

# E-recruitment Technology Adoption among Generation Z Job-Seekers



Neeta Jayabalan, Zafir Khan Mohamed Makhbul, Jenny Marisa Lim Dao Siang, Nor Azim Bin Hj Ahmad Radzi, Muhammad Ashraf Bin Anuar.

**Abstract** - In line with the technological changes in the industry revolutionary era of the 4.0, today's organizations have also quickly adopted new or digital technology trends. One of these new trends is E-recruitment in human resource management. Online recruitment is also known as E-recruitment which is a HR software that uses technology in a particular web-based to guide and assist the hiring process in order to reduce the financial burden, improve the effectiveness of administrative and gain access to a wider pool of talent. A total of 230 data were collected from the Z generation respondents selected purposively convenience. The data was analyzed using the PLS structure equation model to identify the adoption of E-recruitment technology by generation Z. The results of the multi-level analysis showed that the expectation of positive results affects E-recruitment retrieval. Findings and suggestions provide valuable insights on E-recruitment and its implications in the modern era of revolutionary industry 4.0.

**Keywords**- E-recruitment; Technology Readiness Index; optimistic; discomfort; insecurity; innovativeness.

## I. INTRODUCTION

Recruitment is one of the important responsibilities and task in a HR department. Recruitment is the process of finding and hiring best-qualified candidates which can benefit most of the company [1]. However, the recruitment process had been influenced by technology which is known as E-recruitment. According to [2] E-recruitment is also known as online recruitment which is a HR software that uses technology in a particular web-based to guide and assist the hiring process in order to reduce the financial burden, improve the effectiveness of administrative and gain access to a wider pool of talent. E-recruitment had been centred on major job sites and social media in order to reach the potential candidates faster. Although e-recruitment had bring many benefit to the human resource management field but it

also bring along the disadvantages of it [3]. For example, a longer period of time is spend in sorting surplus and unsuitable candidates.

Besides, higher percentage of hiring imperfect candidate to job match might also increase the rate of resignation. Therefore, it is important for us to further know and learn about e-recruitment and find the solution for problem it brings.

E-recruitment means that a company is using a new technology or the Web-based resources to recruit employees such as interviewing, finding, attracting candidates, screening applicants, and assessing candidates. In globalization, e-recruitment is one of the technology that is growing rapidly in the human resource management field. E-recruitment uses the internet to post and advertise vacancies. Communication can take place via email between employers and candidates to get the information about the organization and the jobs [4]. Moreover, Job seekers have more opportunity in finding the suitable jobs through the social networking sites such as Facebook, Google, and LinkedIn. E-recruitment allows the candidates to do an online testing for evaluating their different factors based on their different job profiles.

Globally, generation Z already join the workforce and now they going to be the major job seekers elsewhere. Generation Z is the generation born in the span of 1995 until 2010. Generation Y is before Generation Z, this generation is a Generation Y transition with increasingly developing technology [5]. According to Business today (2019) [6], 71 percent of digital generation thinks they are digitally proficient, but 97 percent worry that they lack the necessary soft skills. Digital era generation is also eager to shape the world of work in the future by leading and helping others, but argues that human interaction remains an important component in the workplace.

Although the generation has begun interacting with electronic devices since birth and growing up with social media, they still expect interaction among people at work. A total of eight out of 10 (81 percent of respondents) expect to learn from colleagues or others, not online, while 74 percent choose to talk face-to-face rather than text-based communication through technology. In addition, 55 percent chose to work in the office instead of working from home and 66 percent wanted to work in groups rather than alone [6]. Dell Technologist's study involves 4,300 Generation Z from Southeast Asia, including Indonesia, the Philippines, Singapore, Thailand, Vietnam and 724 respondents from Malaysia also shows 90 percent of Generation Z have a profound interest in technology-related careers [6].

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As many as 41 percent of Malaysian generation Z are interested in information technology care, 44 percent cyber security and 54 percent technology and development research, while 98 percent of generation Z have used technology as part of formal education and 94 percent argue that technology offered by employers is the reason of them choosing the job offered [6].

