

Diffusion of Online Recruiting Technology in Nigeria

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Downloaded 7 March 2012

Accepted 11 June, 2012

The internet has become an important tool for all human endeavour including business and management. One of such tools is online recruiting. Aside from the advantage of lowering cost and time spent on recruitment, e-recruiting also enables organisations to tap from a larger pool of prospective employees. In spite of these and other advantages, online recruiting appears to be unpopular in Nigeria. In addition to this there appears to be a dearth of research into e-recruiting. This is a cross sectional survey of the factor affecting the adoption of online recruiting technology using Rogers diffusion of innovation theory. A sample of two hundred private organisations was taken from the list of companies on the Lagos Yellow Pages and questionnaires were distributed to their respective Human resources Managers to elicit information on the effect of each of the five construct that determine attitude as postulated by Rogers and their attitude and intention towards e-recruiting. These questionnaires were designed using the 5 point Likert scale. The Cronbach alpha was used to determine consistency and reliability of multiple scale items. A pilot study was conducted to test for feasibility and improve the research design. Common methods bias was mitigated by dividing samples into two groups to elicit information pertaining to dependent and independent variables while multiple regression analysis was used to determine the effects of each of the five constructs on attitude and intention to use online recruiting. Relative advantage, Complexity, Observability, Trialability and Compatibility are significantly positively related with attitude to online recruiting with the latter as the dependent variable. Also, attitude significantly determines intention to use online recruiting. This research provides an input into how online recruiting can be made more receptive by organisations.

Keywords: Recruitment, e-recruiting, diffusion, attitude, intention, technology.

INTRODUCTION

Electronic recruiting (used interchangeably with online recruiting and e-recruiting); the practice of recruitment over the cyberspace is a concept that has gained enormous popularity in recent times. This perhaps is because of the numerous benefits of adopting e-recruiting. Many organisations and recruitment agencies have moved their recruitment activities online to improve the speed by which candidates can be matched with job vacancies. It is estimated that it costs only about one-twentieth as much to hire someone online, if it is the only method used as it does to hire the same person through traditional sources [1]. E-recruitment not only saves costs, but also enables organisations provide much more information to applicants, which can easily be updated. It provides more scope for companies to present their employment position in terms that increase their attractiveness as a place in which to work [2]. The concept of e-recruitment ensures flexibility of recruitment

management and makes contact with prospective applicants easy through online channels like e-mails and Short Message Services (SMS)

The objective of this paper is to investigate the determinants of the adoption of e-recruiting by human resources managers using the Rogers' Diffusion of Innovation (DOI) theory (a widely accepted theory explaining the underlying factors affecting the adoption of an innovation) as research framework. The five key determinants of attitude to technology as put forward by Rogers [3] will be fitted into e-recruiting in Nigeria to determine how they affect attitude to online recruiting. This paper will also attempt to link attitude with intention to adopt the technology. A research into the underlying factors influencing the decision of HR managers to adopt the use of e-recruiting has become germane due to the growing popularity of internet usage by not only job seekers individuals and organisations. The use of the

internet for recruitment purposes has the potential of reducing not only recruitment costs, but also enhancing human resources planning processes in organisation. Thus a model that explains the factors influencing the adoption of e-recruiting will guide HR managers on the decision to use e-recruiting but also relevant stakeholders on the design of appropriate hardware and software that will best serve users.

There exists a clear gap of research efforts into the adoption of e-recruiting both in Nigeria and other parts of the World [4,5]. The few that does exist (as discussed in the review of relevant literature section) dwells mostly on content of e-recruiting sites. Others used different theories such as the Technology Acceptance Model (TAM) and Theory of Planned Behaviour, making this effort to be distinct from previous research efforts. Accordingly, this study could reveal areas that require further research, and provide answers to hitherto obscure questions concerning e-recruitment adoption and diffusion.

This paper is made up of six sections; section one gives an introductory perspective into the topic while section two discussed the research problem. Section three contains a review of relevant literature while section four contains the research methodology. Sections five, six and seven contain data analysis, discussion and conclusion respectively.

