E-recruitment Adoption Strategy in the Universities of Saudi Arabia

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Abstract

This study focused on the identification of the E-recruitment strategy of the educational organizations in the Saudi Arabia. This study discusses the growth analysis of the educational industry in the Saudi Arabia and identifying the most plausible reasons for the use of the e–recruitment strategy. This study used the TAM (total acceptance model) which is the most significant model to measure technology acceptance. The results suggested that the system development should integrate by: finding the right technique in this technology to entice them in the initial stage of recruitment process; and finding the accurate system to auto- counterpart the candidates' knowledge, skill, and capabilities with the job requirements in the preliminary stage of selection process possibly by electronic sifting.

Introduction

This research work will focus on e-recruitment strategies among universities in Saudi Arabia. The education sector in Saudi Arabia is growing in leaps and bounds and to support the growth of the universities, effective recruitment strategies are to be undertaken. The education sector is known for its effective recruitment and selection strategies because of the high requirement of expertise and knowledge. Over the years, the educational institutions in Saudi Arabia have undertaken the e-recruitment strategies to manage the cost and time involved in hiring the candidates. Also, the universities in the Saudi Arabia are in favor of acquiring the people with high knowledge and education and hence global recruitments are undertaken through the online means. Not only the online means are highly proficient for these organizations but they also prove to be time effective for them. Hence, e–recruitment is considered is an effective approach by these organizations. This will be studied in detail during the course of this research work.

According to Huselid (2000), recruitment is the act of encouraging the employees to apply for a job position. This implies that the recruitment activity acts as a bridge between the organizations and the candidates. Recruitment is always considered as a positive process because it provides an opportunity to the candidates to showcase their talent in front of the organization and get a career opportunity. Recruitment is one of the most crucial aspects of an organization today (Azad, 2009). This is mainly because if the right candidates are recruited for the job profiles then the proficiency of the organization will also be high. On the other hand, wrong candidates may lead to inefficiency for the organization. Also, it will increase the cost of the company as fresh recruitment activities will have to be undertaken. There are two sources of recruitment i.e. internal and external sources of recruitment. The internal sources of recruitment are the ones that are inside the organization. For instance, the current employees of the company can be transferred or promoted to the higher designations to make sure that they fulfill the current openings. The internal sources of recruitment are considered as highly authentic and credible because the employees that are promoted or transferred to the other designations are already working inside the organization and hence their performance is very well known. However, this might not give a chance to the outside talent and hence may go against the ethical role of the human resource department. The external sources of recruitment are outside the organization. Hence, the candidates from outside are invited through the advertisements in the newspapers or online sources, employment agencies, outsourcing companies, unsolicited applicants etc. The external sources of recruitment provide an opportunity to the outside talent to work for the organization and hence the employees from different educational backgrounds or experiences can be procured. However, it may prove to be highly cost and time consuming for an organization as the candidates are to be screened effectively. No matter which source of recruitment is being applied by an organization, it should be ensured that the recruitment activities are effective and efficient.

The concept of recruitment is highly applicable to the educational universities as well. This is mainly because education sector requires experts from different fields such as marketing, finance, operations, human resource and many more. It should be understood that the educational universities require very high expertise because the communication has to be highly professional and accurate with the students and the other stakeholders. The educational universities in Saudi Arabia are highly specific about their recruitment activities specifically in reference to the academic staff. It is very obvious that the academic staff has to be highly knowledgeable and expert in their teaching skills and hence the recruitment has to be high efficient as well. Keeping this into

consideration, the universities are now hiring from the domestic as well as from the global markets. There is immense talent and expertise in countries such as India, Vietnam, Kuwait and many others. Hence, numerous universities of the Saudi Arabia are now hiring from the global markets to make sure that the right talent is procured from the international market. For this, the human resource department is undertaking an e-recruitment strategy under which it focuses on hiring the employees through the online means.

It is a very evident fact that the education sector in the Kingdom of Saudi Arabia has grown and developed in leaps and bound in the last two decades. The education sector has been highly supported by the public and the private sector in the Saudi Arabia only because of its direct contribution towards the sustainable development of the entire country. As a consequence of different national development plans that have been introduced since 1990's, the educational universities in the country are recruiting the distinct faculties and staff members from the domestic as well as international markets. This is done to make sure that the high teaching quality is maintained in the universities. Hence, these universities are highly attracted towards the international candidates as well apart from the domestic residents of the country. On the other side, the international candidates are also very much interested in working with the universities of Saudi Arabia.