Furthermore, e-recruitment has effectively increase the efficiency of the recruitment method which is one of the benefit provided to the HR manager in managing the process. Online recruitment is also known as E-recruitment, has many advantages to organization such as better match, low in cost, quick, less time, and wider area [7]. Other than that, E-recruitment will automatically store the data of the job opening for the recruitment management purpose and save the cost for all the hard copies of advertising job offers [4]. Moreover, e-recruitment can automatically delete all the unsuitable candidates and efficiently provide feedback to candidates who are unqualified. Other than that, e-recruitment also provides benefits to job seekers. In the modern generations, people like to use online applications rather than the traditional applications, because it can save money, time, and able to find more different scope of job offers, and post their resume through the e-mail [5]. Therefore, e-recruitment help the work of human resources management and job seekers become more convenient.

Besides, by using e-recruitment might face different challenges in the human resources management field. The current challenges is technology revolution towards artificial intelligence which the company need to pay the high star-up costs, maintenance costs and updating costs, in all industries. This is especially true for IT since their investment and financial possibilities are significantly more limited than those of larger companies [8].

Therefore, e-recruitment is not only a strategic decision, it is also a problem of financial capacity face by the IT industry. In addition, data security and confidentiality problem is also a challenge because many applicants will fear that their personal detail are not safe. Meanwhile, company will return the resume to the candidates if they are unqualified through the traditional method but e-recruitment enables the resume to stock in the database and the information can be traced back.

However, job seekers will also face some challenges if they have limited access to internet when using the online recruitment to find and apply for job vacancies, especially the individuals from certain regions of the world and the lower social-economic groups. Therefore, when using e-recruitment system, challenges may occur to the human resources management towards Industrial revolution 4.0 [9]. In this case IT companies Human resource department need to find out the technology readiness towards industrial revolution 4.0 on e-recruitment among generation Z. The purpose of the research to improve the behaviour intention of generation Z to use E-recruitment

II. LITERATURE REVIEW

According to [10] and [11], willingness of people to adapt and embrace new technologies in achieving their goals in the organization is also known as Technology Readiness (TR). TR is used to identify the predisposition of a person in use of the new technologies. Technology Readiness Index (TRI) is

establish to measure individual trust on technologies. TRI has four sub area which are optimism, innovativeness, insecurity, as well as discomfort [12]. Innovativeness and optimism are the mechanism of TR or to be said as positive beliefs about technology. However, insecurity and discomfort are hindrance and has a negative thoughts on technology.

In this study, the dependent variable and independent variables are being chosen after the studying done for literature review. The four dimension innovativeness, optimism, insecurity, as well as discomfort are independent variables and intention to use e-recruitment technology is dependent variable that are adopted from research conducted by [10] and [11].

III. RESEARCH FRAMEWORK

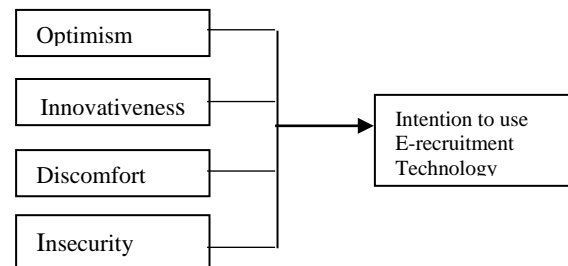


Figure 1

IV. HYPOTHESIS DEVELOPMENT

A. Relationship between Optimism and Intention to use E-recruitment Technology

Optimism was seen as the positive attitudes towards the intention to use new technology. It reflects a positive image on technology and trust technology will help people to increase flexibility, control, and efficiency [10], [11]. This shown that before new technology introduces, optimists have a positive effects on technology. In order to achieve the anticipated result, optimists will use effective optimistic strategies. [13] and [14], said that optimists having positive attitude which help in fostering more positive attitudes towards new technology. The openness of optimists makes them less likely to be escapists and more probable to accept their condition. As a result, optimists are willing and more prepared to use new technologies.

