sdmimd
JOURNAL OF MANAGEMENT

DOI:10.18311/sdmimd/2024/41928

The Effectiveness of e-Recruitment Adoption: A TAM Approach Examining User Perspectives

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Abstract

E-recruitment and its effective implementation is necessary for organizations that focus to channelize hiring, reduce costs, and attract a diverse talent pool in the present era. It is vital to understand and analyse the adoption of e-recruitment websites by job-seekers in India by focusing on factors like perceived usefulness, perceived enjoyment, and perceived ease of use. The main goal of this study is to establish the relationship between these antecedents and the user acceptance of e-recruitment in the Indian context. This cross-sectional study with descriptive research design used purposive sampling. The responses on pre-tested research instrument was collected from 612 respondents that validated the degree of relationship among the chosen factors. Perceived ease of use and pleasure positively correlated with perceived usefulness. Perceived usefulness positively impacts e-recruitment website usage. This research examined job-seekers' acceptance of online recruiting using the Technology Acceptance Model (TAM). This study is beneficial for Human Resource (HR) recruiters, research scholars, HR professionals, job seekers, manpower consultants, and those who use technology to recruit employees. The study found that perceived enjoyment and perceived usefulness of the technology were two major drivers of job-seekers attitude towards adoption of e- recruitment websites in India at ($p<0.001$). The research would assist decision-makers understand recruiting website adoption antecedents. The widespread adoption of this technology will help in economizing for both firms and job-seekers, apart from knowing the job-seekers behavioural intent to adopt internet recruitment websites.

Keywords: e-recruitment, Innovation, Perceived Ease of Use, Perceived Enjoyment, Perceived Usefulness, Talent Management, Technology Acceptance Model

JEL Classification: O15, J24, E24, J62

1. Introduction

Recruitment can be defined as a hiring process, commencing from motivating the potential talents to apply for the jobs in the firm, screening the applications, selecting and finally integrating the selected applicants into the firm. Recruitment includes all activities related to identifying and attracting potential talents. The Internet has disrupted the way the organisations are functioning. To gain a competitive advantage, every business organisation must invest across the value chain to accomplish an edge over rival firms. According to the Survey report by Jobbatical in the year 2020, The talent shortage is a real concern for employers as 72.8% of employers are unable to find the right skilled workforce and 56% of them likely to raise joining bonuses to the freshers from various b-schools. Further, the same study pointed out that 84% of firms are using social media sites for recruitment and 59% of the potential applicants used social media to research the organisations in which they are planning to apply for the jobs. As per achievers.

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com in 2020, the main objectives behind the existing workforce leaving their organisations were 52% for higher salary, 43% due to career advancement and 19% because of lack of recognition. Since there is a severe shortage of skilled workforce, it has become very important for firms to provide functional, economic, and psychological benefits to the employees. Employer branding is another vital tool employed by firms to attract and retain talent. To attract talent, nowadays HR departments are looking towards e-recruitment or online recruitment routes. Therefore, e-recruitment has become an imperative means of helping firms a brand identity, attract a talented workforce and retain them in the organisation.

E-recruitment is a process of sourcing candidates using the internet, especially by using social media or third-party online recruitment websites such as Naukri, Monster India, LinkedIn etc. to aid the recruitment process. Unlike conventional recruitment, e-recruitment employs information technology to streamline the recruitment process. E-recruitment has grown swiftly over the past two decades and is now an extensively used route by both employers and job seekers across the globe. The main objective of e-recruitment is to make the hiring process more efficient and cost-effective as it is expected to reach many prospective job seekers and smoothen the selection process. Traditionally, cold calling, advertising on print media headhunting etc. were the options available for identifying potential talents. Now because of the invention of the internet, it is possible to source one desired profile out of millions uploaded on third-party recruitment websites. Further, the internet helps advertise jobs, source quality talents, screening of appropriate profiles, conduct online tests, receive applications and finally selection of candidates to match job seekers with the job profile. In addition, it enables the companies to operate 24x7.

The main argument in favour of the e-recruitment process is the quicker exchange of information between job seekers and employers (Singh & Finn, 2003), lower cost of hiring (Williams & Klau,1997), employer branding (Ployhart *et al.*, 2005), very less or no manual intervention (Pin, 2001) etc. However, e-recruitment is not free from criticisms for example, resume overload, may lead to an increase in administrative costs such as screening of profiles, skill-mapping, shortlisting etc. (Dessler, 2004), lack of personal touch with the jobseekers Cappelli (2001), diversity in quality of job applicants (Bartram, 2000), confidentiality of information uploaded by the applicant (Lee, 2005), etc. Despite these limitations, the e-recruitment process is regarded as being the most cost-efficient and the fastest way to reach out to the right candidates over the traditional methods of recruitment.

