Applying Technology Acceptance Model to E-recruitment Context

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Abstract:
Nowadays, online recruiting has become a major recruitment tool for many organizations. However, little is known about jobseekers' reactions to this new technology. This article uses Technology Acceptance Model as the core research framework to identify factors influencing applicants' intentions in using organizations' recruitment websites. Data gathered from 332 job applicants at System Group Corp. show perceived usefulness and perceived ease of use – as core constructs of TAM model – are two main factors that predict jobseekers' behavioral intentions to use recruitment websites. The paper provides an insight for HR practitioners on the effective use of e-recruitment website and the strategy to attract potential job seekers for employment.

Keywords: E-recruitment, Technology Acceptance Model, Perceived Usefulness, Perceived Ease of Use

1. Introduction:

Today, the Internet is a popular method to recruit potential employees; with over 90% of Fortune 500 companies using some form of online recruiting (Feldman & Klaas, 2002). Job seekers are also conducting their searches online; with over 52 million Americans have used online job searches (Jansen, Jansen, and Spink, 2005). Online recruiting and hiring as a business tool has not only changed the way companies recruit employees and how job seekers search for jobs, it has also impacted both parties involved.

Although current trends point to the growing importance of organizational recruitment and organizational web sites as key components of strategic human resources, little is known about how web sites affect applicant attraction (Cober et al., 2004). More specifically, very little is known about the factors through which organization's web sites influence individuals intentions to use e-recruitment. In fact, recruitment research has been criticized in the past both for not being sufficiently theoretical (Barber, 1998) and for failing to consider issues that are important to organizations (Rynes, 1991).

If the effectiveness of an organization's web site in attracting potential employees is considered to be a crucial determinant of an organization's ability to generate qualified applicants (Willianson et al., 2003), identifying the factors that influence jobseekers' attraction to organization website has to be a high priority.
This fact was highlighted by a recent study of college students reporting that 26% of students rejected potential employers from job search consideration because of the poor design of their web sites (Karr, 2000).

This paper attempts to use Technology Acceptance Model (TAM) introduced by Davis, (1989) – as one of the most successful models explaining the user/technology adaption – to identify some factors influencing jobseekers' behavioral intentions in using e-recruitment websites. The findings of the current paper not only provides an insight for managers on the effective use of organizations' recruitment websites but also, by providing a sound theoretical framework, would help to eliminate the shortcomings associated with former studies in the area of online recruitment.

To begin our discussion, we first review the existing online recruitment literature. We then explain Technology Acceptance Model as our research framework, and introduce the related hypotheses. Finally, we explain the practical implications of the research, as well as our study limitations.

2. Literature Review

Nowadays, one of the newest methods to identify potential employees is e-recruitment technology. Without a doubt, internet and information technology have influenced many aspects of human resource management, however, the recruitment have been the most exposed processes to these influences. In fact, internet has replaced most internal and external recruitment methods. In 1989, 29 percent of Fortune 500 companies used their website to recruit new employees. Today, more than 88 percent of these companies use e-recruitment – 38 percent of them only use online recruitment method (McConnell, 2002).

The term online recruitment (OR), e-recruiting, cybercruiting, or Internet recruiting, imply the formal sourcing of job information online (Galanaki, 2002). It is fairly a new practice. The first references to e-recruitment appear in articles of the mid-1980s (Gentner, 1984; Casper, 1985), while systematic reference to the e-recruitment in the HR journals begins almost a decade later, in the mid-1990s, when IT companies and universities begin to use internet extensively.

Due to novelty of the term, different authors have different concepts of what online recruitment consists of (cf., CIPD, 1999). In this paper we take a view on e-recruitment that has been promoted by Borstorff et al. (2006, p. 9): "Online recruiting is the process of recruiting through company websites or commercial job sites that promotes employment opportunities and retrieves potential employee information".

There are two general methods of Internet recruitment (Kroustalis, 2009). One method is the use of job boards (e.g., Monster.com), which essentially function like newspaper advertisements on the web. That is, general information about job openings at various organizations are posted in much the same way that organizations post job advertisements in the employment sections of newspapers. While job boards provide a searchable centralized repository for information about available positions, typically they do not provide much additional information over and above that found in traditional recruitment media.

