Predictors of Attitude and Intention to Use E-recruitment among Human Resource Management Practitioners in the Province of Romblon

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ABSTRACT

This study determined the perceptions of the human resource management (HRM) practitioners in the province of Romblon about e-recruitment. Significant predictors of their attitude and intention to use e-recruitment were also analyzed using the Technology Acceptance Model (TAM). Variables such as age, sex, years of experience as an HRM practitioner, awareness of e-recruitment, proficiency in technology use, perceived ease of use, perceived usefulness and attitude towards e-recruitment were tested. Thirty-one HRM practitioners were surveyed online using a modified questionnaire on e-recruitment perceptions. Results revealed that the respondents have highly favorable perceptions about e-recruitment. Their attitude towards e-recruitment was mainly influenced by their perceptions of ease of use and usefulness (R^2=66.7%). On the other hand, their intention to use e-recruitment is influenced by their attitude towards this technology, their awareness of it, and their length of experience as HRM practitioners (R^2=84.9%). Findings also show that Facebook is the top platform used in e-recruitment which supports the emerging trend on what scholars dub as social recruitment. For agencies planning to automate the recruitment process, the platform must be perceived to be easy to use and useful to foster a positive attitude and better intention to use the e-recruitment technology. HRM practitioners are encouraged to keep abreast and aware of the HRM-related technologies in their field towards a better and improved HRM system in general.

Keywords: *e-recruitment, Technology Acceptance Model, perceived ease of use, perceived usefulness, attitude towards e-recruitment, intention to use e-recruitment, e-recruitment factors*

INTRODUCTION

Three times, the researcher was asked by a particular Unit in the University where she is working to help them look for applicants on an opening on a job-order basis. She posted the job vacancy on her Facebook (FB) account with 5,000 followers. She noticed that many friends shared her post. She was also told that many applicants responded to the post. Later she observed that the Unit came to life. The head of the Unit thanked her because they were able to recruit the applicants that were the best fit for the job. Other units were curious how they were able to hire those talents, and the reply was a resounding, "We asked Ma'am Sweet to post it on her FB account!"

This experience was a point of realization to the researcher about the potential of online platforms in recruiting the best applicants that can greatly contribute to the goals of an organization. This practice has never been more relevant than this time of the pandemic. Since mobility is still restricted, the hiring process has become a challenge. However, the situation also forced human resource management (HRM) practitioners to explore the potential of technologies, such as social networking sites or other online platforms that can serve as channels for recruiting employees.

However, the challenge is much greater for an archipelagic island province like Romblon. While the pandemic has forced people to rely on digital technologies to do business, many are still not receptive to the automation and digitization of organizational processes, like e-recruitment in the HRM unit of the organizations in the province.

This study operationalizes the definition of e-recruitment, also known as online recruitment,

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electronic recruitment, cyber recruitment or internet recruitment, as the use of cloud-based recruitment software, web-based resources, internet or other technology to advertise, post vacancies, provide information about the job and the organization, enable e-mail communication to take place between employers and candidates, find, attract, interview and hire new personnel.

In general, the use of technology, e-recruitment in this case, is supported by the Technology Acceptance Model (TAM), which posits that the use of technology is mainly anchored on the users' intention, which is influenced by their attitude. Their attitude is also affected by their perceptions and other variables.

E-recruitment

Different authors have different ideas about what e-recruitment entails. Electronic recruitment is also known as online recruitment, cyber recruiting, or internet recruiting. The process of looking for and hiring the best candidate qualified (from within or outside of an organization) for a job in a cost-effective and timely manner is referred to as e-recruitment (Bhupendra & Swati, 2015). The use of web-based resources for activities such as searching for, attracting, assessing, interviewing, and hiring new employees also falls under the definition of e-recruitment. According to Dokey & Abunar, 2021, e-recruitment is a process that uses the internet for advertising or posting vacancies, providing information about the jobs and the organization, and enabling e-mail communication between employers and candidates. It also refers to the process of finding, attracting, interviewing, and hiring new employees by utilizing cloud-based recruitment software, web-based resources, and other technology. The goal of e-recruitment is to make hiring processes more efficient and cost-effective (Meah & Sarwar, 2021).