Until now, there has been little empirical investigation on the acceptance of e-recruitment by Indian job seekers by employing the technology acceptance model. Further, empirical investigations within the field of adoption of e-recruitment websites by jobseekers often present a major challenge due to the dearth of similar studies. The present empirical study is expected to fill this gap by conducting a survey which in turn aids the recruiters to design their recruitment strategies. The present study contributes to the notion of TAM by examining the acceptance of e-recruitment among consumers. This study aims to answer the following research question: Do perceived usefulness and perceived ease of use have a positive and substantial influence on users' attitudes toward and adoption of online recruiting websites? Consequently, the primary objective of this study is to determine the relationship between the antecedents of user acceptance of e-recruitment in India. The rest of the research work is organised as follows: chapter two deliberates the development of a research framework based on the available literature. Chapter three outlines the research objectives and methodology, followed by chapters four and five deal with data analysis, key findings of the study with a brief discussion and research implications.

2. Literature Review

Recruitment is a very vital function of the human resource department as it is expected to bring human capital into the firm. The present study focuses exclusively on the process of recruiting jobseekers from outside the organisation. E-recruitment allows the human resource department to automate every stage of the recruitment process virtually. Innovation creates

disruption and threatens the very existence of well-established business models. Innovation has become a vital survival factor in today's dynamic environment, and it creates a new business opportunity to create stronger relationships with customers. Acceptance is nothing but a positive decision to use the invention. A host of theories try to answer the question "Why do people accept new technology?" for example, the Theory of Planned Behaviour (Ajzen, 1991), the Theory of Diffusion of Innovations (Everett, 1995), the Technology Acceptance Model (Davis *et al.*, 1989), etc. These frameworks have been developed to describe how new technologies are accepted by users. According to the Theory of Reasoned Action, attitude and the subjective norm of the individual formulate behavioural intention. To better comprehend individual technology adoption, the Theory of Planned Behaviour has added a new concept termed perceived behavioural control to the Theory of Reasoned Action. According to the Theory of Diffusion of Innovations, there are five important stages of adoption of a technology they are, innovators (2.5 %), early adopters (13.5 %), early majority (34 %), late majority (34 %) and lastly laggards (16 %) (Hameed & Swift, 2012). However, the main criticism against this theory is that it has less explanatory power and is difficult to predict the practical outcomes compared to other theories. The Technology Acceptance Model theory has been derived from the Theory of Interpersonal Behaviour (Davis *et al.*, 1989). TAM has proposed three factors namely, perceived usefulness of the technology, perceived ease of use and attitude towards use. TAM is one of the most adopted models to explain technology acceptance and attitude towards the use of technology (Wu, 2009). Later, two new constructs namely, the social influence process and the cognitive instrumental process were added to improve the explanatory power of TAM (Maillet *et al.*, 2015). These factors have been added to improve the predictive power of perceived usefulness. Venkatesh and Davis (2000) extended this theory to give better explanatory power. This extended model was called TAM2. Later, Venkatesh *et al.* (2003) proposed yet another model called the Unified Theory of Acceptance and Use of Technology (UTAUT) by integrating 8 models. Finally, TAM 3 was proposed by Venkatesh and Bala (2008). TAM3 model was empirically verified in real-world settings of Information Technology implementations. However, TAM is the single most extensively used theoretical model to understand the acceptance of technology by people. Further, it is a model developed with a keen focus on how users embrace new Information Technology. Therefore, for the current study, the researchers have adopted the TAM model to understand the adoption of e-recruitment technology by jobseekers as shown in Figure 1.

2.1 Perceived Usefulness (PU)

Perceived Usefulness (PU) refers to "the extent to which the user believes that using a particular technology will boost his or her job performance" (Davis *et al.*, 1989 cited by Mathwick *et al.*, 2002). PU denotes to user's perceptions about the outcome of the experience (Davis *et al.*, 1992). As per TAM, PU is expected to be the predictor of behavioural intention to use new technology by the users. Further, it was found that perceived usefulness has a significant positive