Technology optimists have self-confidence on the ability of mastering new technology makes them have an innate positive perception on new technologies. Optimism direct a positive behaviours and attitudes towards the use of new technology [15]. Therefore, optimists are categories as willing to adapt new technologies [16]; [17]. From past studied done by [18], found out that individuals with high optimism will have high acceptance on self-service technology. We can state that the optimists have the intention to use new technology as they accept new technology is functional, useful and convenient because they worry less on negative results or outcomes.

H0: There is no positive relationship between optimism and intention to use E recruitment among generation Z

H1: There is a positive relationship between optimism and intention to use E recruitment among generation Z



## B. Relationship between Innovativeness and Intention to use E-recruitment Technology

Generally, innovativeness has made technology as a pioneer [19]. [20] defined innovativeness as individual willingness in exploring new technology that newly release into the market. Moreover, innovative person is always ready for the new technology and willing to try them based on professional knowledge.

High technology innovative individuals will have strong motivation and drives to try and use new technology as they enjoy and energize with new technologies stimulation. Highly innovative people are not really bothered about whether uses of technology are easy or not compared with less-innovative people. Highly innovative individuals may intend to experience challenging difficulties in using new technology [21]. Moreover, highly innovative people has less-complex trust on new technologies [22]. This means that they will not view new technology as hard or complex to understand. Therefore, highly innovative individuals will have more intention to use new technologies than those less innovative individuals.

*H0: There is no positive relationship between innovativeness and intention to use E recruitment among generation Z*

*H1: There is a positive relationship between innovativeness and intention to use E recruitment among generation Z*

## C. Relationship between Discomfort and Intention to use E-recruitment Technology

Discomfort is a feeling of confusion and lack of control on technology [10], [11]. Discomfort on technology will affect individuals to believe that the technology is controlling them. Moreover, people will feel more complicate and uncertain about new things if they are having a low comfort and uncertainty on adopting new technologies [23].

Therefore, people who are uncomfortable with technology should adopt easier technology in order to attain a similar intention level to use new technology long with individual that have high comfort level. Likewise, to obtain the exact intentions of behaviour, these people must trust that new technology adoption will bring them greater benefits compare to those with a high comfort level [24].

According to [25] and [26], they found that uncomfortable on technology face by a person will cause them hardly to adopt technology because they cannot control the technology and feel anxiety about being control by the technology. Therefore, it can be seen that people who are highly uncomfortable to technology will perceive the new technology as a threat and eventually affect their intention to use the technology.

*H0: There is no negative relationship between discomfort and intention to use E recruitment among generation Z*

*H1: There is a negative relationship between discomfort and intention to use E recruitment among generation Z*

## D. Relationship between Insecurity and Intention to use E-recruitment Technology

Security issue is the most concern by those people who want to use new technology, especially for financial transaction systems. Insecurity always refers to the feeling of lack of trust of technology, doubtfulness on the system and its capacity to function appropriately, and worry about its

possible threat and harmfulness [11]. Perception of insecurity will be the barrier to adoption of new technology [27]. The studies of [28] and [29] reported that insecurity affects people attitudes negatively. The innate fear might be the reason why individuals avoiding technologies. Scepticisms of people towards new technologies may be the reason of their innate fear [30].

As stated by [10] and [11] individuals with high insecurity score will always feel unconfident on the new technology security, they certainly requires assurances to ensure it's safe and secure. They will only take the risks in adapting new technology if it brings a great benefit to them. [31] studies on consumers' behaviour towards online store also shows that individual's intention to do purchasing through network is affected by the security level on network. Therefore, we can argue that insecurity of an individual will affect their intention to use new technology.

*H0: There is no negative relationship between insecurity and intention to use E recruitment among generation Z*

*H1: There is a negative relationship between insecurity and intention to use E recruitment among generation Z*

## V. METHODOLOGY

According to [32] research set out is a composed, precise, information-based, critical, objective, scientific inquiry or analysis into a particular issue embraced to find answers or answers for it. The creator likewise expressed that research incorporates the procedures of inquiry, examination, assessment, and experimentation. These procedures must be done deliberately, diligently, critically, objectively, and logically. [33] characterized a research methodology as the methodology in which the research purposes can be addressed. Fundamentally, there are two sorts of research techniques. These two kinds are known as 'quantitative research' and 'qualitative research' [33], [34]. As expressed by [33], the fittingness of the sort use is dependent on the nature and motivation behind the examination.

