Understanding Millennial Adoption of E-Recruitment Platform: A Technology Acceptance Model (TAM) Method

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Abstract

This study aimed to analyze the factors that influenced millennial use of E-recruitment (online recruitment), through the Technology Acceptance Model (TAM). In this regard, TAM was extended by incorporating trust and privacy in the context of millennial technology adoption. A cross-sectional quantitative survey was carried out, utilizing purposive sampling of millennials who used the E-recruitment platform. The data were obtained from 270 respondents and analyzed with Partial-Least Squares Structural Equation Modeling (PLS-SEM) to explore the relationships between the factors. The results showed that perceived ease of use and trust had a significant influence on millennials' intention to use E-recruitment services. Meanwhile, perceived usefulness and privacy did not have a significant influence. Intention to use E-recruitment services was a strong predictor of actual use. This study provided a practical understanding for human resource professionals and organizations that aim to improve E-recruitment strategies. It was emphasized that ease of use and building trust were important criteria used for promoting adoption among millennials. Future studies are

recommended to use diverse samples and investigate the impact of technostress and cultural factors on E-recruitment adoption. In addition, it is necessary to evaluate employers' perspectives, which can provide a more in-depth understanding of technology adoption in E-recruitment.

Introduction

Organizations use E-recruitment (online recruitment) to attract and connect with potential job candidates in the current digital world. This method uses digital technology, including online platforms and social media to advertise job openings and evaluate, as well as assess application resumes. It also facilitates communication in the recruitment process using various online assessments and video interviews (Nyathi & Kekwaletswe, 2024; Priyashantha et al., 2024). When individuals search for jobs, they undergo a recruitment process that aims to attract those who meet the required qualifications in a timely manner (Aggerholm & Andersen, 2018). In this context, the main purpose of a company conducting a recruitment process is to fulfill the need for competent human resources, which are valuable assets. This is because human resource talents, abilities, experiences, and expertise play an important role in achieving a competitive advantage (Hamza et al., 2021).

To fulfill human resource needs and address the challenges of digital development, many companies compete to acquire competent prospective employees online. E-recruitment is considered capable of reaching people in all locations, including those geographically distant from the company. Most companies currently use E-recruitment systems through websites, as this method is considered easier and faster for finding candidates (Bejtkovský, 2018). However, the younger generation's use of job search websites remains suboptimal, with more than 78 million LinkedIn profiles not fully utilized for job searches (Barbarasa, 2017).

E-recruitment can be defined as using information and communication technology such as social media or websites to identify and attract candidates who have the required competencies (Johnson et al., 2021). Furthermore, it includes any web-based recruitment process, such as job search systems, applicant tracking systems, and online tests (Priyashantha et al., 2024). This is a way to attract qualified candidates who are willing to work with the company. Wołodźko & Woźniak (2017) stated that one of the advantages of E-recruitment is the ability to expand the information available, which can improve companies' image and employers' branding.

The successful adoption and use of E-recruitment among millennials are influenced by several factors, including ease of use, which is a factor that promotes adoption (Alsultanny et

al., 2015). Monteiro et al. (2019) showed that limitations in E-recruitment process were because of the inappropriate technology acceptance or constantly changing requirements. Previous investigations have been carried out on E-recruitment in terms of perceived user-friendliness, usefulness, convenience, and positive behavior (Alsultanny et al., 2015). However, only a few studies have focused on candidate experience regarding the use of technology during the recruitment process (Langer et al., 2018; Melanthiou et al., 2015; Mindia & Hoque, 2018), attracting experts' attention to explore this area.

This study used the Technology Acceptance Model (TAM) by Davis (1989) to further examine E-recruitment adoption among millennials. This model has been widely validated across various contexts and technologies. TAM showed that the perceived usefulness and ease of use of technology can influence attitude, behavior, and actual use. In addition, privacy and trust were added to the TAM concept to address the digital context, as these factors can significantly influence technology adoption and usage, particularly in E-recruitment. This study developed five hypotheses, integrating TAM with privacy and trust variables as shown in Figure 1.