In contrast, a second method of Internet recruitment, dedicated 'careers' sections embedded within organizations' main websites, provide much more information compared to traditional recruitment media and Internet job boards. The 'careers' sections of organizations' official websites typically not only provide information about current open job positions within the organization, but also information regarding the culture of the organization, organizational policies, mission and value statements, employee testimonials, and information regarding benefits, rewards, and organizational programs and initiatives (Cober et al., 2000). The additional information beyond what is typically provided by traditional recruitment media and job boards may increase viewers' abilities to identify the culture of the organization. If job seekers can gather this type of information from the recruitment website, they can use it to better assess their fit with the organization’s culture and how attracted they are to the organization before they make a decision to apply. This will ultimately benefit both the organization and the job seeker.
Despite evidence that company recruitment web sites are an important means by which individuals initially gather information about prospective employers, we are aware of only a few theoretically grounded studies that have examined factors that influence jobseekers' intentions to use organizations' recruitment websites (e.g., Anderson, 2003; Cober et al., 2004; Williamson et al., 2003). Cober et al., (2000) developed a conceptual model of how structural model of the recruitment website can influence website effectiveness. In the same line, Dineen et al., (2002) examined how the level of person-organization (P-O) fit feedback, provided by organizations' recruitment websites, can influence job applicants' perception of organizational attraction.

Although, these researches provide important information about how firms can use recruitment websites to attract more applicants, the need to introduce a more theory-driven explanation of e-recruitment adoption and factors influencing jobseekers' behavioral intentions to use organizations' recruitment websites is felt (Barber, 1998).

The present study attempts to address this issue by applying the highly validated Technology Acceptance Model (TAM), and its core constructs, developed by Davis (1989) as the research framework to analyze and understand e-recruitment adoption.

2.1. Technology Acceptance Model (TAM)

In IT literature, the TAM is the most influential 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 behavior. The main purpose of TAM was: to provide an explanation of the determinants of computer acceptance that is generally, capable of explaining user behavior 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).

Numerous empirical studies have found that TAM consistently explains a substantial proportion of the variance (about 40%) in usage intentions and behavior (Venkatesh and Bala, 2008), and TAM compares favorably with alternative models such as the Theory of Reasoned Action (TRA) and Theory of Planned Behavior (TPB) (Venkatesh and Davis, 1996). As of December 2007, the Social Science Citation Index listed over 1,700 citations to the two journal articles that introduced TAM (Davis, 1989; Davis et al., 1989).

TAM theorize that an individual's behavioral intention to use a system is determined by two beliefs: perceived usefulness, defined as the extent to which a person believes that using a system will enhance his or her job performance, and perceived ease of use, defined as the extent to which a person believes that using a system will be free of effort (Venkatesh and Davis, 1996). According to TAM, perceived usefulness is also influenced by perceived ease of use because, other things being equal, the easier the system is to use the more useful it can be (Venkatesh and Davis, 1996).

Many researchers' empirical studies have replicated and tested the model under different conditions for TAM's extended variables as general measures by explicitly including IT acceptance variables (e.g., Davis et al., 1992; Compeau and Higgins, 1995; Ma and Liu, 2004). However, Davis et al. (1989) TAM assumes that perceived ease of use and perceived usefulness are of primary relevance for computer acceptance.

In the next section, with a full introduction of these two core constructs of TAM - perceived ease of use and perceived usefulness – the research hypotheses are presented and the research framework is explained.

2.1.1. Perceived Usefulness (PU)  

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." Within an organizational context, people are generally reinforced for good performance by raises, promotions, bonuses, and other rewards (Pfeffer, 1982). A system high in perceived usefulness, in turn, is one for which a user believes in the existence of a positive use-performance relationship.
Organizations' recruitment websites often support jobseekers with comprehensive job information including, salary information, benefits, rewards, and organizational programs (Cober et al., 2000). 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 jobseekers into adopting the technology for job search (Tong, 2008).