This examination was embraced all through the peninsular of Malaysia focused on age Z as our objective populace. The survey was directed in Jun 2019, with objective respondents of 200 respondents determined by G power with minimum 90 samples, demonstrated after [35]. The nonprobability testing using comfort examining strategy was utilized [36].

The items in the self-administered survey were embraced from the past researcher according to table 1 on the TRI. The questionnaire comprised of three areas: statistic profiles, TRI and appropriation. During the procedure of information accumulation, researcher colleagues gave a short preparation to the respondents before they addressed the questionnaire. Information gathered had been breaking down utilizing Statistical Package for Social Science (SPSS 25.0) and PLS-SEM version 3.2.8. Cronbach's Alpha had been utilized to measure the reliability [32].

## VI. RESULTS ANALYSIS

To begin with, the measurement models of the sum total has been analysed for reliability, before testing speculative models, discrimination validity and convergence validity were tested.





Table 3 shows the scores of measurement model and all heaps are higher than 0.70 which is the threshold proposed by [37]. The (AVE) average variance extracted of the agreements surpasses 0.5 [38] while (CR) composite reliability score indicate higher than 0.7 [37]. In this way, we can infer that Convergent ends are accomplished.

The analysis of VIF (Table 3) to test for potential issues of multicollinearity had identified a scope of underneath 3.3 of the VIF esteems for every one develops affirms adequate build validity by an absence of multicollinearity. This is additionally on the grounds that the qualities fall fundamentally underneath the base threshold of 9 [39].

Table 4 demonstrates that outcomes for the validity trial of discrimination. As Suggested by [40] and [41], AVE for all improvement ought to be in higher correlation among them and whatever else development model. As appeared in Table 5, all developments meet this model demonstrating development has the validity of discrimination. [37] demonstrates that the measured variable loading of items ought to be higher compare to cross-load by all at any rate 0.1 to show the legitimacy of discrimination adequate. As appeared in Table 5 contains all developments meeting this foundation. Therefore, we can presume that the validity of discrimination is accomplished.

[42] Additionally proceeded to exhibit the unrivalled performance of this strategy by means of a Monte Carlo reproduction study. All things considered, we have likewise tried the discriminant validity utilizing this new proposed strategy and the outcomes appeared in Table 4. There are two different ways of utilizing the HTMT to evaluate discriminant validity: 1 as a measure or 2 as a statistical test. For the first, if the HTMT worth is more noteworthy than HTMT.85 estimation of 0.85 [43], or HTMT.90 estimation of 0.90 [44] at that point there is an issue of discriminant validity.

**Table 1 Convergent validity**

Constructs	Loadings	CR	AVE	VIF
Discomfort1	0.708	0.872	0.577	1.493
Discomfort2	0.794			1.747
Discomfort3	0.742			1.58
Discomfort4	0.709			1.466
Discomfort5	0.838			2.058
Innovativeness1	0.805	0.883	0.653	1.795
Innovativeness2	0.791			1.627
Innovativeness3	0.836			1.762
Innovativeness5	0.8			1.783
Insecurity1	0.712	0.901	0.602	1.594
Insecurity2	0.745			1.698
Insecurity3	0.78			1.93
Insecurity4	0.785			1.91
Insecurity5	0.813			2.31
Insecurity6	0.814			2.362
Intention to use 1	0.866	0.923	0.8	2.14
Intention to use 2	0.913			2.656
Intention to use 3	0.905			2.458
Optimism1	0.797	0.895	0.631	1.773
Optimism2	0.817			1.994
Optimism3	0.752			1.646
Optimism4	0.768			1.844
Optimism5	0.835			2.055

**Table 2 Fornell & Lackers**

	DIS	INN	INS	INT B	OPT
<b>DIS</b>	<b>0.76</b>				
<b>INN</b>	-0.508	<b>0.808</b>			
<b>INS</b>	0.709	-0.503	<b>0.776</b>		
<b>INT B</b>	-0.759	0.616	-0.786	<b>0.895</b>	
<b>OPT</b>	-0.406	0.526	-0.441	0.529	<b>0.794</b>