Research Problem

Despite potential benefits of adopting e-recruiting to organisations, recruitment agencies and job seekers, many organisations have not accepted this mode of recruitment. It has therefore become imperative to carry out a diffusion study of e-recruiting to identify the underlying determinants of the acceptance of this technology by organisations in Nigeria with specific reference to the private sector. The choice of the private sector borders on its importance as a major employer of labour in Nigeria. Using a popular and widely used theory such as the theory of diffusion of innovation, it is expected from this study that the extent of diffusion of e-recruiting will be determined with a view to knowing what could be done to prevent the inhibition surrounding the use of online recruitment. Thus, it could be reasoned that the benefits of e-recruiting can only accrue to adopters in Nigeria when barriers to their diffusion and adoption are identified. The Diffusion of Information (DOI) theory was adopted in this study to model the use of e-recruiting in Nigeria. This hopefully will make it possible to anticipate the progression of its use which in turn, will further strengthen the recruitment planning process in organisations. Although the application of the theory had been tested in previous studies, there is need for it to be applied locally using a recently introduced technology, such as e-recruiting in Nigeria. Furthermore, there appears to be a dearth of information concerning diffusion studies

on e-recruiting in Nigeria using the DOI or any other model [4,5]. Accordingly, this study could reveal areas that require further research, and provide answers to hitherto obscure questions concerning e-recruitment adoption and diffusion.

Literature Review

Diffusion theory has gained enormous popularity in research especially in the areas of medicine, engineering, banking and information technology [6,7]. Mostly, the theory had been used in IT related technologies – software [8], operating systems [9], intranet use [10], smart card readers [11], information systems processes [12] and internet banking [13-15]. Diffusion of information (DOI) was used in a study of online consumer's intention to use virtual stores [16]. The study was conducted on 253 registered users of a non-profit organisation and three news groups. In this study, a DOI attribute, compatibility was added to technology acceptance model (TAM). They found that compatibility between using a virtual store and a consumer's belief, values and needs positively affected one's attitude towards using the virtual stores. Lau [17] utilised the DOI's attributes to predict broker's adoption of online trading in Hong Kong. The study found that perceived usefulness, perceived ease of use or complexity, relative advantage, compatibility, and Observability were significantly correlated with the attitude of using the system. However, Hardgrave, Davis, and Riemenschneider [18] used technology acceptance model (TAM) and DOI attributes to conduct a study to identify the factors that influenced application developers' intention to follow a software development methodology. Relative advantage, complexity, and compatibility were used as part of the research model. The results showed that usefulness and compatibility significantly influenced the intention. Complexity was not significant. Gerrard and Cunningham [13] used DOI in a study of internet banking diffusion in Singapore. They found that adopters of internet banking perceived the service as more convenient, less complex and more compatible to them. In a review on the technology acceptance models, Venkatesh et al. [19] found that relative advantage, complexity, result demonstrability, trialability, visibility, image, compatibility, and voluntariness all explained approximately 54% and 47% of the variance in intention in voluntary and mandatory settings. Concerning hypothesised paths, two DOI attributes, relative advantage and complexity were significant in predicting intention both in voluntary and mandatory settings. Image was a significant predictor of the intention only in mandatory settings.

Using a random sample of recruitment web sites of fortune 500 companies, Young and Foot [20] employed content analysis and rhetorical criticism to catalogue content types, identify persuasive structure, and analyze rhetorical themes in representations of work in the study

of ‘e-recruiting’ in organisations. Their investigation reveals that career sites are not merely places to post job openings, but reflect corporations’ attempt to sell a glorified image of work, one which positions workers as powerful actors and employers as kind benefactors. This outcome confirms the positive influence of observability and relative advantage constructs in the DOI theory as a key factor that determines adoption of innovation including e-recruiting.

The use of DOI theory to model the determinants on e-recruiting is rare in literature [4,5]. Two of such papers are worthy of note. In a study conducted in the United Kingdom, Parry and Wilson [21] used DOI and Ajzen’s theory of planned behaviour to determine the factors that influence the adoption of online recruitment by organisations. It was discovered that factors related to the adoption of corporate web sites and commercial jobs boards are found to be different, with positive beliefs/relative advantage, subjective norms and negative beliefs emerging in the case of corporate web sites and positive beliefs/relative advantage and compatibility for jobs boards. The results provide some fit with both Ajzen’s and Rogers’ factors. However, the limitation of this research effort is that it was conducted in a relatively more advanced society with a deeper internet awareness and usage.

In a similar study, Yoon [22] studied the adoption of e-recruitment technology in Malaysia. He modified technology acceptance model excluding the attitude construct as the core research framework while identifying perceived privacy risk (PPR), performance expectancy (PE), application-specific self-efficacy (ASSE), and perceived stress (PS) as key external variables that form the research model for the study of e-recruitment technology adoption. The results identified few key determinants to this technology adoption some of which include PS, PPR and PE. However, the weak evidence of the behavioural intention indicates that e-recruitment has not replaced some of the conventional recruitment methods.