Benefits of E-recruitment

The use of e-recruitment has several benefits for employers, as reported in the works of Gairola (2019), Reeshu Singh (2020), Meah and Sarwar (2021), Hosain et al. (2020) and Rahman et al. (2020). For the benefit of employers, e-recruitment covers a broader scope. It is time-saving. It also has cost-saving and advertising benefits. It makes the search easier and removes unqualified candidates in an automated way. It can provide 24/7 access to an online collection of resumes. It helps communicate the employer's image and culture better. It makes the recruitment process faster, more accountable and standardized. It increases the diversity of applicants and provides better management information on applicants. Finally, it helps find the right candidate for the job.

Technology Acceptance Model

In IT literature, the TAM is the most influential model used to measure technology acceptance. Several studies have found that TAM consistently explains a significant portion of the variance in usage intentions and behavior (around 40%). According to TAM, a person'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 improve their 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 (Yusuf et al., 2021).

Intention to Use Technology

With the introduction of online recruitment tools, it appeared that people's behavior had changed. On the one hand, recruitment officers may benefit from using these tools because they can review applications in the comfort of their office 24 hours a day, seven days a week. On the other hand, job applicants, particularly Generation Y or Z, may find this a more convenient way of applying because it is less expensive.

It was proposed that the use of online recruitment tools aids in the application process while safeguarding jobseekers' sensitive information (Mahmood, & Ng, 2017). However, the recruitment office's perceptions may influence the intention and actual use of the tools. These perceptions may be based on their perceived ease of use, perceived usefulness, and attitude. According to a previous study, perceived ease of use and perceived usefulness of e-recruitment tools significantly impact willingness to use them (Ekanayaka, & Gamage, 2019).

Attitude Towards the Use of Technology

The attitude of users toward e-recruitment influences their intention to use technology (Grimaldo et al., 2020; Grimaldo & Uy, 2020; Hariwibowo, 2017). It is a motivator for technology adoption (Kahlid et al., 2020; Silva et al., 2017) and one of the factors influencing its use in e-recruitment (Grimaldo & Uy, 2020; Rathee & Bhuntel, 2018). Attitude is regarded as an important predictor of a user's willingness to engage in e-recruitment. On the contrary, it was proposed that while users may have a positive attitude, concerns about data privacy may not affect their intention to use an electronic tool (Grimaldo et al., 2020).

Perceived Ease of Use of Technology

The perception of ease of use of technology refers to a person's belief that technology is simple to use. It was proposed that online recruitment is simple to use and has a positive effect on user attitudes (Buil et al., 2020; Hosain et al., 2016). As a result, it significantly impacts a candidate's intention to apply (Grimaldo et al., 2020; Hosain et al., 2016). Furthermore, perceived ease

of use of technology influences users' intention to use e-recruitment (Ekanayaka & Gamage, 2019; Zhang et al., 2018), as it is established to be the most critical factor in its reuse.

On the contrary, researchers discovered that perceived ease of use had no effect on users' attitudes toward e-recruitment tools and had no significant impact on their behavioral intention to use the tools for job applications (Hariwibowo, 2017; Zaremohzzabieh et al., 2016). Furthermore, while perceived ease of use may positively impact user attitudes, the impact was not strong enough to influence users' adoption of technology (Silva et al., 2017).

Perceived Usefulness of Technology

Perceived usefulness of technology refers to a person's belief that using technology will improve their work performance, making them more productive. There have been studies on the acceptance of technology by users at various levels of application. According to the findings of a similar study, perceived usefulness had a positive effect and has a significant impact on one's attitude toward the use of technology (Banerjee & Gupta, 2019; Buil et al., 2020; Hafeez et al., 2018; Hariwibowo, 2017; Priyadarshini, et al., 2017).

Previous research has shown that the perceived usefulness of technology influences users' behavioral intentions (Zhang et al., 2018) and positively affects behavior intention (Selvanathan et al., 2019). It is related to their desire to use the tool specifically in E-HRM.

Hariwibowo (2017), on the other hand, discovered that perceived usefulness does not affect intention to use. Furthermore, Grimaldo et al., (2020) discovered that the perceived usefulness of the recruitment tool was not significantly related to both the attitude and intention of the recruitment officers to use such a tool.

Other Predictors of Intention to Use Technology

Gender may play an important role in determining someone's willingness to adopt new technology. It has been established that males are more technologically skilled than females (Goswami, & Dutta, 2016). As a result, male respondents may have a more positive perception of the usability and utility of technology. In contrast, it was also proposed that, when it came to technology adoption, gender did not play a role, but that it was more dependent on the respondents' perception of the benefits, usefulness and ease of use.