**Table 3 Cross Loadings**

	DIS	INN	INS	INT B	OPT
Discomfort1	<b>0.708</b>	-0.312	0.406	-0.498	-0.166
Discomfort2	<b>0.794</b>	-0.484	0.601	-0.619	-0.371
Discomfort3	<b>0.742</b>	-0.307	0.528	-0.57	-0.349
Discomfort4	<b>0.709</b>	-0.45	0.473	-0.528	-0.31
Discomfort5	<b>0.838</b>	-0.374	0.654	-0.652	-0.325
Innovativeness1	-0.327	<b>0.805</b>	-0.364	0.461	0.37
Innovativeness2	-0.44	<b>0.791</b>	-0.433	0.494	0.375
Innovativeness3	-0.488	<b>0.836</b>	-0.462	0.571	0.492
Innovativeness5	-0.369	<b>0.8</b>	-0.355	0.452	0.456
Insecurity1	0.494	-0.454	<b>0.712</b>	-0.59	-0.294
Insecurity2	0.588	-0.378	<b>0.745</b>	-0.596	-0.353
Insecurity3	0.569	-0.386	<b>0.78</b>	-0.62	-0.372
Insecurity4	0.536	-0.438	<b>0.785</b>	-0.611	-0.406
Insecurity5	0.525	-0.321	<b>0.813</b>	-0.596	-0.256
Insecurity6	0.586	-0.368	<b>0.814</b>	-0.645	-0.369
Intention to use 1	-0.604	0.516	-0.605	<b>0.866</b>	0.463
Intention to use 2	-0.702	0.545	-0.745	<b>0.913</b>	0.476
Intention to use 3	-0.721	0.59	-0.748	<b>0.905</b>	0.481
Optimism1	-0.337	0.415	-0.401	0.478	<b>0.797</b>
Optimism2	-0.327	0.409	-0.311	0.411	<b>0.817</b>
Optimism3	-0.329	0.397	-0.342	0.397	<b>0.752</b>
Optimism4	-0.255	0.348	-0.261	0.325	<b>0.768</b>
Optimism5	-0.347	0.501	-0.408	0.461	<b>0.835</b>

**Table 4 HTMT**

	DIS	INN	INS	INT B	OPT
<b>DIS</b>					
<b>INN</b>	0.613				
<b>INS</b>	0.834	0.591			
<b>INT B</b>	0.891	0.718	0.897		
<b>OPT</b>	0.476	0.617	0.503	0.603	