METHODOLOGY

Research Framework

Diffusion is the process by which an innovation is communicated through certain channels over time among members of a social system. It is a special type of communication in that messages are concerned with new ideas [6].

In this study, the five attributes for diffusion of innovation as given by Rogers [3] were tested to find the degree to which they influence attitude to adopt e-recruiting technology. These attributes are:

Relative Advantage: This shows the degree to which an

innovation is perceived as better than the idea it supersedes. This is measured in economic terms as well as convenience, satisfaction and social prestige derived from its use. The focus is whether the individual perceives the innovation as being advantageous rather than the objective advantage derived from its use. The greater the perceived relative advantage of an innovation, the more rapid its rate of adoption will be.

Compatibility: This construct described the degree to which an innovation is perceived as compatible with the individual’s or organisation’s norms, belief, existing values, past experience and needs. An idea that is incompatible with the values and norms of an individual will not be adopted as an innovation that is compatible.

Complexity: This is the degree to which an innovation is perceived as difficult to understand and use. Obviously, the harder it is for an adopter to use or perceive the use of an innovation, the less likely that the idea will be consumed

Triability: This is the degree to which an innovation may be experimented with on a limited basis. Generally, new ideas that may be tried on instalment basis will be adopted more quickly than innovations that are not divisible

Observability: This describes the degree to which the outcomes of an innovation are visible to others. The easier it is for individuals to see the result of an innovation, the more likely they are to adopt such idea. What is observed can be communicated and this could affect the rate of diffusion depending on the outcome.

Attitude can be defined as an individual’s positive and negative feeling (evaluative effect) about performing target behaviour. Attitude towards behaviour refers to the degree to which a person has a favourable or unfavourable evaluation or appraisal of the behaviour in question [23]. Thus attitude can only affect target behaviour either positively or negatively. It is therefore imperative to determine how attitude will affect behaviour which in this case is the adoption of online recruiting. The research model for this study is expressed in the functional relationship stated below:

$$At = f (Ra, Cm, Cp, TR, Ob)..... (1)$$

$$It = f (At)..... (2)$$

Where

- At = Attitude to towards adopting E-recruiting
- Ra = Relative Advantage
- Cm = Complexity
- Cp = Compatibility