An awareness of the existence of technology was associated with a better intention of using the technology (Ahmed et al., 2016). An experience in the job and age were related to the intention to use the technology relevant to the job in the context of mobile learning (Chao, 2019). Razak and Rahman (2021) claimed that technical proficiency could result in continuing to use technology.

The conflicting findings of the previous studies and the inclusion of other variables associated with one's attitude and their intention to use a particular technology justified the conduct of this study in the context of Romblon province.

Objectives of the Study

This study was conducted to determine the perceptions about e-recruitment among human resource management (HRM) practitioners in the province of Romblon and to determine the factors that can significantly predict their attitude and intention to use e-recruitment. Specifically, this study aimed to determine the proficiency of HRM practitioners in using computers, laptops or desktops, internet and mobile phone technologies; their awareness of e-recruitment, its ease of use, usefulness, their attitude towards it and their intention to use it. The predicting power of age, sex, years of experience as an HRM practitioner, awareness of e-recruitment, proficiency in technology use, perceived ease of use of e-recruitment, perceived usefulness of e-recruitment, and attitude towards e-recruitment on their intention to use e-recruitment were tested. The predicting power of the first seven variables was also tested on attitude towards e-recruitment.

METHODOLOGY

Participants

The study participants were the 31 Human Resource Management practitioners in the province of Romblon. They were from the provincial government (2) and local government units such as Alcantara, Banton, Corcuera, Ferrol, Looc, Magdiwang, Odiongan, Romblon (2), San Agustin, San Fernando, San Jose, Santa Fe, and Santa Maria. Participants from the government line agencies were from the Civil Service Commission (2), Department of Agrarian Reform, Department of Trade and Industry, Land Transportation Office, Philippine Statistics Authority, and Odiongan Water District. Respondents from the academe were from Romblon State University and Erhard Systems Technological Institute. Cooperatives were from the KADBAYAN Multi-Purpose Cooperative, Saint Vincent Ferrer Parish Multi-Purpose Cooperative, and Tablas Island Electric Cooperative Inc. The respondents were predominantly female (83.9%) and married (58.1%). The mean age was 42.42 years, and the mean length of HRM experience was 1.94 years. Table 1 shows the profile of the participants.

Design and Procedure

The study is a quantitative research that uses regression analysis. In its most basic form, it is a quantitative method for testing the nature of relationships between a dependent variable and one or

Table 1. Profile of the Participants (*n*=31)

Profile	Frequency	Percent
Sex		
Male	5	16.1
Female	26	83.9
Civil Status		
Single	12	38.7
Married	18	58.1
Separated	1	3.2
Age (yrs.)		
≤ 30	6	19.4
31-40	7	22.6
41-50	11	35.5
≥46	7	22.6
Mean = 42.42; SD = 11.37; Min = 24; Max = 61		
Length of Experience as HRM Practitioner (in years)		
1	14	45.2
2	11	35.5
3	2	6.5
4	2	6.5
5	2	6.5
Mean = 1.94; SD = 1.18; Min = 1; Max = 5		

more independent variables. Relevant literature about e-recruitment was reviewed and analyzed. Instruments to measure variables like perceived ease of use, perceived usefulness, attitude towards e-recruitment and the intention to use it were modified from existing scales. The instrument's draft was face-validated by the R&D Director of the University where the researcher is employed.

The self-administered questionnaire was converted into a Google survey form to observe health safety protocols. A letter was sent to the President of the Romblon Human Resource Managers Practitioners requesting her assistance in disseminating the online survey from the association members. Participants were required to agree with the informed consent before they could proceed with the survey. Data were collected online from November 17-26, 2021. Respondents filled out the online form with their mobile phone, laptop, or desktop.

The online responses from Google Form were downloaded as an MSExcel file. Data were screened for duplicate and missing responses before the file was converted into a format compatible with the Statistical Package for Social Sciences version 25 software. Frequency count and percentage were used in describing the respondents in terms of sex and civil status. Mean and standard deviation were also used to describe the participants' age and length of experience as HRM practitioners and their responses to the perceptions about the e-recruitment questionnaire. Multiple stepwise linear regression was used in determining the significant predictors of the attitude and intention to use e-recruitment. All hypotheses were tested at the 0.05 level of significance.