According to the report of US-Saudi Arabian Business Council (2009), the spending of the public sector is almost 5.9 percent of the total GDO of the country. Hence, the education sector gets a very high support from the government thereby attracting a lot many candidates from the international market. There are 30 universities in Saudi Arabia in the year 2014 and almost 5 new universities will be starting by 2017. This figure was only limited to 8 universities in the year 2000.

According to a research conducted by OECD (2013) with a sample size of almost 5000 respondents in reference to the quality of education in the universities in Saudi Arabia. This research stated that approximately 90 percent of the respondents mentioned that for the overall development of an educational system, it is mandatory to have faculties and students from the international market. Not only will this assist in the sharing of the different thought processes but will also ensure knowledge management for all.

According to Qandile, Bin& Oganesyants (2014), the educational universities in the Saudi Arabia are also using the concept of 'positioning' in reference to their qualitative hiring and recruitments. Positioning can be defined as the process through which an organization creates its positive image in the minds and hearts of the stakeholders (Azad, 2011). It is a very evident fact that by creating a positive image, an organization can differentiate itself from the competing organizations (Aaker, 2000). Also, it may assist an organization to shape a positive perception, belief and thereby attitude towards the products and services (Baker, 2000). Therefore, it is very much crucial for every organization to undertake the concept of positioning in an appropriate manner (Blythe, 2001). In the augmented competition in the educational sector of Saudi Arabia, it is highly essential for the universities to maintain a positive image as it may assist in getting more number of students and qualitative staff in the future thereby gaining a long run growth (Qandile, Bin & Oganesyants2014). Hence, the universities have now started positioning themselves on the basis of their effective recruitment and specifically e-recruitment strategies. This assists them to differentiate from the competing universities and also establish a high credibility in the market place thereby engaging the stakeholders with the universities. According to a research conducted by Gibbs, (2001), the universities across the globe are facing a turbulent situation. This is mainly because many of them have not focused on creating identification and recognition ion the domestic as well as the international markets. However, the research suggests that in the last one decade, the universities in the Saudi Arabia have ideally created recognition on the basis of the quality academicians (on the basis of e-recruitment). Hence, these universities are now going in the right direction

Literature review

Since a huge number of universities in the Saudi Arabia are making use of the e-recruitment formats, it is highly essential to comprehend the benefits that this mode of recruitment provides. Following are some of the benefits of e-recruitment for the educational universities Time and cost effective – As already mentioned, e-recruitment is considered as very time and cost effective. This is because the educational universities can easily register themselves on the online means and contact the employees without much involvement of time and cost. This is one of the very crucial aspects as saving the cost of the organization may lead to a sustained growth for an educational university in the future. In the traditional means of recruitment, the organizations had to invest a lot of time and cost to find the right candidates for themselves. This was usually done with the help of the outsourcing partners or advertising effort in the newspapers etc that may prove to be very costly.

Database management – With the help of e-recruitment, the organizations or the educational universities can very easily maintain the database of the candidates. This is because the candidates may also act as unsolicited applicants and send their profiles to the human resource department. With the help of e-recruitment software, the contact addresses and the profiles of such applicants are automatically saved in the databases of the human resource department. The same can be easily retrieved at the time of recruitment drive by the universities

Capturing the online trends – The online operations are becoming a major trend in the global markets

today. This implies that most of the people are present in the online space and undertaking their business activities with the help of internet. Therefore, the augmentation of internet has led to the digitalization of the world. This is applicable to the GCC countries including Saudi Arabia as well. Hence, e-recruitment assists these universities in capturing such online trends and focus on the online means of recruitment

Availability of different candidates – As mentioned, internet has created a revolution in the global markets and hence the people from different ages, experience, education and backgrounds are all available on the internet either on the social networking sites or on because of their personal work. With the help of the e – recruitment activities, the educational universities are easily able to get the right candidates from different expertise at the same common place i.e. the digital world.

Maintaining a regular and direct communication with the candidates – With the help of the e recruitment activities, an educational university located in the Saudi Arabia can very easily maintain a regular and direct interaction with the potential candidates in the home as well as the foreign countries. This is a major advantage of e – recruitment over the other sources of recruitment. For instance, the social media websites have gained a lot of significance in the global markets in the last one decade. It is usually seen that a huge majority of people and professionals from all the sectors have their accounts on the social networking sites and are conveniently available on the same. The human resource department of the universities can easily view their profiles from a networking site such as LinkedIn, shortlist them and contact the candidates directly. Even if the requirement of the university is not urgent then also the human resource manager can start the interaction with the help of an informal chat thereby knowing more about the candidate and staying in regular touch with them. Many times, the candidates in the home as well as the foreign country may also approach the human resource managers and contact them in anticipation of a job opportunity. Hence, e – recruitment may assist an educational university to get the best candidates and also in maintaining a positive and regular interaction with them.