H1: Perceived Usefulness (PU) has a significant relationship with Intention to Use (IU)

H2: Perceived Ease of Use (PEU) has a significant relationship with Intention to Use (IU)

H3: Trust (TR) has a significant relationship with Intention to Use (IU)

H4: Privacy (PV) has a significant relationship with Intention to Use (IU)

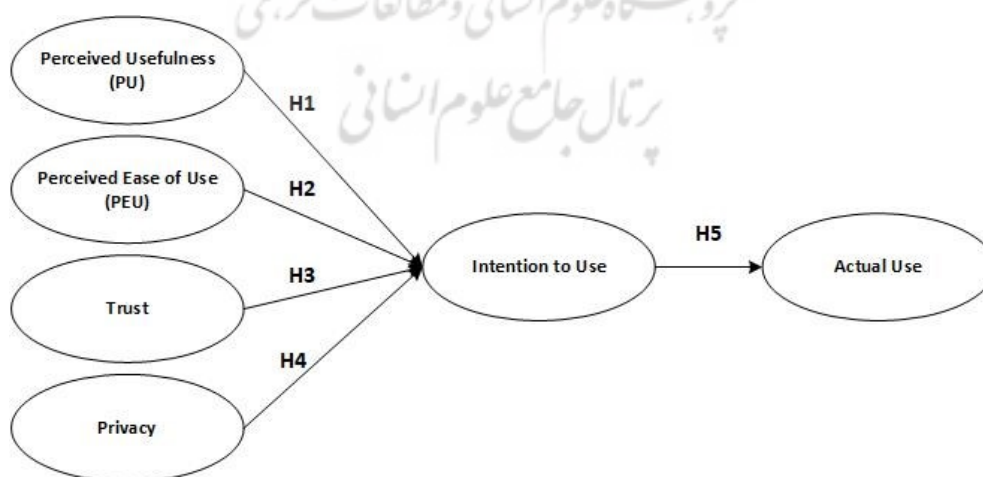H5: Intention to Use (IU) has a significant relationship with Actual Use (AU)

Figure 1. Study Model and Hypothesis

This study aimed to analyze the factors influencing millennial use of E-recruitment services through the lens of TAM by examining variables such as perceived ease of use, usefulness, trust, and privacy. The results are expected to contribute to academic discourse on technology adoption and offer practical implications for human resource professionals and organizations aiming to optimize recruitment strategies in the digital age.

Methodology

A quantitative design was employed in this study and the purposive sampling technique was used to select millennials who use the E-recruitment platform. Surveys were administered to a sample of millennial job seekers to gather data on perceptions and experiences with E-recruitment methods. Also, variables, including perceived usefulness, ease of use, trust, privacy, intention to use, and actual use of E-recruitment were assessed. The respondents were required to answer demographic questions to obtain information on gender, education level, and previous experience. Partial-Least Squares Structural Equation Modeling (PLS-SEM) was used to analyze the obtained data to examine the relationships between various factors and millennial acceptance, as well as the use of E-recruitment methods. Furthermore, PLS-SEM was used because it plays a role in analyzing complex models (Utomo & Kurniasari, 2023). The procedure consisted of two steps, first, a measurement model analysis was conducted to assess the reliability and validity of the survey instrument, including construct for reliability, convergent validity, and discriminant validity. In addition, a structural model analysis was carried out to assess the relationships between the variables and determine their impact on millennials' acceptance and use of E-recruitment methods.

Results

Respondent and Demographic

The first step in analyzing the data collected through surveys included conducting a descriptive analysis to understand the demographics of respondents. A total of 270 respondents participated in the study and there were slightly more females (57%) compared to males (43%). Most had completed a bachelor's degree (81%), while the others (19%) had K12, Vocational, or master's degrees (Table 1).