Instrumentation

The researcher developed the instrument used in this study. It has two parts. Part 1 is about the respondents' demographics, self-reported proficiency in technology use, and awareness of e-recruitment. The second part was modified from Alsultanny and Alotaibi (2015) with the following components: perceived ease of use of e-recruitment, perceived usefulness of e-recruitment, attitude towards e-recruitment and intention to use it. This instrument is an expanded version of the Technology Acceptance Model, where the items were contextualized for e-recruitment technology and tools.

The measure on "proficiency on technology use" was self-reported along a five-point scale ranging from 1 = "not proficient at all" to 5 = "very proficient." Two items measured the construct on awareness of e-recruitment, "Have you heard e-recruitment before?" and "Does your agency/office use e-recruitment in scouting for prospective employees?". Every "no" response is given one point, while a "yes" gets 2 points. The mean of the two items was summed up to form the score of the construct. For the scaled items in the questionnaire, respondents were asked to agree or disagree with the statements using a five-point Likert scale ranging from 1 = "strongly disagree" to 5 = "strongly agree." Verbal descriptors for the mean ratings were determined by obtaining the range between the highest and lowest possible ratings divided by three, which resulted in an interval of 1.33, thus, 1.00 – 2.33 (Low); 2.34-3.66 (Moderate); 3.67 – 5.00 (High).

Due to time constraints, pilot testing and reliability testing of the scale were relaxed, which is one of the limitations of this study. Instead, the questionnaire was subjected to face validation by the Director for Research of the University where the researcher is currently working. It was revised according to his comments and suggestions.

RESULTS

Perceptions about E-recruitment

Table 2 shows the respondents' perceptions of e-recruitment across six factors: proficiency in technology use, awareness of e-recruitment, perceived ease of use, perceived usefulness, and the respondents' attitude towards using e-recruitment and their intention to use it.

The respondents' perceived proficiency of technology use averaged at 4.28 (SD=0.65), with the use of mobile phone ranking first (M=4.35) and use of the internet as last (M=4.19). The sum of their awareness of e-recruitment was 3.49 (SD = 0.77), reporting that they have heard the term before (M=1.84, SD=0.77) and their agency/office is using it (M=1.65, SD=0.49). The respondents reported that the following e-recruitment tools were used by their agencies: Facebook (45%),

Table 2. Perceptions about E-recruitment (n=31)

Perceptions about E-recruitment	Mean	DR	SD	Rank
A. Proficiency in Technology Use				
1. Use of computer, laptop or desktop	4.29	H	0.64	2
2. Use of internet	4.19	H	0.70	3
3. Use of mobile phone	4.35	H	0.75	1
Mean	4.28	H	0.65	
B. Awareness on E-recruitment				
1. Have you heard of the term e-recruitment before?	1.84	N/A	0.37	1
2. Does your agency/office use e-recruitment in hiring employees?	1.65	N/A	0.49	2
Sum	3.49*	N/A	0.77	
C. Perceived Ease of Use of E-recruitment				
1. Using e-recruitment technology will be easy for me.	3.97	H	0.80	2
2. Using e-recruitment technology does not require a lot of effort.	3.42	M	0.89	4
3. It will be easy for me to become skillful in using e-recruitment technology.	3.87	H	0.92	3
4. E-recruitment facilitates ease in searching for applicants.	4.19	H	0.83	1
Mean	3.86	H	0.74	
D. Perceived Usefulness of E-recruitment				
1. E-recruitment can attract potential candidates from any part of the world.	4.45	H	0.72	1.5
2. E-recruitment can help us communicate the agency's image and culture better.	4.16	H	0.73	3
3. E-recruitment can help us find the right candidate for the job.	3.94	H	0.85	6.5
4. E-recruitment can lower costs to the organization.	3.97	H	0.80	4.5
5. E-recruitment reduces the time spent on hiring.	3.94	H	0.77	6.5
6. E-recruitment makes the job opening accessible to applicants 24/7.	4.45	H	0.72	1.5
7. E-recruitment makes the hiring process more efficient.	3.97	H	0.75	4.5
Mean	4.12	H	0.61	
E. Attitude towards E-recruitment				
1. I have a positive attitude towards e-recruitment.	4.10	H	0.83	1
2. I would recommend that our agency will use e-recruitment technology.	4.03	H	0.84	2
3. Compared with the traditional recruitment method, I consider e-recruitment technology as better.	3.87	H	0.85	3
Mean	4.00	H	0.79	
F. Intention to Use E-recruitment				
1. The likelihood that our agency will use e-recruitment is high	3.87	H	0.88	2
2. I am willing to use e-recruitment for our human resource management needs.	4.06	H	0.77	3
3. In the near future, I intend to use e-recruitment in our agency.	4.26	H	0.63	1
Mean	4.06	H	0.67	

*Sum of responses
Legend: 1.00 – 2.33 (Low); 2.34-3.66 (Moderate); 3.67 – 5.00 (High).