Challenges of e-recruitment

Inability to avoid clutter – It is a very obvious fact that the organizations or the human resource departments are mainly looking for the relevant candidates in the recruitment stage. However, with the e- recruitment channel, many of these organizations might face the problem of a clutter. A clutter may be defined as too much chaos because of a high number of applicants applying for a job. When the human resource managers post a job on the e devices many people with relevant or irrelevant profiles may apply for a job position. This may dilute the entire purpose of the e recruitment process. Hence, it is difficult to reduce the problem of a clutter with an e recruitment system.

Risk of project failure – The entire e recruitment project is should be constantly supported by the universities with the help of the relevant technologies. It is a very transparent fact that the technological advancements have acted as a boon for the universities and has enabled them to reduce the error and enhance the efficiency. The same is the case with the e recruitment process as well that requires constant development in terms of infrastructure and strategies. However, any kind of loophole in the constant implementation process of the infrastructure and strategies may lead to the failure of the entire project.

Change process may or may not get accepted - According to Armstrong & Baron (2003), change is the only constant phenomenon of the business environment today. This implies that every organization and the employees have to change so that they are able to adapt with the dynamism of the changing business situations today. An organization or employee that does not change today might not survive in the long future. Therefore, change is considered as an inevitable part of the organizations today. The change process is usually undertaken by the organization for the betterment of the entire business activities and to make sure that the organization gains a sustainable growth in the future. Without changing and making modifications to the existing system, an organization may become static in its approach thereby leading to monotonous business operations for the customers and for the stakeholders, on a whole. However, it should also be mentioned here that implementing and executing the change process inside the organization may prove to be a daunting task for the top management. This is mainly because of the resistance level of the employees towards any kind of change inside the organization. Implementation of the e recruitment system is also a cultural change from the physical recruitments to the online recruitment. This may lead to a lot of resistance from the other employees in the university or from the other members of the human resource department. According to Trim (2003), approximately 45 percent of the employees in the universities of Saudi Arabia are not happy with the implementation of the e recruitment system because they find it biased or ineffective and hence it may lead to a wrong selection of employees in the university.

Data security and integrity – This is also a major challenge that is faced by the e recruitment systems with the increasing level of fraudulent activities. This implies that the human resource departments of the universities may seek the educational certifications of the candidates who have applied for the job positions. This entire process is done online i.e. the candidates may scan their entire educational certifications and residential proofs etc. These documents are stored in the database of the university but recently we have seen numerous problems in the e recruitment systems of the multinational organizations such as Sony and LG where the database of the candidates

was leaked. The residential proofs and the other confidential information were used for illegal activities and hence it provides a very big challenge for the universities in Saudi Arabia

Comparing Quint and Kopelmans' research, Kuhn and Skuterud (2000) examined the frequency and incidence of internet job search among US workers, by race, gender, and other demographic characteristics, the location of the job search (from home, from work, or from other access points), and the relation between internet search and traditional job search methods. The internet job search data are from a special supplement to the December 1998 Current Population Survey (CPS), which asked respondents about computer and internet use. The traditional job search methods are also from the monthly CPS used by the Bureau of Labour Statistics (BLS) to determine if a respondent is an active jobseeker. However, the CPS uses nine instead of ten traditional methods for the study.

In Kuhn and Skuterud (2000) study they cautioned that there is a possibility of overlap between search for a job via the internet and the traditional methods outlined in the CPS. For example, unemployed teacher job seekers who say they "contacted employers directly" may have done so through the internet, perhaps submitting a resume via e-mail (internet search) or they may have actually mailed or personally delivered a copy of the resume to potential employers (traditional search). Kuhn and Skuteruds' research also indicated that although unemployed is more common in using e-recruitment for job search, about seven per cent of employed workers are using internet to search for new jobs. Table I illustrates the summary of the comparison of job search methods discussed.

Overall, comparison between the questions used by these researchers indicated that the traditional job search methods have not changed much since Kopelman et al.