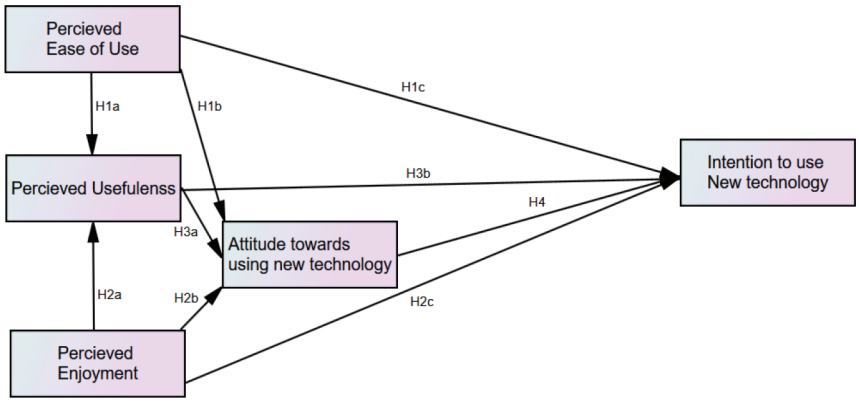

Figure 1. Model to be tested.

direct effect on the new technology usage behaviour. PU was found to be the strongest regressor of intention to use new technology (Venkatesh & Davis, 2000; Venkatesh *et al.*, 2003). The importance of the construct's perceived usefulness especially on the adoption intention of new technology by the users has been empirically investigated by various researchers and they found a positive and significant relationship, for example, in the case of e-text (Baker-Eveleth & Stone, 2015), travel services (Li & Liu, 2014), mobile shopping (Kim *et al.*, 2009), e-learning (Lin & Wang, 2012), online shopping (Vijayasarathy, 2004). Most of these studies have confirmed that PU and PEU are the major antecedents of attitude formation and technology adoption by the users. As a result, the higher the perceived usefulness of e-recruitment websites, the more likely it is to be adopted. Therefore, hypothesis 1 and Hypothesis 2 have been proposed:

$1H_0$: Perceived usefulness shares no significant relationship with attitude towards the usage of e-job portals.

$2H_0$: Perceived usefulness shares no significant relationship with continuance usage of e-job portals (both company and third-party job websites).

2.2 Perceived Ease of Use (PEU)

Perceived ease of use (PEU) is "the extent to which the user believes that using a specific technology would be free of effort" (Davis, 1989 cited by Gefen & Straub, 2000). PEU is a concept that signifies the extent to which an innovation or a new technology is perceived not to be tough to learn. In simple words, "It is the perception of the users whether an innovation is easy to understand or not?". Various empirical investigations done over the past decade or two to provide empirical support in favour of PEU on the continuance usage intention of the new technology. For example, Chiu and Wang (2008); Eriksson *et al.* (2005), found that PEU and PU primarily affect user technology adoption intentions. Therefore, the researchers have proposed the following set of hypotheses:

$3H_0$: Perceived ease of use shares no significant relationship with the perceived usefulness of e-job portals (both company websites and third-party job websites)

$4H_0$: Perceived ease of use shares no significant relationship with attitude towards usage of e-job portals (both company websites and third-party job websites)

$5H_0$: Perceived ease of use shares no significant relationship with continuance usage of e-job portals (both company and third-party job websites).

2.3 Perceived Enjoyment (PE)

According to the TAM, a user's intention to adopt a technology is driven by two factors, namely perceived ease of use and perceived usefulness. Later, Davis *et al.*, (1992) introduced Perceived Enjoyment (PE) in the TAM as an intrinsic motivation factor and considered perceived usefulness as an extrinsic factor. PE can be defined as "the degree to which the task of using the technology such as computer, internet or website is considered to be enjoyable in its own right, regardless of any possible consequences" (Davis *et al.*, 1992). Therefore, PE is an intrinsic motivation and stresses the pleasure and inner satisfaction derived from a specific task. The logic behind the acceptance of new technology by users is that users who experience fun and enjoyment from using new technology are more likely to consider this technology to use compared to others (Shen & Eder, 2009). The majority of the empirical investigations by adopting TAM found that the PU has a robust factor and has a significant impact on the intention to adopt a new technology and its effect was complimented by the PE construct (Heijden, 2004). Studies conducted by Hong *et al.* (2002) and Lee *et al.* (2005) confirmed that PE has a positive effect on PU in the process of adoption of new technology by users. Further, the influence of both PU and PEU on the intention to adopt new technology was explored (Venkatesh & Davis, 1996). The current study tries to investigate the causal relationship among PU, PEU and PE on attitudes towards the usage of new technology and adoption of new technology. Therefore, the researchers have proposed the following set of hypotheses:

$6H_0$: Perceived enjoyment shares no significant relationship with the perceived usefulness of e-job

portals (both company websites and third-party job websites)

$7H_0$: Perceived enjoyment shares no significant relationship with attitude towards usage of e-job portals (both company websites and third-party job websites)

$8H_0$: Perceived enjoyment shares no significant relationship with continuance usage of e-job portals (both company and third-party job websites).