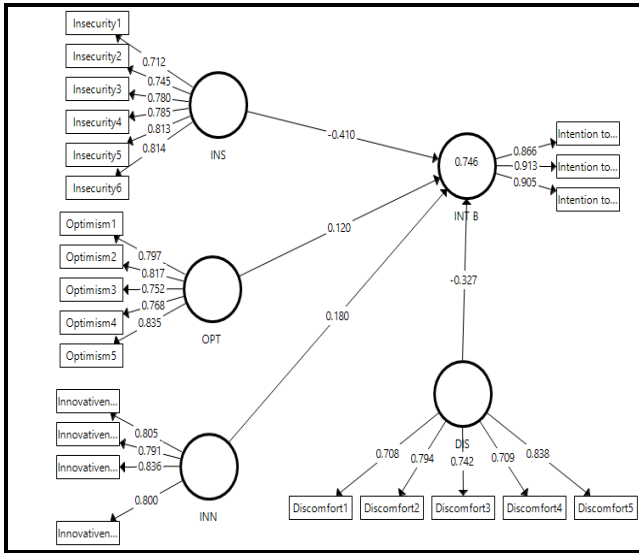


Fig. 2 Measurement Model

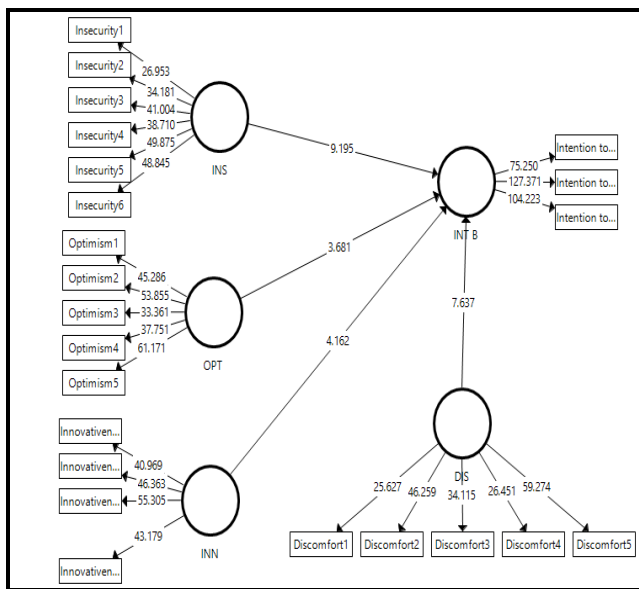


Fig. 3 Structural Model

Table 5: Hypothesis results

Hypothesis	Beta value	T Value	P Values	Decision
DIS -> INT B	-0.327	7.637	0	Supported
INN -> INT B	0.18	4.162	0	Supported
INS -> INT B	-0.41	9.195	0	Supported
OPT -> INT B	0.12	3.681	0	Supported

VII. DISCUSSION OF FINDINGS

In this study, questionnaire was filled up by 230 respondents. Respondents were mostly from the age group of 18 to 24 years, Race is others and undergraduate as education level. Reliability test resulted 0.843 under the pilot study, which demonstrates the questionnaire is perfect and dependable.

A. Bootstrapping Results of Smart PLS 3.2.8

The outcomes were obtain from 230 respondents and dissected using Smart PLS 3.2.8. To analyze the significance of statistical coefficients. [45] prescribe a base of confidence interval are measured based on 1.65 t-statistics values at p ≤

0.1. Similarly, [46] embrace that effect sizes of large 0.35, medium 0.15, and small effects 0.02. [47] highlighted the values for R 2 are substantial 0.75, moderate 0.50, and weak 0.25.

Determination of coefficient is identified in R Square under dependent constructs. As indicated by [48], he state that R square of 0.67 indicates as strong, 0.33 indicates of a moderate R square and 0.19 indicates as weak R square. While as per [49], the R square of 0.75 indicates as strong, 0.5 as moderate, and 0.25 as weak R square. [50] suggested that R square altogether ought to be equivalent or more than 0.10, this clarified the variance to be specific and considered sufficient as endogenous construct.

To reach a significance level, 5000 subsamples were utilized in initiating bootstrapping PLS option [51]. Thus, in view of this researcher's study, the R square is strong (0.746). Researchers need to be familiar on F Square so as to think about the model intensity. To determining a decent model, researchers refer to the effect size (f square). Refer to the study, large effects were identified, taking everything into account, researchers realized the Inner Model measurement met the requirement of the Modal.

Table 5 indicates the list of H1 to H4 hypothesis. In addition for all the hypothesis T-statistics value were stated. At the point when the hypothesis is identified as significant if the t-value indicates more than 2.58 (p <0.01), or t-value indicates as more than 1.96 (p<0.05), or t-value indicates more than 2.33 (p<0.01) for 1-tail test or t-value indicates as more than 1.645 (p<0.05). From Table 5 specify four hypotheses, stated as H1, H2, H3 and H4. This hypotheses are significant from the fact that the positive value were shown from the lower limit and maximum limit. This shows the hypothesis had turned out to be significant which is zero.

VIII. IMPLICATION OF THE STUDY

A. Optimism

In this research is shows that there is a significant positive relationship between optimism and intention to use E-recruitment. According to [11] an organization can form a “customer advisory panels” with the function to provide recommendations into the issues regards to assign of servicing staff, the formulation of creative service design and the way to upgrade quality of service.