Table:1

Summary of the comparison of job search methods

No	Mau and Kopischke, 2001	Meisenheimer II and Ilg, 2000	Kuhn and Skuterud, 2000
1	Send resume	Sending out resume's	Send resume
2	Campus job placement office	Interview through a school or university employment center	Contact school employment center
3	Look through want ads	Answering ads	- Not stated -
4	Ask friends/family/professors	Asking friends or relatives about available jobs	Contact friends or relatives
5	Attend recruiting fair	Contacting an employer directly	Contact employer directly
6	Do volunteer work in field	- Not stated -	- Not stated -
7	Unemployment office	Registering at public employment agency	Contact public employment agency
8	Contact head hunters/employment agency/professional recruiter	Registering at private employment agency	Contact private employment agency
9	Place own want ads	Placing ads	Placed or answered ads
10	Subscribe to trade journals	Checking union or professional registers	Checked union/professional registers
11	- Not stated -	Filling out applicants	Fill applications
12	- Not stated -	- Not stated -	Used other active search methods

However, at the time of Kuhn and Skuterud' study, e-recruitment was still at its "infant" development stages, which Byars and Rue (2000) highlighted that it seems safe to say that the research has not identified a single best source of recruitment for recruiters yet. In addition, the digital divide among teacher job seekers might be an issue to early e-recruitment study. However, since then, the growth of online population is inevitable and its growth is closing the digital divide gap (Pastore, 2002). This implies e-recruitment will grow concurrently with the online population.

Conceptual model and hypotheses

In IT literature, the TAM is the most significant model use to measure technology acceptance. 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 behaviour. The main purpose of TAM was: to provide an explanation of the determinants of computer acceptance that is generally, capable of explaining user behaviour across a broad range of end-user computing technologies and user populations, while at the same time being both parsimonious and theoretically justified (Davis et al., 1989, p. 985).

In this study, the author addresses the gaps by replicating and testing modified TAM without the attitude

construct and identifying key constructs as external variables that justifies the study. Drawing from the past validated studies of the external variables, the rationale forms the research questions, hypotheses, and research model for e-recruitment as technology for job search method, which past study was unanswered.

Perceived usefulness (PU)

Effective e-recruitment service providers often support teacher job seekers with comprehensive job information and some with career enhancement tools in the web sites, which they can conveniently assess for their career plan (Tong and Sivanand, 2005). This is usually available at the click of the career zones that offer occupational information, which includes effective resume writing, continuing education, salary information, and interviewing information, featured career articles, and self-assessment to guide teacher job seekers (Rosencrantz, 1999) in which the traditional newspapers ads do not offer this. Teacher job seekers rely on job information available to them when applying for jobs (Fountain, 2005). Perceiving system usefulness as antecedent of e-recruitment utilization, such as using these information and tools to enhance the effectiveness of job application, would draw the attention of many employed teachers into adopting the technology for job search.

Perceived ease of use (PEOU)

In general, if a system is easy to use, less effort is required by the users, thereby increasing the likelihood of usage. Conversely, a complex system is difficult to use are less likely to be adopted since it requires significant effort and interest on the part of the user (Teo, 2001). Similarly, in the e-recruitment context, teachers would prefer the system if it is easy to use compared to other methods of job applications.

In the study of Web acceptance, Sanchez-Franco and Roldan (2005) found the relationship between PEOU and PU was significant and positively related. In the e-recruitment context, the easy to use system is likely to be responsible for the rapid growth of the e-recruitment teachers, where teachers only need to post their resume's once to the e-recruiters' web sites. For continual job application, the teachers only click to accept the application to the company of interest without resending the resume's and personal information.

Behavioural intention (BI)

According to Bagozzi et al. (1992) new technologies such as personal computers are complex and an element of uncertainty exists in the minds of decision makers with respect to the successful adoption of them, people form attitudes and intentions toward trying to learn to use the new technology prior to initiating efforts directed at using. Attitudes towards usage and intentions to use may be ill-formed or lacking in conviction or else may occur only after preliminary strivings to learn to use the technology evolve. Thus, actual usage may not be a direct or immediate consequence of such attitudes and intentions.

Sanchez-Franco and Roldan (2005) study of Web acceptance among experiential users and goal-directed users, on the relationship between PU and BI (H3) found that it was not significant among the experiential users, thereby rejecting H3. According to these authors, experiential users would not engage in an experiential and playful behaviour that also increases extrinsic rewards without previously adjusting their attitudes. However, usefulness-influence on intention to use web among goal-directed users is greater than among experiential, supporting H3a. Consequently, this study relates PEOU to PU and PU to BI with the following hypotheses:

    H1. PEOU is positively related to PU in e-recruitment adoption.

    H2. Perceived usefulness is positively related to behavioral intention to use e-recruitment for job search.

Perceived privacy risk (PPR)

In the consumer behavior literature and consumer decision-making process research, perceived risk (PR) concept is often considered. Since its introduction by Bauer (1960) and the introduction of internet, many IT researchers adopt this concept to study and understand the users' evaluation on these PRs as "obstacles" to computer technology adoption.