2.1.2. Perceived Ease of Use (PEU)

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." This follows from the definition of "ease": "freedom from difficulty or great effort." All else being equal, we claim, an application perceived to be easier to use than another is more likely to be accepted by users. On the contrary, a complex system, that is difficult to use, is less likely to be adopted since it requires significant effort and interest on the part of the user (Teo, 2001). As perceived ease of use has an inverse relationship with the perceived complexity of use of the technology, it affects perceived usefulness. TAM thus posits that perceived usefulness is influenced by perceived ease of use (Sanchez-Franco and Roldan, 2005).

Similarly, in the e-recruitment context, jobseekers would prefer the system if it is easy to use compared to other methods of job applications.

2.1.3. Behavioral Intention

Bagozzi et al. (1992), believe that new technologies (e.g., recruitment websites) are complex, making users to be uncertain about the successful adoption of them. Thus, people form attitudes and intentions toward trying to learn to use the new technology prior to initiating efforts directed at using (Tong, 2008). Sanchez-Franco and Roldan (2005) study found that the relationship between perceived usefulness and behavioral intention was strong among goal-directed users. Consequently, this study relates PEOU to PU and PU to BI with the following hypotheses:

**H1:** Perceived Ease of Use (PEU) positively influences Perceived Usefulness (PU) in E-recruitment adoption.

**H2:** Perceived Usefulness (PU) positively influences Behavioral Intention (BI) to use organization's e-recruitment website.

Therefore, given empirical tested studies of modified TAM and the significant causal link among the three constructs by previous researchers, the author attempts to use Structural Equation Modeling (SEM) to test these highly validated studies with PEOU, PU, as independent variables and BI as the dependent variable for this study. The research framework is also illustrated in Figure 1.

![Figure 1. Research framework for jobseekers e-recruitment technology adoption](image-url)
3. Method

3.1. Participants

The participants of the study were 347 applicants for System Group Corp. While having more than 1200 employees, System Group Corp. is considered to be the biggest active organization in manufacturing software technologies in Iran. The data was gathered in a two-month period, during which 421 applicants logged on to the organization's website. From among these applicants, 347 questionnaires were gathered by the researcher, and at the end, a number of 332 questionnaires were analyzed (response rate 82%). The respondents of the study included 63 percent male, 73 percent single, and the majority of them ranged between 21 to 25 years old. Participation was completely anonymous and on a voluntary basis.

3.2. Procedure

The researchers did not have access to the actual application data due to stringent privacy regulations. Rather, data on the measures were collected using an online questionnaire that was administered subsequent to the online application procedure. We will first describe the data that were collected as part of the application procedure followed by a description of the research questionnaire.

3.2.1. Application Procedure

Applicants could search for positions on the System Group official website. Here, candidates could find general information on the organization and its conditions of employment. More specifically, information could be found on the organization’s culture, structure, development opportunities, and benefits.

All applicants had to fill out an online form after they had accepted a privacy statement. The form consisted of information on contact details, date of birth, gender, education, and qualifications obtained from college, work experience, and skills. In addition, applicants had the opportunity to give additional information and to upload personal documents such as a curriculum vitae.

3.2.2. Research Questionnaire

After completion and submission of the online application, a questionnaire was presented in a pop-up window on a separate web page. This questionnaire was also accessible via a link which could be found in an email confirming the receipt of the applicant’s online application. The confirmation email was sent immediately after the online application had been submitted. A short introductory text accompanied the link to the online survey.

3.2.3. Measures

The questionnaire was preceded by a short introductory text. Anonymity and confidentiality of the participants’ responses were emphasized. It was explicitly mentioned that responses could not affect the selection process in any way and that the company did not have access to individual responses. It took respondents approximately 5 min to complete the questionnaire. The questionnaire was offered in both Farsi and English languages. Translations were made from English to Farsi, which were checked by native speakers. All responses were assessed on the following five-point Likert scale (1=completely disagree, 3=neutral, and 5=completely agree), with the exception of items on general background information. The questionnaire was consist of 18 items.

To assess behavioral intentions (BI) the measure of Tompson et al., (2008) were obtained. This construct was assessed by five items. Example item is "I would like to work for this organization". Perceived ease of use and perceived usefulness each assessed using five (Williamson et al., 2003) and eight (Palmer, 2002)
items scales, respectively. Where applicable, the original wording 'computerized process' was replaced by 'online application process' for consistency throughout the questionnaire. Example items are "My interaction with online application processes was clear and understandable"; and "The organization's recruitment website provides all the information required to apply for job". At the end of the survey, space was provided for remarks or suggestions and respondents were thanked for their participation.