2.4 Customer Attitude and Adoption of the New Technology

According to Lancaster (1966), customer attitude is the major driver of consumer utility or attribute. Polatoglu and Ekin (2001) endorsed that user attitude is made up of one's attribute beliefs about the object, as well as the perceived value. In this context, it is worth noting that perceived value refers to the weight of the attribute in determining whether or not to adopt a technology. In simple words, a perception causes an attitude, which by extension, develops a certain opinion about a product, place, person, service or new technology that arrays from highly positive or highly negative. Previous investigations have exhibited the existence of such a generalised attitude and its impact on the assessment of new technology by users in similar states (Moon & Kim, 2001; Vijayasarathy, 2004). Various empirical studies have confirmed that attitude has a robust, significant and positive effect on users' adoption of new technology (Eriksson *et al.*, 2005). Various empirical investigations have confirmed that the adaptation of new technology is primarily driven by PU and PEU (Akinci *et al.*, 2004; Lim *et al.*, 2009). Therefore, from the perspective of the current study, the adoption of new technology refers to the intention to adopt e-recruitment websites (both company and third-party job websites) by the seekers. Therefore, the researchers have proposed the following hypothesis:

$9H_0$: Attitude towards using new technology (e-recruitment websites) shares no significant relationship with continuance usage of e-job portals (both company and third-party job websites).

After a thorough literature review and to address the stated research questions, the researchers have framed the following research objectives:

(i). To identify the relationship between factors such as Perceived Ease of Use (PEU), PE and PU on the attitude of jobseekers towards e-recruitment websites.

(ii). To explore the relationship between factors such as perceived ease of use, perceived enjoyment and perceived usefulness, and attitude towards e-recruitment websites on intention to use new technology (adoption of e-recruitment websites) by the respondents

3. Methods

The current research is both analytical and empirical in nature, therefore, the researchers made use of both primary and secondary data. Primary data for the research was collected through a survey carried out in Karnataka and Tamil Nadu state in South India. For the study, a structured questionnaire was prepared and it was pre-tested and administered to 1012 respondents. However, only 612 responses were retained and used for the final analysis owing to various reasons resulting in a 60.47 percent acceptance rate. The study fulfils the minimum sample size requirement of 200 samples suggested by (Kline, 2023) to run SEM. In the current study, the researchers have employed purposive sampling techniques to choose the participants based on their availability and willingness to take part in the survey. The items were measured by using a five-level Likert scale, where strongly agree was coded as 5 and strongly disagree was coded as 1 (Likert, 1932). The research model is composed of five constructs they are, (i) perceived ease of use was measured by using 5 items (adopted from Venkatesh *et al.*, 2012) (ii) perceived enjoyment was measured using four items (adopted from Venkatesh *et al.*, 2012), (iii) perceived usefulness was measured by four items (adopted from Palmer, 2002), (iv) attitude towards using online job portals was measured by using three items (adopted from Davis *et al.*, (1989) and (v) continuance intention to use online job portals was measured by using five items (adopted from Davis *et al.*, 1992). All the indicators or items were taken and adopted from

reliable and validated previously conducted research scales to have content validity. The research instrument reliability was adjudged by Cronbach's Alpha, only those factors whose Cronbach's Alpha was greater than 0.7 were retained for further analysis. For the current study, the Cronbach Alpha coefficients ranged between 0.829 and 0.932, demonstrating good reliability and internal consistency of the research instrument. In the first stage, the collected data was examined for various assumptions such as normality, outliers, Variance Inflation Factor (VIF) etc. In phase two, the researchers tabulated the frequencies, which provided the necessary profile of the data collected and assisted the researchers in building the contingency tables for further detailed analysis. Later, EFA was run to reduce the data set to a smaller set of variables if needed. Later, CFA was employed to determine how well the indicators represent the constructs. The study uses Structural Equation Modelling (SEM) as it can handle the complex relationships among multiple dependent and multiple independent variables. As many variables such as perceived ease of use, perceived enjoyment, perceived usefulness, attitude towards using online job portals, and continuance intention are used in this study, we applied SEM to assess the directional relationship of the variables. SEM can simultaneously assess the measurement and structural models aligned with the research's analytical nature. Finally, path analysis was run to understand the relationship among the variables.