Agency's Own Website (36%), CSC Job Portal (26%), Jobstreet (19%), LinkedIn (6%), PESO (3%), Onlinejobs.ph (3%) and Trabaho.com (3%).

As to their perceptions of the ease of use of e-recruitment, the mean was 3.86 (SD=0.74). On top of the item indicators, was the respondents' belief that e-recruitment facilitates ease in searching for applicants (M=4.19, SD=0.83), while the last in the list was that using e-recruitment does not require a lot of effort (M=3.42; 0.89).

Concerning the perceived usefulness of e-recruitment, the mean was 4.12 (SD=0.61). The topmost agreed benefits (M=4.45, SD=0.72) were that e-recruitment could attract potential candidates from any part of the world, making the job opening accessible to applicants 24/7. Relatively, the bottom two benefits

Table 3. Model Summary for the Regression Analysis on the Predictors of HRM Practitioners' Attitude towards E-recruitment

R	R square	Adjusted R Square	Std. Error of the Estimate
0.817	0.667	0.643	0.47

Table 4. ANOVA Table for the Significance of the Regression Model

Sources of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.454	2	6.227	28.066	0.000
Residual	6.212	28	0.222		
Total	18.667	30			

Table 5. Coefficients

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	-0.084	0.588		-0.142	0.888
Perceived Ease of Use	0.497	0.178	0.465	2.783	0.010
Perceived Usefulness	0.525	0.216	0.406	2.431	0.022

Dependent Variable: Attitude towards E-recruitment

Table 6. Model Summary for Regression Analysis on the Predictors of HRM Practitioners' Intention to Use E-recruitment

R	R square	Adjusted R Square	Std. Error of the Estimate
0.921	0.849	0.832	0.27

Table 7. ANOVA Table for the Significance of the Regression Model

Sources of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.587	3	3.862	50.581	0.000
Residual	2.062	27	0.076		
Total	13.649				

Table 8. Coefficients

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.099	0.365		0.270	0.790
Attitude towards E-recruitment	0.777	0.069	0.909	11. 214	0.000
Awareness of E-recruitment	0.182	0.067	0.207	2.725	0.011
Years of experience as HRM Practitioner	0.115	0.046	0.202	2.534	0.017

Dependent Variable: Intention to Use E-recruitment

were that e-recruitment could help find the right candidate for the job (M=3.94, SD=0.85), and it reduces the time spent for hiring (M=3.94, SD=0.77).

The data also show that the respondents' attitude towards using e-recruitment was favorable (M=4.0, SD=0.79), having a positive attitude towards it (M=4.10, SD=0.83), recommending it to their agency (M=4.03, SD=0.84), and considering it to be better than the traditional recruitment method (M=3.87, SD=0.85).

The intention of the participants to use e-recruitment was very likely (M=4.06; SD=0.67) as they intend to use it in their agency in the near future (M=4.06, SD=0.67), they are willing (4.06, SD=0.77) and high likelihood of using it (M=4.87; SD=0.88).

Regression Analysis on the Predictors of HRM Practitioners' Attitude towards E-recruitment

Multiple linear regression analysis, particularly the stepwise method, was used to assess the ability of the variables such as the respondents' age, sex, years of experience as HRM practitioners, awareness of e-recruitment, proficiency in technology use, perceived ease of use of e-recruitment, and its perceived usefulness to predict their attitude towards E-recruitment. The analysis resulted in two regression models, the second one is shown in Table 5 with Perceived Ease of Use (β = 0.465, p = 0.010) and Perceived Usefulness (β = 0.406, p = 0.022) recording statistically significant beta values. The regression model was significant, $F(2,28)$ = 28.066, p = 0.000 (Table 4) explaining a total variance of 66.7% (Table 3) in Attitude towards E-recruitment.