Recruitment organisation can also refer to this technique to form a “IT advisory panel” in order to upgrade the quality of service on the E-recruitment which in term lead to the increase of generation Z’ willingness on using E-recruitment. The management can recruit fresh graduate to join into the development process of E-recruitment. After the recruitment they can started to apply TR scale on them to classify out who are the one with high score in optimism dimension. Afterwards, the management can retain those who are qualified and assists them to form a small responsible team. Thus, if any implementation problems occur, they are the one who will face the issues first. The 1<sup>st</sup> hand information about the E-recruitment receive by them are far more accurate than the prediction that have been made by the implementation body.

With a reliable information sources, the relevant department can figure out several strategies to precisely counter the problem occurs during the implementation of the E-recruitment system.

## B. Innovativeness

The research shows that there is a positive significant relationship between innovativeness and intention to use E-recruitment among gen Z. Innovativeness was the positive driver for people with the intention to use new technology [10], [11]. It was important because innovativeness brings positive impact towards intention to use technology. Student are the important element on evaluate the using of new recruitment system, so the innovativeness of individuals plays an important role in increasing the intention to use E-recruitment. In order to improve student's innovativeness recruitment officers also play pivotal roles. As the role model for gen Z, the management should always utilise this innovative system and communicates on the function and benefits they gains on this the new recruitment system. Business management can specifically assign certain officers to be the speaker regards to this E-recruitment system to educate the generation Z on this system. As the officers change their attitudes towards innovative product, it can be positively influence the diffusion and acceptance of technology among the generation Z [52].

## C. Discomfort

Discomfort is a negative influence on intention to use the technology [10]. To increase the intention to use of generation Z toward E-recruitment, business organization can provide more information and explain the usage of E-recruitment for generation Z. The information must be simple and easy to understand thus generation Z will not feel discomfort and this will also enhance knowledge of student about the usage of E-recruitment. The explanation must provide sufficient knowledge to generation Z regarding this advance technology, so generation Z will not feel unable to use the technology (E-recruitment). Therefore, there is a necessity for business organization to organise the talk regards to this E-recruitment system in order to enhance the understanding towards this system. In other words, instead of just giving the information in words on the papers, business organization should have some talk in each semester to educate the new comers as well as motivating the present generation Z to participate in this system.

## D. Insecurity

The research shows that there is a negative relationship between insecurity and intention to use E-recruitment among generation Z. In order to decrease the level of the feeling of insecurity among users, organization should organize a security awareness program to the organization staffs itself. It aim to ensure the staffs are aware the importance of protecting sensitive and private information of the users, the reason why they should handle the users personal information securely and the causes of mishandling information [53]. By doing so, this will also help to creates or raises the confidence level of the users. This is because when the business organization management implement this program, it directly shows that they are concern about the security issues faces by the users.

In every organization, the feeling of insecurity to the new technology implication is the critical factors for peoples. Therefore, the organization should provide a high security system for the users in order to create a safe and secure environment when there are using the new technologies-based services. The data is importance as core of every business. If the organization inability to protect the user's personal data, it will be the end of the business [54].

## E. Limitation of the Study

Throughout the complete research study conducted, encountered several critical limitations in the progress of the research that will undoubtedly bring tremendous influences to the research reliability and accuracy outcomes. The 1<sup>st</sup> limitation that are going to be described is about the sample size that adopted in this study. To be honest, this study consists of limited sample size as from our finalise discussion. The insufficient of the sample sizes might have restricted our research team to seek for wider and more complete data range. This is because in this research study, the research team only emphasis on the majority users of the E-recruitment which are generation Z and forgone all the minority users for instance, the staffs in business organization. Thus, there may be a possibility that the sample size which we have applied do not precisely signifies and represents all the users of E-recruitment.

The 2<sup>nd</sup> limitations of our research study will be fall on the survey questionnaires and its process. This situation occurs because the questions that the team use in the survey questionnaire are not fully designed by their own. Most of the questions are adopted from the past researchers' questionnaires which have been proven to be relevant to this research topic. Thus, the real meanings between what the research team intends to ask may be slightly different from the applied questions in certain extents. Although the variance between the actual implications is insignificant, but the team do not have any direct evidence to guarantee that this dissimilarity will not poses any influences on the final outcomes.

