) reported that all the three factors that were identified; user friendliness, information provision and website usability do have an impact on job seekers' perception towards using web based recruitment. Still, information provision was considered to be the strongest predictor. It was also ascertained that more user friendly a web page is, more job seekers would be willing to return to that webpage. Further it was also found that information should include vision, mission, corporate values, benefits and information concerning background of the company.

According to Sylva and Mol, Information provision did not hold importance while determining the perceptions of the applicants towards the use of internet for recruitment. It has been found that applicants who rated themselves as being more familiar with the usage of internet reported significantly positive perceptions with the online application process. At the same time such applicants were found to be highly satisfied with such process in comparison to those applicants who rated themselves as less familiar with the use of internet. (Plummer et al., 2011) reported that the intentions of jobseeker to apply for jobs using SNSs are determined by (i) information privacy concerns; (ii) trusting beliefs or perceptions of justice in the job candidate selection process; and (iii) perceived risks in terms of the uncertainty and adverse consequences of using SNSs to apply for a job. This study attempts to understand and build an interspersed theory on the collaboration among privacy concerns, trusting beliefs, risk beliefs, information provision, perceived ease of use and perceived usefulness while making the decisions by individuals on willingness to use SNSs for a specific type of service such as submission of job application.

Behavioural intention

(Plummer et al., 2011) proposed behavioral intention, as “likelihood of using SNSs to apply for a job,” which is different from ultimate reactions of jobseekers to perceptions of obtrusiveness of selection procedures as intentions regarding application, withdrawal of

applicant , acceptance of offer and organizational attraction as extracted from recruitment literature identified by(Bauer et al., 2006; Hausknecht, et al.,2004)

The researchers have identified Behavioral intentions as dependent variable with in the context to the use of the Internet to conduct various transactions (Dinev & Hart, 2006)

Factors affecting the behavioral intention of jobseeker to apply for job

Privacy Concerns and intentions to use SNSs

According to (Gross et al., 2005);(Rosenblum, 2007)Information privacy concerns are considered to be crucial component of SNSs as large amount of personal information is shared by individual or other persons. (Plummer et al., 2011) gave an argument that recruiters while making the selection of eligible employees might use the information regarding details of profiles of applicants , asseses the social groups joined by them and hunt for their social networks in order to form the opinion about the moral instrincs of the social and professional groups of candidate which ultimately determines the selection or rejection of applicant for the organization. Despite of qualification and previous experience of employee, the information available about applicant on SNSs also play an important role in selection process. Privacy issues are considered to be the crucial determinant of fairness perception of an applicant which ultimately drives the reaction of an applicant during online screening..(Bauer et al., 2006) (Gilliland 1993; Harris et al., 2003) conducted the study to determine the perceived fairness of selection process by giving due consideration to invasiveness which signifies the usage of personal information by employer while selecting employees.

Accordingly, these results suggest that organizations should look for ways to bolster applicants' perceptions that the online hiring process is secure. Applicants do not have to look far to see instances of personal information being used for unintended purposes such as fraud or data sharing across both public and private organizations (O'Harrow, 2005)

Against this backdrop, the following hypotheses is postulated:

Hypothesis 1:There is a direct negative relationship between information privacy concerns and intentions to use SNSs to apply for jobs.

Perceived Justice and intentions to use SNSs:

(Gilliland 1993) described perceived justice as the notion that regulations related to the

process of selection during recruitment should be strictly adhered to. The concept of perceived justice is in consonance to notion of trust which is defined by (Mayer et al.) as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party.” (Hausknecht et al., 2004) proposed an updated theoretical model of applicant reactions to selection procedures and concluded from the results from 86 independent samples ($N= 48,750$) that applicants perceptions are positively correlated to the fairness of selection tools, thus reported the stronger intentions regarding acceptance of job offer by those who have favorable approach towards organization’s selection procedures.

In this study, we are concerned specifically with procedural justice in the use of online information by potential employers/recruiters that advertise job vacancies on SNSs in the candidate selection decision-making process. (Plummer et al., 2011) presumed that individuals make themselves more vulnerable to the decision making of recruiters who assumes that rules of the job candidate selection processes will be followed. (Hausknecht et al., 2004; Ryan & Ployhart, 2000) stated that lesser reapplications, lower recommendations and job attraction is the outcome of unfairness by recruiters during selection process. In consonance with the theoretical and empirical rationale, the following hypotheses are formulated.

Hypothesis 2: *There is a direct positive relationship between perceived justice and intentions to use SNSs to apply for jobs.*

Risk beliefs and intentions to use SNSs:

Dowling & Staelin, (1994) define risk in terms of “consumer’s perception of the uncertainty and adverse consequences of buying a product or service.” Adapting this definition, (Plummer et al., 2011) apprehended risk beliefs of jobseekers as their perceptions of the uncertainty and adverse consequences of using services offered by SNSs for recruitment. It was further considered that adverse consequences such as loss of job opportunities are outcome of uncertainty about whether the information extracted by recruiters from social media might appraise or derogate the eligibility of candidate for the available job posted. The resistance of user to disclosure of personal information is the outcome of higher levels of privacy risk beliefs (Dinev & Hart, 2006).