4. Results

This section exemplifies the analysis of the study based on the data collected. Table 1 depicts the demographical information about the respondents included in the survey.

Table 1 depicts the demographical variables. The study was dominated by young job aspirants aged below 30 years. Among the respondents, 55.88% were male and balance 44.12% were female job aspirants. Further, it was observed that 82.35% belong to a monthly household income of < Rs. 50,000, 9.80% of the respondents belonged to an income bracket of > Rs. 1,00,000 and a balance of 7.84% belonged to income strata of Rs. 50,001-Rs.1,00,000. Furthermore, 48.04% have degree certificates in technical fields followed by 30.39% general degree. However, 19.61% of the job aspirants possess post-graduation certificates and only 1.96% of them have diploma certificates. Most of the job applicants 74.51% were freshers and a balance of 25.49% were experienced. A major chunk of them have applied for IT and IT-enabled jobs (37.58%), operations (7.19%) and data science (13.73%), followed by Finance (17.32%), Marketing (16.67%) and HR (7.52%).

4.1 Measurement Model

The main objective behind conducting CFA is to test whether the collected data fit a hypothesised measurement model. The main purpose of running CFA is to uncover (i) convergent validity, to assess if a specific item measures the latent variable which is expected to be measured. The results obtained from a five-factor model are presented in Table 2, Cronbach's alpha, factor loadings (λ), AVE and CR values of various dimensions chosen for the study for convergent validity are also presented.

The reliability of each dimension taken up for the study was adjudged by running reliability statistics

Table 1. Profile of the Respondents

Factor	Category	Frequency	Percentage
Sex	Male	342	55.88
	Female	270	44.12
Age	< 30 Years	581	94.93
	> 30 Years	31	5.07
	<Rs.50,000	504	82.35
MHI	Rs. 50,001-Rs.1,00,000	48	7.84
	>Rs.1,00,000	60	9.8
	Degree	186	30.39
Qualification	Post-graduation	120	19.61
	Diploma	12	1.96
	Technical	294	48.04
Experience	Fresher	456	74.51
	With experience	156	25.49
	HR	46	7.52
	Marketing	102	16.67
Domain applied for	Finance	106	17.32
	Operations	44	7.19
	Data Science	84	13.73
	IT & IT enabled	230	37.58

as recommended by Bagozzi and Yi (1988). In Table 2, Cronbach's alpha (α) of perceived ease of use was 0.89, perceived usefulness was 0.932, perceived enjoyment was 0.904, attitude towards using the e-recruitment portal was 0.882 and intention to use the website was 0.829. Cronbach's alpha (α) coefficients were within the recommended level of 0.7 (Cronbach, 1951), indicating the internal consistency of the research instrument. All the item standardised loadings (λ) are greater than the minimum threshold value of 0.60. The least reported loading was 0.754 for item 4 and the highest being item 19 with 0.912. Further, the Average Variance Extracted (AVE) were found to be above the recommended value of 0.5. In the current study, the lowermost AVE value was 0.662 for the construct perceived ease of use and the highest reported AVE was 0.760 for the construct perceived enjoyment. In addition, the Composite Reliability (CR) minimum accelerable threshold value for the same was 0.7 (Fornell & Larker, 1981). In the current study, the researchers found a CR value ranging from 0.714 to 0.914. Therefore, the measurement model's convergent validity is fulfilling all the criteria values for further analysis. Table 2 summarises various fit indices used to adjudge the measurement model by using the maximum likelihood method. The results indicated that the Chi-square value of 971.91 was statistically significant. Further, CMIN/df (χ^2 /df) was 6.84 which was slightly above the recommended value of <5 (Schumacker & Lomax, 2004). The standardised RMSEA was 0.051 which was within the threshold limit of 0.08. The NFI=0.901, GFI=0.893, AGFI =0.843, TLI =0.812 and CFI =0.906 are good. Thus, the measurement model developed in this study to test the application of theory in the current study had a good model fit overall.

For the discriminant validity of the measurement model in Table 3, the researchers have employed Fornell and Larker (1981) criteria. The square roots taken out of the AVE of a construct (highlighted diagonal numbers as shown in Table 3 should be greater than the correlations with the other constructs (off-diagonal values). The computed square root of AVEs was greater than the correlations with the other constructs. Consequently, the measurement model has fulfilled the discriminant validity criteria. Thus, the basic assumptions which are essential to run path analysis were well met by the collected data set.