The 3<sup>rd</sup> limitation that the team discover that few of the respondents do not answer the question seriously. Hence, the researchers have the difficulties to obtain the reliable information which are more relevant to this topic. Therefore, critical bias and error will have high tendency to occur, meanwhile, it might drastically effect the preciseness and reliability of finalise outcomes. As the result, the data that the team collected from the target respondents might not support a strong relationship between the dependant and independent variables

## F. Recommendations for future study

In this research, there are numerous of limitations the team have encountered. These weaknesses have been specifically mentioned and explained on above section. First of all, the expansion on the sample size of this research is necessary. This is because the as the sample sizes increases, the tendency to receive more precise results will also be greatly improved. Based on this statement, the research team should enlarge the research coverage areas.



This means that the researchers should increase the amount of the target respondents who involve in this research study. In other words, it also illustrates that the research team should not solely emphasis on the majority users of E-recruitment which are the generation Z only. All the minority users must also be included although this small population may not exert significance effect on the final results. By doing so, the accuracy and reliability of the research will definitely be enhanced as well as avoid critical bias and error to happen. Lastly, the team can also guarantee that the sample size which have applied will precisely signifies and represents all the users of E-recruitment.

The 2<sup>nd</sup> recommendations will mostly base on the improvement of the questionnaires and the process. To design their own questionnaires manually in this study rather than adopt the past researchers' questionnaires. This is because there are no other exactly same questionnaires regard to this topic. The past researchers' questionnaires can be the foundation for the team to build up their own unique questionnaires which in another meaning, the past researchers' questionnaires should only act as the references for the formulation of questionnaires. In this way, questions which are indirect and ambiguous in term of its meaning can be avoided.

The 3<sup>rd</sup> recommendation is that the future researchers can perform the online survey method to gather the result from all the target respondents in business organization. This medium will bring conveniences to both the researchers and the respondents. On the side of the team, they can save plenty of the cost and time that needed to collect back the questionnaires while for the respondents, they will have enough time to read and understand the questions without being rush to submit the questionnaires in a short notice of time. Therefore, the results that achieved in this kind of circumstances will more likely to be precise and reliable as compare to previous situation. Moreover, the researchers also need to conduct a short conversation with the target respondents first before giving them the questionnaires. The purpose of this short conversation is to communicate the affairs about the E-recruitment especially on its actual and multiple functions.

Last but not least, the 4<sup>th</sup> recommendation is that the future researchers can also try to emphasis on other related element since this research study is mainly focus on the 4 dimension in the technology readiness only which are optimism, innovativeness, discomfort and insecurity. This can be proven by the result of  $R^2$  in the Multiple Regression Analysis. Through the results, it is crystal clear that the existence of other related factors that will exert influences on the dependant variable are undoubtedly. In this research, the secondary database which act as another source of resources also plays a pivotal role for the team to receive the information wanted in this study. Thus, business organization must always keep up-to-date regards the resources in their secondary database to support the researchers in obtaining valuable information

## IX. CONCLUSION

In the nut shell, the research team really have gained a better and comprehensive understandings regards to the factors that influence the intention to use E-recruitment

among generation. Based on what we have acquired from the study, we discover that the four independent variables which are optimism, innovativeness, insecurity and discomfort really exert tremendous effect on the intention to use. We prove that both innovativeness and optimism are the drivers that will increase overall technology readiness which in term lead to more intention to use the new technology.

At the same time, we also know that the insecurity and discomfort will always act as the inhibitors that reduce the technology readiness which causes drastically reduce in the intention to use advanced technology. Both of the drivers will exert influences among themselves, meanwhile, also will affect the both of the inhibitors. In other words, the effect will not just stop in inter group whereas it will also carry on between the intra group. The drivers as usual, affect positively the technology readiness and intention to use while the inhibitors will negatively affect the technology readiness and also the intention to use.

From the result in this topic, it is sufficient to conclude that the strongest influential factor that positively affect the intention to use E-recruitment will be the innovativeness accompany by the optimism factors that also reaches the second most influential factor towards the willingness to use E-recruitment. Both of the drivers are crucial in increasing the rate of respondents to use E-recruitment. The more the drivers available in area of the research, the higher the technology readiness it will be. This in term will result in the increases of intention to use E- recruitment technology.

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