Table 1. Respondent Demographics

Demography	Amount	%
Gender		
Male	115	43%
Female	155	57%
Total	270	100%
Education		
K12	18	6.60%
Vocational	21	7.70%
Bachelor's degree	220	81%
Master's degree	11	4.70%
Total	**270**	**100%**

Measurement Model Analysis

The measurement model showed that all observed variables (perceived usefulness, ease of use, privacy, trust, intention to use, and actual use) related to E-recruitment indicated acceptable convergence validity, internal consistency reliability, and discriminant validity (Table 2). The factor loadings and Average Variance Extracted (AVE) exceeded the recommended thresholds of 0.7 and 0.5, respectively, showing good measurement validity. The internal consistency of the scale was also acceptable, with Cronbach's alpha and composite reliability values above 0.7. These results showed that the survey instrument used in this study effectively measured the various factors related to millennial acceptance and use of E-recruitment methods. The discriminant validity of the variables was also assessed using Heterotrait-Monotrait (HTMT), which showed no confidence interval including the value of one, indicating that the variables in the study were distinct from each other. Therefore, the measurement model analysis confirmed the adequacy and validity of the survey instrument in capturing the various factors influencing millennial acceptance and use of E-recruitment methods.

Table 2. Measurement Model Analysis Results

Construct	Indicators	Convergence Validity		Internal Consistency Reliability		Discriminant Validity
		Outer Loading	AVE	Cronbach's Alpha	Composite Reliability	HTMT
		>0.7	>0.5	>0.7	>0.7	HTMT confidence interval does not include 1
AU	AU1	0.727	0.613	0.705	0.825	Yes
	AU2	0.893				
	AU3	0.716				
IU	IU1	0.897	0.816	0.887	0.930	Yes
	IU2	0.928				
	IU3	0.885				
PEU	PEU1	0.839	0.801	0.875	0.923	Yes
	PEU2	0.912				

Construct	Indicators	Convergence Validity		Internal Consistency Reliability		Discriminant Validity
		Outer Loading	AVE	Cronbach's Alpha	Composite Reliability	HTMT
		>0.7	>0.5	>0.7	>0.7	HTMT confidence interval does not include 1
	PEU3	0.931				
PU	PU1	0.884	0.801	0.847	0.908	Yes
	PU2	0.914				
	PU3	0.826				
PV	PV1	0.897	0.800	0.875	0.923	Yes
	PV2	0.923				
	PV3	0.862				
TR	TR1	0.908	0.726	0.809	0.888	Yes
	TR2	0.846				
	TR3	0.797				

Structural Model Analysis

The analysis of the coefficient of the determinant (R2) showed that perceived usefulness, ease of use, privacy, and trust collectively explained 57.3% of the variance in millennial intention to use E-recruitment methods, which was considered moderate, suggesting a reasonable model fit but also indicating that there might be other factors not included in the model. Furthermore, intention to use explained 15.5% of the variance in millennials' actual use of E-recruitment methods. This was considered a very weak variance, implying that the model did not effectively capture the variance in the dependent variable. The blindfolding Q2 Stone-Geisser analysis showed that intention to use had a moderate predictive accuracy of 0.457, while AU had a low predictive accuracy of 0.08.

Based on the results of the statistical tests, as shown in Table 3, the following is an explanation of the hypothesis testing for each construct measured. H1 evaluated whether perceived usefulness had a relationship with intention to use and the results showed that perceived usefulness had an insignificant relationship with intention to use (B=0.059, t=0.93, p=0.3530), hence, H1 was unsupported. H2 evaluated whether perceived ease of use had a relationship with intention to use and the results showed that perceived ease of use had a significant relationship with intention to use (B=0.232, t=2.72, p=0.0070), hence, H2 was supported. H3 evaluated whether trust had a relationship with intention to use and the results showed that trust had a significant relationship with intention to use (B=0.399, t=5.47, p=0.0000), hence, H3 was supported. H4 evaluated whether privacy had a relationship with intention to use and the results showed that privacy had an insignificant relationship with intention to use (B=0.157, t=1.48, p=0.1390), hence, H4 was unsupported. Finally, H5 evaluated whether intention to use had a relationship with actual use, the results showed that intention to use had a significant relationship with actual use (B=0.394, t=7.64, p=0.0000).