In the next phase, before testing the final hypothesised model, the researchers examined the existence of any Common Method Bias or variance in the data set (CMB) which may cause a high degree of correlation among the constructs. CMB may create a grave threat to the validity. To explore the existence of the CMB, the researchers have employed Harman's one-factor test. Therefore, the researchers ran EFA where all the items were loaded onto one factor without any rotation. If the constrained single factor explains more than fifty per cent of the variance, then CMB may exist in the model. In the current study, the results obtained from EFA revealed that the constrained single factor explained 31 per cent of the total variance which is less than the threshold value set for this purpose, i.e., 50%, (Podsakoff *et al.*, 2003).

Table 2. Measurement model

Items	Cronbach's Alpha	Loadings	AVE	CR		Sqrt (AVE)
PEU1	0.890	0.870	0.662	0.853	0.870***	0.814
PEU2		0.864			0.864***	
PEU3		0.760			0.760***	
PEU4		0.754			0.754***	
PUS1	0.932	0.764	0.705	0.904	0.764***	0.840
PUS2		0.902			0.902***	
PUS3		0.867			0.867***	
PUS4		0.883			0.883***	
PUS5		0.792			0.792***	
PUS6		0.821			0.821***	
PeE1	0.904	0.894	0.760	0.866	0.894***	0.853
PeE2		0.906			0.906***	
PeE3		0.812			0.812***	
AtU1	0.882	0.824	0.727	0.866	0.824***	0.853
AtU2		0.912			0.912***	
AtU3		0.819			0.819***	
ItoU1	0.829	0.664	0.645	0.714	0.664***	0.803
ItoU2		0.814			0.814***	
ItoU3		0.912			0.912***	

Note: PEU= Perceived ease of use, PUS = Perceived usefulness, PeE=Perceived enjoyment, AtU=Attitude towards using, ItoU=Intention to use the website.
Note: χ^2 = 971.91, χ^2/df = (971.91/142) 6.84, NFI = 0.901, GFI =0.893, AGFI =0.843, TLI =0.812, CFI = 0.906, RMSEA = 0.051

Figure 2 shows a path diagram for Structural Equation Modelling. The constructs viz., Perceived Ease of Use and Perceived Enjoyment are influencing Perceived Use. All three constructs have having significant influence on the adoption attitude of potential job applicants towards using the E-recruitment job portal. Finally, all the constructs along with the adoption attitude of potential job applicants are influencing Intention to Use E-recruitment job portal.

Table 3. Discriminant validity

	PEU	PUS	PeE	AtU	ItoU	Mean	SD
PEU	0.814					2.946	1.193
PUS	.296**	0.84				3.16	1.237
PeE	.375**	.344**	0.853			3.1	1.209
AtU	.395**	.364**	.680**	0.853		3.28	1.12
ItoU	.334**	.340**	.461**	.489**	0.803	2.64	1.474

All inter-correlations are statistically significant (p<0.01) indicated with **

Note: The diagonal values (in bold) are the square root of AVE and off-diagonal values are Pearson correlation among the constructs.
Note: PEU= Perceived ease of use, PUS= Perceived usefulness, PeE= Perceived enjoyment, AtU= Attitude towards using, ItoU= Intention to use the website.

The path analysis result in Table 4 indicates that all nine regression coefficients are statistically significant. Only the 'perceived ease of use' with the 'continuance intention to use e-recruitment site regularly' has a negative standardised coefficient of β=-0.247 and t =-4.917 (p-value of 0.000). All other regression coefficients are positive and statistically significant. To estimate the effect size of independent variables on the dependent variables such as perceived usefulness, attitude towards using e-portals and continuance intention of use of e-portals regularly, the R^2 was computed. The R^2 value for the first dependent variable perceived usefulness was 0.674 indicating that the variable's perceived ease of use and perceived enjoyment of using the website cumulatively explain over 67.4 per cent of the total variance in predicting perceived usefulness. Out of this perceived usefulness effect size is 0.371, since the effect size is greater than 0.35, the strength of the effect size is very strong, however, the variable perceived enjoyment has an effect size of 0.123 indicating a weak effect size. For

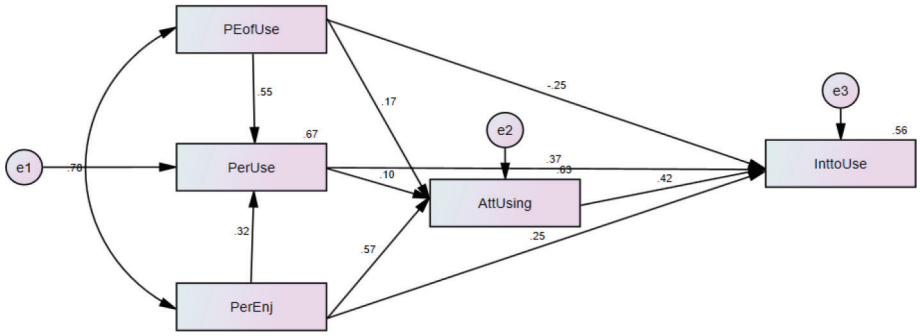

Figure 2. Path diagram.