4. Analysis

The descriptive characteristics of the sample (Table 1) were assessed using SPSS 11.0 statistical package, based on the guidelines provided by Dimitriadis (2003). The research model (Figure 1) was tested using structural equation modeling (SEM) using LISREL 8.7. As it has been suggested, the structural equation approach has several advantages over traditional analyses (Bagozzi and Yi, 1989).

Data were analyzed using the two-step approach suggested by Anderson and Gerbing (1998) and. In the first step, a confirmatory factor analysis (CFA) was performed, which helps assess the adequacy of the measurement model (Chang, 1998), or in other words, "[. . .] the measurement models (or confirmatory factor models) specify how hypothetical constructs are measured in terms of the observed variables" (Lin and Lee, 2004). In the second step of the data analysis, the structural model is tested using SEM; structural equation models specify causal relationships among latent variables (Lin and Lee, 2004).

Table 1. Correlation Matrix of latent constructs

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>PEU</th>
<th>PU</th>
<th>BI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived Ease of Use</td>
<td>3.58</td>
<td>1.06</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived Usability</td>
<td>4.02</td>
<td>0.50</td>
<td>0.84</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Behavioral Intention</td>
<td>2.91</td>
<td>0.97</td>
<td>0.66</td>
<td>0.74</td>
<td></td>
</tr>
</tbody>
</table>

Note: * Significant at the $p < 0.05$

5. Results

3.3. Measurement Model

3.3.1. Content Validity

An instrument can be valid on the grounds of the content of the measurement items (Straub, 1989). As Bock and Kim (2002) explain, content validity is related to how representative and comprehensive are the items that are used to create a scale. In this study, the content validity is confirmed following an extensive review of the job search and e-recruitment literatures.

3.3.2. Construct Validity

Construct validity is actually an operational issue: "[. . .] it asks whether the measures chosen are true constructs describing the event or merely artifacts of the methodology itself" (Straub, 1989). There is a large number of aspects regarding construct validity offered by the psychometric theory (Bagozzi et al., 1991). Construct validity of an instrument can be tested in terms of convergent and discriminant validity (Straub, 1989). In this study, construct validity is assessed through confirmatory factor analysis (CFA).
Convergent validity was tested by examining the factor loading of each construct (item) using CFA. The results of the measurement model fit are summarized in Table 2. In more detail, factor loadings ranged from 0.36 (PU4) to 0.92 (PU6), all of them exceeding the recommended cut-off value of 0.5, suggested by Straub (1989), for a sample of 332 observations at a 0.05 level of significance (p < 0.05). It should also be noted that, there are suggestions in the literature of accepting a threshold of 0.35 for factor loadings (Ryu et al., 2003).

### Table 2. Measurement model fit

<table>
<thead>
<tr>
<th>Latent construct</th>
<th>Item</th>
<th>Factor Loading</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioral Intention (BI)</td>
<td>B11</td>
<td>0.54</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B12</td>
<td>0.51</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B13</td>
<td>0.60</td>
<td>0.7912</td>
</tr>
<tr>
<td></td>
<td>B14</td>
<td>0.79</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B15</td>
<td>0.39</td>
<td></td>
</tr>
<tr>
<td>Perceived Ease of Use (PEU)</td>
<td>PEU1</td>
<td>0.68</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PEU2</td>
<td>0.82</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PEU3</td>
<td>0.70</td>
<td>0.8693</td>
</tr>
<tr>
<td></td>
<td>PEU4</td>
<td>0.41</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PEU5</td>
<td>0.55</td>
<td></td>
</tr>
<tr>
<td>Perceived Usefulness (PU)</td>
<td>PU1</td>
<td>0.48</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PU2</td>
<td>0.76</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PU3</td>
<td>0.63</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PU4</td>
<td>0.36</td>
<td>0.8152</td>
</tr>
<tr>
<td></td>
<td>PU5</td>
<td>0.69</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PU6</td>
<td>0.92</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PU7</td>
<td>0.87</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PU8</td>
<td>0.82</td>
<td></td>
</tr>
</tbody>
</table>

Note: Factor loadings are from CFA.