In fact, recent poll in Business Week reviewed the importance of internet privacy was underscored. According to the March 16, 1998 issue, 61 per cent of those not online said they would use the internet if they felt their privacy (Introna and Pouloudi, 1999), particularly, the teachers' resumes and applications could be protected (Gutterman et al., 1999). Galanaki (2002) also described that for e-recruitment businesses, the major ethical issue is the concern of confidentiality and trust during resume handling by e-recruiters. In short, given that PPR is inevitable for teachers posted resume's and applications and the possibility of being hacked, reviewed by employers, and subject to tempering by others. Therefore, the proposed hypothesis is as follow:

    H3. PPR adversely affects PU in e-recruitment adoption.

Performance expectancy (PE)

According to Compeau and Higgins (1995), outcome expectations exert a significant influence on individuals' reactions to computing technology. Bandura (1986) explained that the expected consequences of one's behaviour

might construe as an influence on affect (or liking) for the behaviour through a process of association. The satisfaction derived from the favorable consequences of the behaviour becomes linked to the behaviour itself, causing an increased affect for the behaviour.

In view of this, the author sets to test Bandura's first set of outcome expectation, that is, the expectation relates to outcome and introduces it as PE as an external variable to TAM. Teachers would view outcome expectation of e-recruitment useful if it is more effective than other recruitment sources. In this respect, they would expect positive PE as they might increase chances of being spotted by the e-recruiters' clients, reaching them in time, and spending less time on repeated applications. Hence, the performance expectation is expected to have direct influence on PU and behavioural intention to use e-recruitment and it is hypothesized that:

H4. Performance expectation outcome is positively related to perceive usefulness in e-recruitment adoption.

H4a. PE correlates with ASSE in e-recruitment adoption.

H4b. PE correlates with PPR in e-recruitment adoption.

Application specific self-efficacy (ASSE)

Self-efficacy as defined by Bandura (1986) is the people's judgement of their capabilities to organize and execute courses of action required to attain designated types of performances. It is concerned not with the skills one has but with judgements of what one can do with whatever skills one possesses. The self-efficacy construct has also been included in many studies involving the TAM, including those of Yi and Hwang (2003), Chau and Hu (2001), Igbaria et al. (1995), and Venkatesh and Davis (1996).

The result of Yi and Hwang (2003) study also confirmed that ASSE had a significant effect on ease of use (b ¼ 0.49, p, 0.001), supporting their hypothesis. The authors concluded that ASSE has been shown to exert a significant effect on system use over and above behavioural intention (BI). This confirms that both BI and ASSE are determinants of actual system use, a central dimension of technology acceptance behaviour. Therefore, the author suggests that ASSE is one of the external variables that should be considered along with BI. Thus, the following hypotheses are established:

H5. Application-specific self-efficacy is positively related to PU in e-recruitment adoption.

H5a. Application-specific self-efficacy correlates with PPR in e-recruitment adoption.

Perceived stress (PS)

In "internet Self-efficacy and the Psychology of the Digital Divide," Eastin and LaRose (2000) defined stress encountered while using the internet is the number of stressors encountered while online. Having trouble getting on the internet, the difficulty to complete the e-application forms, resume update reminder and computer freezes up are common examples. When teachers encounter such problems, it might lower expectation about successful interactions with the internet in the future. As the number of stressors encountered online increase, perceptions of success decrease and self-efficacy along with it.

Therefore, e-recruitment technology system designed for user-friendly is crucial. With the perceptions of some form of control, teachers would expect an easy to use e-resume blank in the e-recruitment platform. The internet stress, in particular, the PS experienced by e-recruitment users has not been studied. With teachers' perception on stress less system; PS becomes ease of use that will motivate them to frequent utilization of the technology. Hence, the proposed hypotheses are as follow:

H6. PS is positively related to PEOU in e-recruitment adoption.

H6a. PS correlates with PPR in e-recruitment adoption.

H6b. PS correlates with application-specific self-efficacy in e-recruitment adoption.

H6c. PS correlates with PE in e-recruitment adoption.

Therefore, given this empirical tested study of modified TAM and its significant causal link among the three constructs by previous researchers, the author attempts to use Structural Equation Modelling (SEM) to test these highly validated studies with PEOU, PU, as independent variables and BI as the dependent variable for this study.