Table 4. Path analysis results

			Estimate	Standardised Estimate	S.E.	C.R.	P	Label
PerUse	←	PEofUse	0.868	0.55	0.058	15.026	0.000	Supported
PerUse	←	PerEnj	0.615	0.318	0.071	8.689	0.000	Supported
AttUsing	←	PEofUse	0.125	0.168	0.034	3.704	0.000	Supported
AttUsing	←	PerUse	0.049	0.104	0.02	2.42	0.016	Supported
AttUsing	←	PerEnj	0.522	0.572	0.038	13.896	0.000	Supported
InttoUse	←	PEofUse	-0.232	-0.247	0.047	-4.917	0.000	Supported
InttoUse	←	PerEnj	0.282	0.245	0.059	4.747	0.000	Supported
InttoUse	←	PerUse	0.223	0.375	0.028	7.945	0.000	Supported
InttoUse	←	AttUsing	0.531	0.421	0.056	9.52	0.000	Supported

Note: PEU= Perceived ease of use, PUS = Perceived usefulness, PeE=Perceived enjoyment, AtU=Attitude towards using, ItoU=Intention to use the website.
Note: χ^2 = 938.20 χ^2 /df = 5.39 (938.20/174), NFI = 0.912, GFI =0.903, AGFI =0.889, TLI =0.874, CFI =0.895, RMSEA = 0.051

the second dependent variable attitude towards using e-portal the R^2 value was 0.632, meaning that 63.2 per cent variance is explained by the independent variables. However, the individual effect size perceived ease of use was 0.022 (weak), 0.114 perceived usefulness 0.114 (weak) and perceived enjoyment with 0.312 (moderate effect size). Further, for the dependent variable continuance of intent to use e-portal regularly the effect size R^2 was 0.56 indicating 56 per cent variance in the dependent variable is captured by the independent variables, however, perceived ease of use contributes 0.0386 (weak effect), followed by perceived usefulness 0.102 (weak effect), perceived enjoyment 0.147% (weak effect) and attitude towards using e-portal 0.036 (weak effect).

As per Table 5, the direct path between perceived ease of use with intention to use was statistically significant with a negative coefficient indicating an inverse relationship between the two variables. However, the indirect path perceived ease of use → Attitude towards using e-recruitment portal → continuance of intention to use e-recruitment portal regularly has a total standardised effect of 0.223 with a standardised direct effect of 0.421 and standardised indirect effect of 0.057 with an upper bound 0.365 and lower bound of 0.245 with a p-value of 0.001 (<0.01) statistically significant indicating a partial mediation. The second indirect path perceived usefulness → Attitude towards using e-recruitment portal → continuance of intention to use e-recruitment portal regularly has a total standardised effect of 0.419 with a standardised direct effect of 0.421 and standardised indirect effect of 0.044 with an upper bound 0.069 and lower bound of 0.018 with a p-value of 0.013 (<0.05) statistically significant indicating a partial mediation. The third indirect path perceived enjoyment → Attitude towards using the e-recruitment portal → continuance of intention to use the e-recruitment portal regularly has a total standardised effect of 0.245 with a standardised direct effect of 0.421 and standardised indirect effect of 0.033 with an upper bound 0.447 and lower bound of 0.313 with a p-value of 0.000 (<0.01) statistically significant indicating a partial mediation. The results indicated that the Chi-square $\chi^2 = 938.20$ was statically significant (<0.01). Further, CMIN/df (χ^2 /df) was 5.39. This is slightly above the recommended value of <5 (Schumacker & Lomax, 2004). The standardised RMSEA was 0.042 was below the recommended value of 0.05. Further, NFI=0.912 (recommended threshold value was >0.9, GFI=0.903, AGFI =0.889, TLI =0.874 and CFI = 0.895. Thus, the hypothesised model developed for the study purpose had a good overall model fit.