Composite reliability helps assess the internal consistency of the measurement model (Chatzoglou and Vraimaki, 2009). There are many propositions in the relative literature regarding the reliability measures. Chin (1998) suggests that 0.7 should be the recommended value for a reliable construct value, while Bagozzi and Yi (1988) recommend the benchmark of 0.6. In this study, the composite reliability of the latent constructs exceeds even the highest of the above recommended cut-off values (0.8), apart from BI that is only marginally below (0.7912).

### 3.3.3. Overall Model Fit

The overall model fit was assessed using four common fit measures from two perspectives: absolute fit and comparative fit (Ryu et al., 2003). In more detail, the absolute fit measures used in the evaluation of the CFA model are: $\chi^2/df$ (root mean square error of approximation), and goodness-of-fit index. Comparative fit index was used to measure comparative fit. Table 3 summarizes the overall fit indices of the CFA model. The CFA indicated that the measurement model fitted the data to a very satisfactory level, as all fit indices are above commonly accepted levels.

### Table 3. Overall fit of the CFA model

<table>
<thead>
<tr>
<th>Model-fit Index</th>
<th>Scores</th>
<th>Recommended Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2/df$</td>
<td>1.77*</td>
<td>1 &lt; $\chi^2/df$ &lt; 2</td>
</tr>
<tr>
<td>Root mean square error of approximation (RMSEA)</td>
<td>0.024**</td>
<td>&lt; 0.1</td>
</tr>
<tr>
<td>Goodness-of-fit index (GFI)</td>
<td>0.932**</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Comparative fit index (CFI)</td>
<td>0.986**</td>
<td>&gt; 0.9</td>
</tr>
</tbody>
</table>
3.4. Hypotheses Testing Results

H1 and H2 proposed a positive influence of perceived ease of use (PEU) on perceived usefulness (PU) and a positive influence of PU on behavioral intention (BI) to use organization’s recruitment website, respectively. As shown in table 4 The resultant coefficients indicate that PEU has the strongest affect on PU (path coefficient: 0.82), followed by direct affect of PU on BI (0.71). Both path coefficients were significant at the p < 0.05 level. These results seem to support previous studies, which indicate a positive direct effect of perceived usefulness, as well as, indirect effect of perceived ease of use – as the main constructs of TAM – on behavioral intention to adopt new technology (e.g., Venkatesh and Davis, 2000; Sanchez-Franco and Roldan, 2005; Tong, 2008). This suggests that these two constructs can be among the most important factors which influence jobseekers' intention to use organizations' websites and even following employment decisions.

| Table 4. Hypotheses testing results |
|-----------------------------------|-----------------|-----------------|-----------------|
| Hypotheses | Path | Path Coefficient | Remarks |
| H1          | PEU → PU | 0.82* | Positive Supported |
| H2          | PU → BI  | 0.71* | Positive Supported |

Note: * Significant at the p < 0.05

6. Discussion and Managerial Implication

In the final model of the study, perceived usefulness and perceived ease of use have strong path coefficients (0.71 and 0.82 respectively) in relation with behavioral intentions. Thus, from a causal point of view, the results of structural equation modeling confirm a strong causal relation between PEU and PU in one hand, and PU and BI on the other hand. The linear relation between PU and BI suggests that the perceived usefulness construct has a direct positive effect on applicants' behavioral intentions to use recruitment websites. These findings are in line with those found in the latest studies done by Igbaria et al., 1996; Chau, 1996; Venkatesh, 2000 – suggesting that PU is considered to be a more crucial factor in technology acceptance than the PEU.

Cober et al. (2003) suggest that the utility of interactive tools – such as organizations' recruitment websites – depends on the extent to which their design positively affects user access to valued information (i.e., usefulness). Although usefulness is a perception, as suggested by Agarwal and Venkatesh (2002), it is possible to identify those system features that contribute to a user’s perception of website usefulness.