Regression Analysis on the Predictors of HRM Practitioners' Intention to Use E-recruitment

Another multiple linear regression analysis was run to determine if the respondents' age, sex, years of experience as HRM practitioners, awareness of e-recruitment, proficiency on technology use, perceived ease of use of e-recruitment, its perceived usefulness, and their attitude towards it can predict their intention to use E-recruitment. The analysis resulted in three regression models, the third one is shown in Table 8 with Attitudes towards E-recruitment ($\beta = 0.909$, $p = 0.000$), Awareness of E-recruitment ($\beta = 0.207$, $p = 0.011$) and Years of Experience as HRM Practitioner ($\beta = 0.202$, $p = 0.017$) recording statistically significant beta values. The regression model was significant, $F(3,27) = 50.581$, $p = 0.000$ (Table 7) explaining a total variance of 84.9% (Table 6) in Intention to Use E-recruitment.

DISCUSSION

Facebook as Top E-recruitment Site for Romblon HRM Practitioners

The current study's findings showed that 35% of the HRM practitioners surveyed are using Facebook (FB) as a tool for e-recruitment. The recent paper of Meah and Sarwar (2021) claimed that using social networking sites (SNS) in human resource management is a new trend. Various studies report that this study concurs that Facebook is the most popular recruitment SNS (Hosain & Liu, 2020; Kaur & Arainayagam, 2020).

Employers are resorting to Facebook because it enhances their recruitment pool. With this larger platform, they can target their audience by location, career type, interests and many other categories better because many people log into Facebook every day and the chance of reaching them is high. Employers can also establish a personal connection with potential candidates through their FB page. No other social media channel can do that, and it is an excellent channel for recruiting purposes. FB also opens the door for many referrals, such as a current employee sharing a job posting and reaching their network. Using FB recruiting tools increases brand awareness. Even if the purpose is to promote a job opening, it leverages advertising and branding. FB ads are cost-effective. It is affordable even for small companies or organizations. FB as a recruiting tool might be the next trend in e-recruitment, which is termed "social recruiting" or "Facebook recruiting" as more and more organizations are using it.

In a nutshell, the following strategic FB recruiting actions have been recommended: find potential candidates, create a Facebook page, share company culture, create a job ad, promote job ads for free, promote ads on an affordable budget, use Facebook Live, make a job tab, communicate successfully and share specialized recruiting content.

Perceived Ease of Use and Perceived Usefulness of E-recruitment as Predictors of HRM Practitioners' Attitude towards It

Using the Technology Acceptance Model, the attitude towards e-recruitment was hypothesized to be affected by age, sex, years of experience as an HRM practitioner, awareness of e-recruitment, proficiency on technology use, perceived ease of use of e-recruitment, and perceived usefulness of e-recruitment.

The study found that only two of these factors significantly predict the respondents' attitude towards e-recruitment: their perceived ease of use of the technology and the perceived usefulness of the technology.

Holding a positive or negative attitude towards e-recruitment depends on the ease of use of the e-recruitment tool. If it is easy to use, it can foster a positive attitude to the HRM practitioners; otherwise, they will shun away from it. This factor has a higher effect size than the other, meaning that if the HRM's recruitment processes were to be modernized and digitalized, the platform should be simple to use, not complex. If this is the case, they will be more welcoming to the technology. These results confirm the earlier findings of Grimaldo et al. (2020), Buil et al. (2020) and Hosain et al. (2016) but contradicted the findings of Hariwibowo (2017) and Zaremohzzabieh et al. (2016).

Likewise, the perceived usefulness of e-recruitment also affects the HRM practitioners' attitude towards this technology, whether they will be positive or negative about it. If they see that the benefits exceed the costs, e-recruitment will be a welcome innovation; otherwise, they will be negative about it. This finding confirms previous studies of Buil et al. (2020), Banerjee and Gupta (2019), Hariwibowo (2017) and Hafeez et al. (2016). However, this finding digressed from the work of Grimaldo et al. (2020), when they found out that the perceived usefulness of e-recruitment did not affect the attitude of the HRM practitioners towards it, but it did for job applicants. The researchers claimed that HRM practitioners reported that other features could be added to the e-recruitment tool to be more useful. One of the reasons this study established the link between perceived usefulness and attitude is because of intensive and exhaustive data mining on the items that would represent the perceived usefulness of e-recruitment. Other benefits of the tool have been incorporated in the scale, such as attracting potential candidates from other parts of the world, communicating the agency's image and culture better, finding the right candidate for the job, lowering the cost to the organization, reducing the time spent for hiring, making the job opening accessible to applicants 24/7 and making the hiring process more efficient.