Methods

Procedures and participants

To test the aforementioned hypotheses, an empirical study was carried out. The author initially engaged five "part-timers" in January 2007 to obtain the data from employed teachers with third-party e-recruitment experience but the success rate was low and the duration of collection exceeded the deadline set. Only 31 questionnaires were collected. With this experience, the author weighed the additional cost and time against hired cost and the probability of low response rate, thus opted for the Snowball Sampling (Patton, 1990) strategy as non-probability sampling.
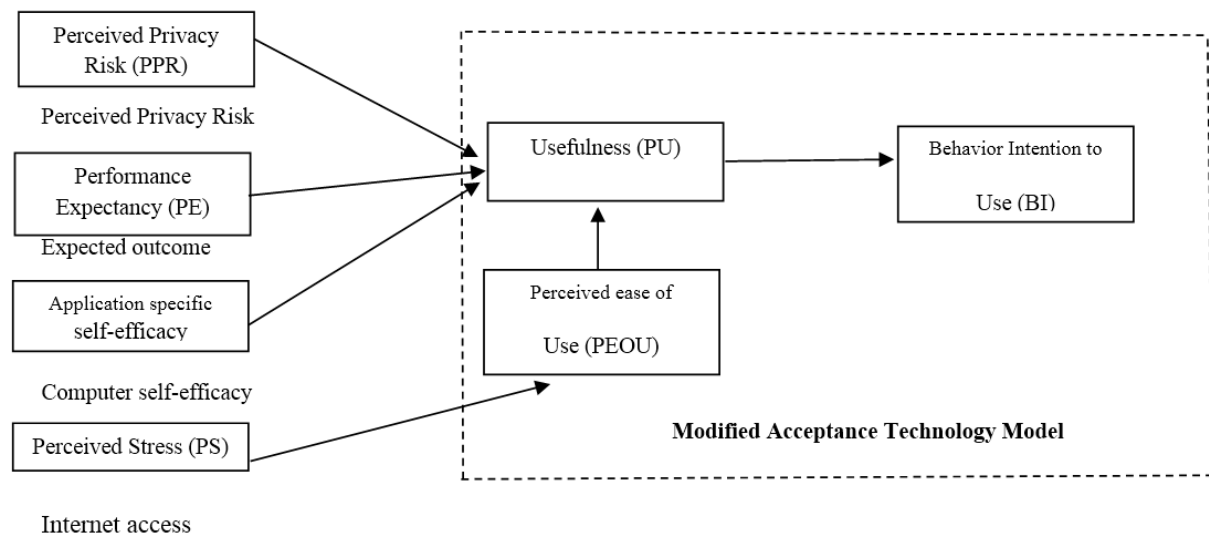
Figure 1: Model of E-recruitment Adoption Strategy

The respondents were asked to complete a six-page questionnaire that consisted of 31 items. All items were measured on a 5-point Likert type scale and respondents were asked to indicate their perceptions and experiences of the e-recruitment usage on each item ranging from "1 ¼ strongly disagree" to "5 ¼ strongly agree." A total of 283 respondents replied in which 20 percent of them by e-mails and 80 percent by hands and mails. After sorting those questionnaires with missing data, 262 sets were valid for analysis.

The 262 participants in this study consists of 136 males (51.1 percent) and 130 females (48.9) with the age group (SD ¼ 1.420) and the highest groups were 21-25 (24.8 percent), 26-30 (33.8 percent), 31-35 (19.5 percent), 36-40 (12.0 per cent), 41-45 (3.8 percent), 46-50 (3.8 percent), and above 50 (1.5 percent). The qualifications varied between secondary/high school to post graduates and higher but the highest percentage being the university (Bachelor Degree) category, with 133 (50.0 per cent) respondents.

Results

Estimation of measurement model

Using Statistical Package for the Social Science (SPSS) software version 12.0, the descriptive statistics and principal components exploratory factor analyses with varimax rotation were conducted. For the purpose of confirmatory factor analyses and the relationships between the constructs the conceptual framework was tested using Analysis of Moment Structures (AMOS) Version 4.01 (Arbuckle, 1997).

The evaluation process began by initially performing all the 31 observed variables at univariate level for normality. Examining the skew and kurtosis estimates all observed measures were less than the absolute value of three in terms of skew, and less than the absolute value of eight in term of kurtosis. Therefore, the univariate distributions looked reasonably symmetric. For multicollinearity test, the Pearson correlation matrix was performed. The matrix shows that none of the coefficients is greater than 0.8, indicating that it can be judged as no significant violation to the non-multicollinearity assumption Garson (2004, May).

Reliability analysis

The 31-items for employed teachers' e-recruitment experience and perception, which composed of 5-item PU scale, 5-item PEOU scale, 4-item PPR scale, 4-item ASSE scale, 4-item perceived stress (PS) scale, 4-item PE scale, and 5-item BI scale were tested and the internal consistency reliabilities are all above 0.7, which was intended as the minimum cut-off alpha measure (Cronbach, 1951). All the constructs met the internal consistency reliabilities with the lowest measure of 0.74 and highest 0.83.