Table 3. Hypothesis Testing

Hypothesis	B	STD	T	P	Hypothesis Testing
H1: PU -> IU	0.059	0.064	0.93	0.3530	Rejected
H2: PEU -> IU	0.232	0.085	2.72	0.0070	Accepted
H3: TR -> IU	0.399	0.073	5.47	0.0000	Accepted
H4: PV -> IU	0.157	0.106	1.48	0.1390	Rejected
H5: IU -> AU	0.394	0.052	7.64	0.0000	Accepted

Discussion

The results of this study showed that millennial intention to use and actual use of E-recruitment were influenced by several factors, including perceived ease of use and trust. However, this study did not find a significant relationship between perceived usefulness and privacy with intention to use. It was found that factors of perceived usefulness, ease of use, trust, and privacy collectively explained a significant portion of millennial intention to use E-recruitment platforms.

Perceived usefulness was found to be insignificant in predicting intention to use E-recruitment methods and this contradicts TAM and previous studies. Verkijika (2019) stated that technostress, caused by high levels of stress when adopting new technologies, may weaken the effect of perceived usefulness on the intention to use. Additionally, technology familiarity drives varying user expectations, for instance, a millennial higher level of familiarity with technology might reduce the relationship between perceived usefulness and intention to use.

Perceived ease of use was found to be significant in predicting intention to use E-recruitment methods. From different theoretical perspectives, the concept of perceived ease of use could be understood as effort expectation, defined as users' ability to master and operate the system, which is related to the intention to use (Chang et al., 2023). TAM also signified a relationship between those two constructs.

Trust was found to be significant in predicting millennial intention to use E-recruitment methods and this correlated with previous studies that had shown the importance of trust in technology adoption. Trust in the digital era is very important, specifically for E-recruitment providers, as the platform handles a significant amount of sensitive personal data. Their ability to protect this data from breaches and misuse is crucial for users to feel comfortable when applying.

Privacy was found to be insignificant in predicting millennial intention to use E-recruitment methods, despite the significance of trust. This study showed millennials perceive trust as an overarching concept that includes not only privacy but also reliability, credibility,

and transparency. As a generation that is native to the digital age and exposed to the internet and as job seekers, they may have developed an expectation that sharing information on the internet in the context of E-recruitment serves a broader purpose. Another potential reason for this insignificance is that millennials assume reputable E-recruitment platform inherently has robust privacy and security measures in place, which makes them focus more on trust than on privacy specifically.

Finally, intention to use was found to be significant with actual use, suggesting that millennials with a higher intention to use E-recruitment methods are more likely to use them. This result correlated with previous studies and theories, as the intention to use could lead to actual use.

Conclusion

In conclusion, this study aimed to understand the factors that influenced millennials' intention to use and actual use of E-recruitment platforms. It was found that the perceived usefulness of E-recruitment methods may not significantly influence intention to use among millennials, particularly when they experience high levels of technostress. Additionally, trust was determined to be a significant factor in predicting millennial intention to use E-recruitment methods. However, privacy was found to be insignificant in this context, as millennials may perceive trust as a broader concept encompassing aspects such as reliability and transparency. The platform's reputation influenced the digital native generation such as millennials to focus more on trust rather than on privacy as a specific factor. Finally, intention to use was found to drive actual use of the E-recruitment platform. A comprehensive understanding of these dynamics can guide the development and enhancement of E-recruitment systems to better meet the needs and expectations of millennial users.

There were several limitations posed by this study, namely (1) The sample size, geographical location, technology familiarity, and socioeconomic status limited the generalization of the results to all millennials in the population, (2) The cross-sectional design limited further causality analysis of millennial perceptions and behavior over time, (3) This study focused on a specific set of factors based on TAM theory, limiting the variables, and (4) Cultural factors were not considered during the study.

Future studies could include a more diverse sample, such as age, educational background, geographic location, and socioeconomic status, to enhance the generalization of the results. Further exploration and comparison with other theories, as well as deeper investigation into technostress and adaptation, could help identify strategies to mitigate the impact and improve user experience. Since this study investigated the user perspective, incorporating employers' perspectives could create a more comprehensive view of the recruitment ecosystem.

Conflict of interest

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

Funding

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