5. Discussion

The TAM is a theory developed to understand how end-users accept and start using a new technology. The theory argues that if end-users are offered a new technology, generally three aspects dominate their choice of acceptance namely, (i) perceived usefulness, (ii) perceived ease-of-use and (iii) host of other external factors such as social influence, age of the user etc. Although TAM has been criticised on numerous grounds, TAM has arisen as a very useful theoretical model to understand the adoption of new technology on the internet, specifically in areas like virtual learning environments, talent acquisition, e-banking services, e-travel services, online shopping etc. The main research question in this case is "With cutting-edge growth of technologies, how fast job seekers are accepting and adopting these technologies?" to answer the research question, the researchers have identified three factors such as perceived ease of use, perceived usefulness and perceived enjoyment while using the new technology. The current empirical study unveils that perceived ease of use and enjoyment of using the web page

Table 5. Indirect Path

			Indirect Effect	Direct Effect	Total Effect	UB (BC)	LB(BC)	P value	
PEofUse	AttUsing	InttoUse	0.057	0.421	0.223	0.365	0.245	0.001	Accept
PerUse	AttUsing	InttoUse	0.044	0.421	0.419	0.069	0.018	0.013	Accept
PerEnj	AttUsing	InttoUse	0.033	0.421	0.245	0.447	0.313	0.000	Accept

influence the perceived usefulness of the website (Davis, 1989) followed by, perceived ease of use, perceived usefulness and enjoyment of using the web page influence the attitude towards using the website. The perceived usefulness, enjoyment and attitude towards using websites influence the adoption of job portals. Similar findings were documented in the literature. The perceived ease of use was expected to share a positive and significant coefficient with the continuous intention to use the website. It is evident from the current study that the attitude towards usage of the third-party e-recruitment portals was driven by two major factors viz., perceived enjoyment of using new technology and perceived usefulness of the technology. These two factors are confirmed as the fundamental drivers of job-seekers attitudes towards the adoption of e-recruitment websites. The findings of the study are in in-line with Buil *et al.* (2020), which also depicts that applicants' attitudes are related to their perceptions of ease of use and usefulness. Companies should prioritise enriching websites with features that will foster user-friendly interfaces among potential job applicants so that better e-recruitment adoption is expected.

6. Conclusion

The findings from the current study will help the decision-makers to understand the antecedents of online recruitment website adoption. The findings also aid in improving the recruitment effectiveness and efficiency of the organisation as the importance of perceived ease of use and perceived usefulness is well proven. Widespread adoption of this technology of e-recruitment over the traditional techniques especially in developing economies like India should have a substantial monetary benefit to the firms. Generally, job seekers look out for exhaustive information about the job especially the nature of the job, physical & mental abilities, job qualities and qualifications, skill set required to perform the job, and roles and responsibilities of the applicant can be provided in detail on job portals, in case still the job-seekers have any further queries a link to the employer's website for further information will also be provided on the portal. This kind of facility is not possible in the case of traditional sources as it proved to be very expensive for the employer. Third-party recruitment websites such as Naukri, Shine, Indeed, LinkedIn etc. are recognized and extensively employed as an important basis for searching for a job. Placing the job classifieds on company websites and third-party websites increases the selection efficiency of the talent acquisition process. It has been found that recruitment of employees through these sources is very effective to the companies in terms of reduction in the time of talent screening and acquisition process apart from being cost-effective compared to traditional sources. Further, they can also attract the right talents and in turn help the companies in developing competitive advantage over their rivals. Therefore, the decision-makers should understand the perception of the job-seekers and the factors that drive their intention to use third-party online job portals for job application is very crucial to get more benefits for firms. Employer branding is key to attracting talent especially when they are looking out for jobs on e-recruitment portals. This system reduces the search stress to the applicants and improves the perceived usefulness of technology and turn leads to better decisions. Most of the job portals have addressed this issue with an application called Resume Scanner. It allows employers to screen and filter job applications or resumes through pre-defined requirements, such as qualification of the applicant, skillsets, no of years of experience, salary expected etc. Further, it is also suggested that the third-party job website service providers should also provide a privacy protection clause for the applicants' details. As far as possible only the prospective recruiters should go through the resume uploaded on the portal. Apart from that, these uploaded resumes should be prevented from being viewed by their present employers. The results of the study are generalised based on the respondents from Karnataka and Tamil Nadu, the wider coverage of respondents across India may provide more precise and concrete outcomes on e-recruitment adoption. The novelty of this research paper lies in its all-inclusive examination of the antecedents of online recruitment website adoption in the context of India, providing valuable insights for decision-makers such as organisations, human resource fraternity and government to enhance recruitment effectiveness and efficiency.

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