Validity analysis

The validity of the scales was confirmed by considering the content validity, convergent validity, and discriminant validity (Hair et al., 1998). The convergent validity concept evaluations the extent to which two measurements of the concept may be correlated and using the Variance Extracted Calculation the computation displays that all the hypotheses meet the threshold value of 0.50. The content validity is confirmed following an extensive review of the job search and e-recruitment literatures.

The discriminant validity discusses is the degree that methods of different constructs are inside associated, dissimilar from other constructs and unique and can be evaluated by square root of the average variance extracted (AVE) between the constructs and their measures Hair et al. (1998). If the squared correlation coefficients (R^2) are

lower than AVE, the constructs have discriminant validity. This calculation rely on the constructs were found to be larger than the squared correlation coefficients (R^2). Table 2 also indicates the mean, SD, internal reliabilities, correlations, and AVE of the constructs. Thus, the instrument relatively passes in the three tests, which suggests strong convergent validity for the research variables.

Estimation of proposed causal model
The final approach to model assessment is to compare the proposed model with a series of competing models, which act as alternate explanations to the proposed model. In this way, the author can determine whether the proposed model, regardless of overall fit (within reasonable limits), is acceptable because no other similarly formulated model can achieve a higher level of fit. This step is particularly important when the chi-square statistic indicates no significant differences in overall model fit because there may always be a better-fitting model, even in the case of non-significant differences (Hair et al., 1998).

For the above purpose, Garson (2004) suggests by initially over fit the proposed model, then changing only one parameter at a time to obtain the parsimonious model with references to Chi-square ratio (x^2/df), NFI, TLI, CFI, root mean square (RMSEA), goodness-of-fit (GFI), and AGFI.

The initial results indicated the indices were within the acceptable level but both PS and PEOU measurement error terms were greater than one. Both PS and PEOU constructs were eliminated in turn. The final test-retest of the competing models required a total deletion of PS construct to achieve a parsimonious model with

Table: 2

Estimation of proposed causal model

		Mean	SD	ICR	1	2	3	4	5	6
1.	PE	2.96	1.17	0.80	0.73					
2.	ASSE	2.88	1.13	0.79	0.37	0.58				
3.	PPR	3.02	1.20	0.83	0.29	0.40	0.81			
4.	PEOU	3.39	1.21	0.75	0.00	0.086	0.10	0.63		
5.	PU	2.35	1.15	0.81	0.34	0.45	0.58	0.10	0.71	
6.	BI	2.49	1.04	0.74	0.23	0.27	0.36	0.06	0.33	0.73

Chi-square ratio (2.103), NFI (0.908), TLI (0.934), CFI (0.949), RMSEA (0.065), GFI (0.911), AGFI (0.870), and 90 per cent Confidence Interval (0.053, 0.076), which illustrations good psychometric properties.

Based on the results, the final set of PEOU construct with two components, PEOU 2 and PEOU 4 to PU was found to have low standardized regression weight. Therefore, from the causal perspective, the regression results suggest that PEOU is a weak antecedent to PU for e-recruitment adoption. The only moderately strong component relationship is PEOU2 to PU as articulated by active teachers are the flexibility to interact with the e-recruitment system with squared multiple correlations of R 2 of 0.597, which account for only 59.5 percent of the observed variance shown in Figure 2.

The PEOU with standardized regression weight of 0.072 was found to be non-significant path to PU. This means hypothesis H1 is not supported. In TAM literature, the original TAM model to have a stronger support of PEOU with PU and may actually be a prime causal predecessor of PU (Davis et al., 1989). Many past studies have also demonstrated that PEOU to PU was significant and positively related (Sanchez-Franco and Roldan, 2005; Ma and Liu, 2004; Featherman and Pavlou, 2003). However, other studies have different findings, indicating PEOU and PU relationship is inconsistent and weak. For example, the study by Morris and Dillon (1997) study showed its weak relationships on the influence of user perceptions on software utilization and (Klopping and McKinney, 2004; Yi and Hwang, 2003; Chau and Hu, 2001) the inconsistence to PU and attitude formation. This study observes with the last group of conclusions.

The path linear relationship between PU and BI is considerably strong with standardized regression weight 0.610, thus supporting H2. However, the squared multiple correlations (R 2) for BI were 0.372, which account for only 37.2 percent of the practical variance while clarifying the intention to use e-recruitment. The path linear relationship between PU and BI mentions that PU has a direct impact on BI and is a critical factor for employed teachers' approval of e-recruitment technology.

This finding is also consistent with the several recent TAM studies that recommend PU is more important than PEOU in defining whether or not to use a technology (Fusilier and Durlabhji, 2005; Venkatesh, 2000). The path PPR and PU is significant with standardized regression weight of 0.459.