Cober et al. (2003) believe the following system feature considerations could be helpful to design a recruitment website that is perceived useful by job applicants: first, a recruitment website should be designed in a way that at any given time, job applicants would be able to determine where they are on the website, where they have been, and where they can go (Neilson, 2000); second, feedback mechanisms for applicants and the availability of response from the website are required for the website (Palmer, 2002); and finally, in e-recruitment context, organizations must consider the wide variety of information job seekers require and desire and ensure that it is made easily available (Palmer, 2002).

Perceived ease of use (with a path coefficient of 0.82) has strong causal relation with perceived usefulness. In literature, the original model of TAM reports a stronger relation between these two constructs
In addition, many past studies have found a significant positive relation between PEU and PU (Sanchez-Franco & Roldan, 2005; Ma & Liu, 2004; Teo, 2001). In this regard, identifying factors that influence applicants' perceived ease of use can help organizations to attract prospective employees. For example, Computer Self-Efficacy has found to be an important factor influencing PEU (cf., Yi and Howang, 2003; Chau and Hu, 2001; Igbaria et al., 1995; and Venkatesh and Davis, 1996). Computer self-efficacy is defined as individuals' beliefs about their abilities to competently use computers (Compeau and Higgins, 1995). A simple and user-friendly design of the recruitment website, the presence of users' guide, and step-by-step help support are among the factors that foster CSE and eventually can cause PEU to increase.

Some studies also indicate perceived stress as a determinant of perceived ease of use in e-recruitment adoption (Easten and LaRose, 2000; Tong, 2008). 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 (Tong, 2008). It is obvious that eliminating these sources of stress could increase PEU and consequently boost applicants' behavioral intentions to use e-recruitment websites.

### 7. Limitations and Directions for Future Researches

The present study is among the first attempts to examine a theory-driven explanation of e-recruitment adoption. However, as it only uses two main constructs of technology acceptance model (PU and PEU), the study fails to provide a comprehensive framework of factors influencing jobseekers' behavioral intentions to use organizations' recruitment websites. Many past TAM studies replicated and tested the model under different conditions for TAM's extended variables as general measures by explicitly including IT acceptance variables, such as extrinsic and intrinsic motivators (Igbaria et al., 1995; Davis et al., 1992), computer self-efficacy (Agarwal et al., 2000; Compeau and Higgins, 1995). In future e-recruitment researches, the same needs to be done to reach a better explanation of e-recruitment adoption.

Moreover, while the results of our study suggest that perceived ease of use and perceived usefulness influence behavioral intentions to use organizations' recruitment websites, we did not measure applicants' actual job pursuit behaviors. There is considerable evidence to indicate that measures of applicant attraction relate to actual job pursuit behaviors (e.g., Cable & Judge, 1996; Turban et al., 1995), however, this study could be enhanced by the inclusion of objective measures of job pursuit behavior.

Furthermore, although respondents were assured that their responses were treated confidentially and anonymously by researchers, it remains questionable if results were affected by socially desirable response tendencies. However, this is unavoidable in the context of a real-life website for organizational recruitment.

Despite these limitations, our research has several strengths. This study is among the first to examine how technology acceptance model can identifies factors influencing e-recruitment adoption. In addition, our finding that applicants' behavioral intentions to use recruitment websites can be explained by individuals' perceptions of website usefulness and ease of use suggests that theory and practice related to organizational web-based recruitment can benefit from an understanding of information technology research. Finally, as mentioned earlier, the current study was performed in a genuine recruitment situation where we had a unique opportunity to be able to evaluate the impact of perceived ease of use and perceived usefulness during the 2-month period that this study remained live on the System Group Corp. recruitment website. As a result, findings of the research can be better generalized to real-life situations where organizations use their websites as a recruitment tool.

### 8. Conclusion
In today's competing world, the success of recruitment efforts in organizations is bound with attracting an appropriate group of qualified job applicants using the least possible sources. E-recruitment – as a growing recruitment tool – is not an exception. Therefore, identifying factors that influence e-recruitment success in attracting the qualified group of applicants should be a high priority. Using a TAM model in the area of e-recruitment, this study tried to identify two of the most influential factors on the applicants' behavioral intentions to use organization recruitment website and the consequent employment decisions.

9. References