In the e-commerce domain, previous studies have demonstrated that privacy concerns have a positive association with risk beliefs and trusting beliefs have a negative association with risk beliefs. Based on these findings and the parallels drawn earlier between perceived justice and trust, we posit the following:

Hypothesis 3: *There is a negative relationship between risk beliefs and the likelihood of using SNSs to apply for a job.*

Perceived usefulness and intentions to use SNSs:

According to (Bandura 1986) the key predictors of intention/behavior are perceived ease of use (process expectancy) and perceived usefulness (outcome expectancy)

It is important to understand the antecedents of the key TAM constructs, in order to be able to explain user acceptance and use perceived ease of use and usefulness (Davis & Venkatesh, 1996). According to theory of reasoned action, (Fishbein, et.al 1975) stated that the attitudes towards usage of the object and, ultimately, intentions to use and eventual use of that object is affected by empirical beliefs such as Perceived usefulness and Perceived ease of use of that object. Karahanna & Straub, (1999) concluded that as PU and PEU are important factors of use, so in organizational context, the managers should endeavor to increase the awareness regarding technological support for the accomplishment of task and should try to reduce the cognizance about the complexity of the technology .

In an organizational context , perceived usefulness is defined with respect to one's performance(Davis et al., 1989). Perceived usefulness is defined as "the degree to which a person believes that using a particular system would enhance his or her job performance." This is derived from definition of the word useful: "capable of being used advantageously." A system for which a positive user performance relationship exists is considered to be high in perceived usefulness. .According to (Gefen, et al.) Perceived usefulness is "a measure of an individual's subjective assessment of the utility offered by the new IT in a specific task-related context." The studies conducted by (Chen et al., 2002)(Moon & Kim, 2001) on the use of internet technologies shows a significant positive relationship between perceived usefulness and behavioral intention to use such technologies.

The socio-psychological theories were combined with the technology acceptance theory, to create an understanding of how perceptions of usefulness and ease-of-use is created by social context and thus, capability to influence the process in desirable directions is enhanced (Karahanna & Straub, 1999).

On the basis of information gathered from aforementioned studies, it is predicted that individuals intend to apply jobs using that online recruitment source from where they perceive more chances of securing an advertised job vacancy. Therefore following hypothesis can be posited: Although perceived ease of use is associated with user intention in TAM model proposed by Davis, the underlying objective is to predict usage behavior. Therefore, it is essential to understand the determinants of perceived ease of use by which intention of individual is affected. (Davis et al. 1989) concluded that perceived ease of use has a direct effect on intention, and an indirect effect on intention via perceived usefulness. Moreover, in order to accept, adopt, and use a system the user has to overcome perceived ease of use as initial hurdle.

Hypothesis 4: Perceived usefulness is positively associated with the intention to use SNSs to apply for jobs.

Perceived Ease of Use and intentions to use SNSs

According to Davis(1989)Perceived ease of use refers to "the degree to which a person believes that using a particular system would be free of effort." This has been derived from definition of "ease" which means "freedom from difficulty or great effort." (Radner & Rothschild, 1975) explained effort as a finite resource allocated by a person to the various activities he or she is responsible for. It has been claimed that an application is more likely to be accepted by users which is perceived to be easier to use than another. Perceived ease of use is the extent to which a person believes that using a technology will be free of effort. Perceived ease of use is a construct used to assess individual's effort applied while using the system (Venkatesh, 2000). "A system that does not help people perform their jobs is not likely to be received favorably in spite of careful implementation efforts" (Robey, 1979). Although perceived ease of use is associated with user intention in TAM model proposed by Davis, the underlying objective is to predict usage behavior. Therefore, it is essential to understand the determinants of perceived ease of use by which intention of individual is effected. (Davis et al. 1989) concluded that perceived ease of use has a direct effect on intention, and an indirect effect on intention via perceived usefulness. Moreover, in order to accept, adopt, and use a system the user has to overcome perceived ease of use as initial hurdle. Against this backdrop, the following hypotheses is postulated:

Hypothesis 5: Perceived Ease of use is positively associated with the intention to use SNSs to apply for jobs.

METHODOLOGY

The methodology for this study utilized the secondary sources available on online recruitment. The information related to online recruitment has been extracted from the various websites such as Monster.com, Jobstreet.com. The comprehensive literature review was conducted for this study to focus from the year 1989 to current trends of online recruitment. The conceptual framework for this study was derived from the three related theories on online recruitment and various factors were identified that have impact on behavioral intention of jobseekers.

CONCLUSION

This study attempts to inspect the related theories and proposes the theoretical framework on the factors that influence the behavioral intentions of jobseekers to use social network sites for job searching. The various factors such as perceived ease of use, perceived usefulness, privacy concerns, risk beliefs and perceived justice plays an important role in influencing the intentions of jobseekers to use social network sites for online recruitment. The social network sites are assuming a prominent role in recruitment process by not only providing the database of job applicants to the employers but also helping the jobseekers in job search. In respect to practical implications of the study, the designers of social network sites should personalize their services for the benefit of employers and jobseekers (Plummer,2011).

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