This shows that hypothesis H3 is supported. In the PR literature, particularly privacy and security, privacy entices considerable attention as rising amounts of information flow through numerous electronic communication channels (Featherman and Pavlou, 2014). Similarly, employed teachers have the same concerned on privacy.

The above hypothesis H4 is not supported. The proposed PE causal path to PU was deleted to obtain the

final model fit indices. This means PE does not have direct effect on PU to use e-recruitment. The hypothesis H5 is supported with path coefficient 0.591, indicating that ASSE is positively related to PU in e-recruitment adoption. The total deletion of PS construct means H6. The summary of the main and sub-hypotheses is shown in Table 3.

Discussion and implications

Currently, it is a recognized fact that using internet for recruitment is a rising trend. This research has empirical studied the findings of the employed teachers' perceptions and experiences on adoption of e-recruitment for search job. This paper has noticed few key indicators to e-recruitment acceptance by based on the findings of the final model, thus contributing to the current knowledge in the human resources literature, particularly in recruitment. The PEOU construct indicates that the employed teachers could understand and become familiar with the operation of e-recruitment technology quickly over time.

Table: 3

Hypothesis results

	Hypothesis	Supported	Path coefficient (PC)/correlation (C)
H1:	Use perceived ease is positively correlated to perceived usefulness in e-recruitment adoption	No	0.072 * (PC)
H2:	Perceived usefulness is positively associated to BI to use e-recruitment for job search	Yes	0.610 * (PC)
H3:	Perceived privacy risk adversely affects perceived usefulness in e-recruitment adoption	Yes	0.459 * (PC)
H4:	Performance expectation is positively related to perceive usefulness in e-recruitment adoption	No	No
H4a:	Performance expectancy correlates with ASSE in e-recruitment adoption	Yes	0.75 * (C)
H4b:	Performance expectancy correlates with perceived privacy risk in e-recruitment adoption	Yes	0.45 * (C)
H5:	Application-specific self-efficacy is positively related to perceived usefulness in e-recruitment adoption	Yes	0.591 * (PC)
H5a:	Self-efficacy of application-specific correlates with perceived privacy risk in e-recruitment adoption	Yes	0.77 * (C)
H6:	Perceived stress is positively related to perceived ease of use in e-recruitment adoption	Construct deleted	
H6a:	Perceived stress correlates with perceived privacy risk in e-recruitment adoption	Construct deleted	
H6b:	Perceived stress correlates with application-specific self-efficacy in e-recruitment adoption	Construct deleted	
H6c:	Perceived stress correlates with performance expectancy in e-recruitment adoption	Construct deleted	

The total elimination of PS construct in the final model entails that although internet technology needs some computer skills for adoption, these employed teachers with working experiences may not discover usage of internet technology demanding due to daily usage and operation of computers. This enlightens that if people believe they can apply some control over stressors, they usually have less effect (Bernstein et al., 1997; Nairne, 2000; Kumar, 2014). Therefore, variation of PS dimension is not a concern to employed teachers for e-recruitment adoption.

Conclusion and Recommendation

This research finding indicates two important aspects for third party e-recruiters' policy makers and human resource management practices. It is obvious that the e-recruitment system and services require advance development to recruit employed teachers specifically the submissive talented candidates who used e-recruitment

policy for job market value assessment. The system development should integrate by:

- Finding the right technique in this technology to entice them in the initial stage of recruitment process;
- Finding the accurate system to auto- counterpart the candidates' knowledge, skill, and capabilities with the job requirements in the preliminary stage of selection process possibly by electronic sifting.

Mostly third-party e-recruitment web sites have integrated some kind of electronic sifting systems but commonly rely on the university teacher job searchers' input of their qualifications and their expertise in the database. However, using e-sifting may be very fast, but not necessary any more accurate (Lima, 2016). Future progress of this e-shifting system should consider this problem to construct the system more effective. Feedback on the system accuracy from university teacher job seekers and clients is endorsed (Melanthiou, Pavlou, & Constantinou, 2015). E-recruiters should also contemplate current improvement on the web site privacy protection, mainly shielding their members' personal information and resume's from being noticed by their employers. This development is possible if the system is intended to allow university teacher job seekers to make their own company from observing their applications. With the current rising costs in third-party e-recruitment, many corporate companies are now integrating their web sites for e-recruitment (Ahmed, Tahir, & Warsi, 2015). Therefore, further study should focus on comparison of the third-party effectiveness and corporate's e-recruitment approaches to recruit endowment employees with gender and race as moderating variables. The study of the threats among non-profit organizations, corporate companies, newspapers, and executive examine e-recruitment to third-party e-recruiters is also suggested.

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