No significant predicting power for attitude towards e-recruitment was seen among these variables:

sex and age of the respondents, their length of experience as an HRM practitioner, their self-reported proficiency in the use of technology and their awareness about it. It only shows that the attitude of the HRM practitioners towards e-recruitment mainly depends on their perceptions about their ease of use and usefulness.

Attitude, Awareness and Experience as Predictors HRM Practitioners' Intention to Use E-recruitment

Using the TAM model, the hypothesis that the intention of the HRM practitioners to use e-recruitment is affected by age, sex, years of experience as an HRM practitioner, awareness of e-recruitment, proficiency in technology use, perceived ease of use of e-recruitment, perceived usefulness of e-recruitment and their attitude towards it was tested.

Results show that three factors emerged as significant predictors of their intention to use E-recruitment: their attitude toward the technology, their awareness of the existence of technology, and their length of experience as HRM practitioners.

The most powerful among these predictors is their attitude towards e-recruitment. In other studies that did not include attitude as a variable, the respondents' perception of ease of use and usefulness dictated behavioral intention to use the technology. Previous studies supported this model (Grimaldo et al., 2020; Grimaldo & Uy, 2020; Khalid et al., 2020; Rathee & Bhuntel, 2018; Silva et al., 2017; Hariwibowo, 2017).

However, in light of the current findings of this study, the influence of these two variables on the intention to use the technology was not significant. The previous regression analysis on attitude can explain this result. It was found out that the perceived ease of use and perceived usefulness generated a high correlation with attitude towards e-recruitment, a case of multicollinearity, which the regression model offsets in favor of attitude towards the technology. Consistent with the TAM model, it is the HRM practitioners' attitude towards e-recruitment that strongly influences whether they would intend to use the technology or not. A similar trend was also seen in the works of Grimaldo et al. (2020), Ekanayaka and Gamage (2019), Selvanthan et al. (2019), Woon et al. (2019) and Zhang et al. (2018).

The respondents' awareness of the existence of the technology as a predictor of their intention to use it supports the findings of Ahmed et al. (2016), albeit it is not in the e-recruitment context. Length of experience as a significant predictor of intention to use technology was also consistent with the findings of Chao (2019) in a study about the use of mobile learning apps, which is not far too much from e-recruitment. The profile data show that most of the HRM practitioners in this study have only been in this line of work in the last two years. It can be inferred that along with that brief experience is their involvement in using e-recruitment tools, particularly at the height of the pandemic, thus making it a significant predictor of their intention, but not age. As to gender, there was a previous study that ruled it out as not affecting one's intention to use technology (Grimaldo et al., 2020), but other studies contradicted it (Goswami & Dutta, 2016; Teo et al., 2015), claiming that males are more skillful in technology than females thus the likelihood of a better intention to use the technology is high. Findings on self-reported technological proficiency as affecting intention to use e-recruitment did not support the claim of Razak et al. (2021) about it being a significant predictor of intention for continued use.

CONCLUSION

This study determined the perceptions of e-recruitment. It tested the significant factors that can potentially predict the attitude and intention of the HRM practitioners in the province of Romblon to use this technology from the lens of the Technology Acceptance Model. It was found that Facebook is the leading e-recruitment tool that the HRM practitioners in the province use. This practice is a new trend dubbed as 'social recruiting' and is eyed to revolutionize the e-recruitment system, given that around 2.89 billion people are logging into Facebook every day. The social networking site can also help employers with background checking and providing personalized recruitment strategies. Having a positive attitude towards technology and its use, especially if the recruitment process of an agency were to be automated, is a major challenge for employers. However, if the e-recruitment platform is perceived to be easy to use and useful by HRM practitioners, they will have a favorable attitude towards it. If their attitude towards it is positive, they will likely patronize and use e-recruitment technology. Therefore, HRM practitioners must be aware of the HRM-related technologies that can help improve the HRM system in general.

AUTHOR'S CONTRIBUTIONS

The author confirms sole authorship of this research.

CONFLICT OF INTEREST

The author declares no conflict of interest.

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