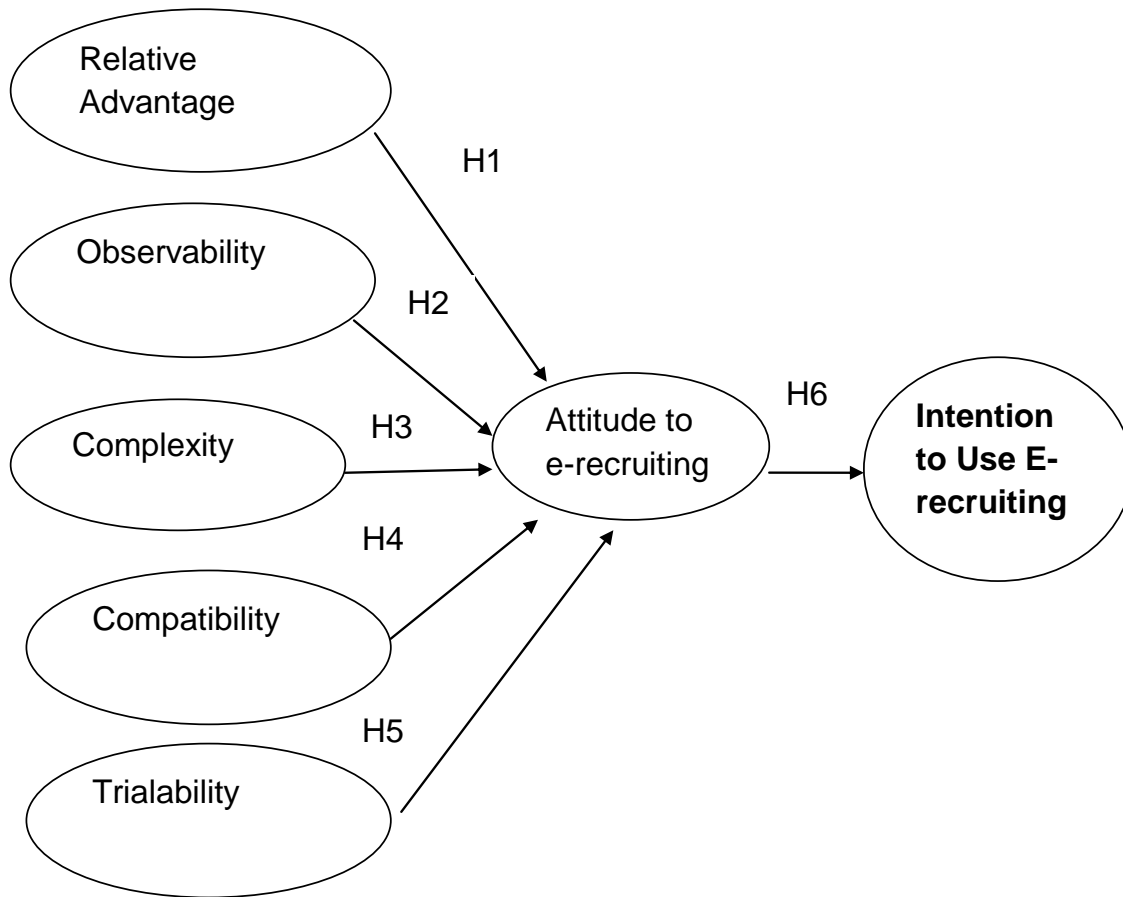


Fig 1. Description of Hypotheses.

Tr = Trialability

Ob = Observability

It = Intention to use E-recruiting

The research model stated above is made up of two equations. Equation 1 expresses attitude towards adopting e-recruiting as a function of the five attributes influencing the adoption of innovation as put forward by Rogers. Equation 2 describes Intention to use e-recruiting as a function of attitude towards e-recruiting. All variables are measured using qualitative data obtained through the distribution of questionnaires.

Hypotheses

From the above, the following hypotheses will be tested for this study:

Hypothesis 1: The relative advantage of using e-recruiting does not positively affect the attitude towards using the technology.

Hypothesis 2: The complexity of the use of e-recruiting does not positively affect the attitude towards using the

technology.

Hypothesis 3: The compatibility of e-recruiting with the adopter's values does not positively affect the attitude towards using the technology.

Hypothesis 4: The trialability of e-recruiting does not positively affect the attitude toward using the technology.

Hypothesis 5: The Observability of e-recruiting does not positively affect the attitude towards using the technology.

Hypothesis 6: The attitude towards e-recruiting does not positively affect the intention to use the technology.

These hypotheses are explained in figure 1.

Research Design, Data Collection and Analysis

This research is a cross-sectional survey of diffusion of e-recruiting technology among business organisations.

Data are drawn from two hundred heads of human resources of private sector organisations all located in

Table 1. Results of Cronbach Coefficient Alpha Test.

Construct	Cronbach's Alpha	No. Of Items Making up construct
Relative Advantage	0.72	6
Complexity	0.78	5
Compatibility	0.75	5
Observability	0.81	5
Trialability	0.8	4

Lagos. The choice of Lagos is based on its status as the commercial capital of Nigeria. These private sector organisations were selected using random sampling from organisations listed in 'The Lagos yellow pages'. Data was collected between June and November 2010.

Structured questionnaires containing items divided into 7 sections were distributed to heads of human resources of selected organisations. Section A consists of closed-ended questions covering the demographic and financial characteristics of the respondent and their knowledge of e-recruiting technology. Section B aims at collecting data on the relative advantage of using e-recruiting. Section C aims at finding out whether any complications had been or will be encountered in using e-recruiting. Section D elicited information on the suitability of using e-recruiting by respective companies against the backdrop of organisational goals, policies, culture, and ethical values. Section E elicits information about the possible trials that the respondent had or will embark upon before finally accepting the use of e-recruiting while Section F provided information about the observed benefits of using e-recruiting. Section G gave information on how experiences of the respondent with the use of e-recruiting have or will affect the intention to continue to use the technology. A 5-point Likert scale was used in designing the questions. The choice of Heads of Human resources of organisations is based on the fact the human resources manager advises management on and takes charge of the recruitment process [2]. Respective variables were measured using qualitative data obtained from each section of the questionnaires as provided by the 5-point Likert scale.

To mitigate the risk of common methods bias (CMB), respondents were divided into two groups of fifty each. Group A will provide data for the exogenous variables while group B will provide data for the endogenous variables; attitude and intention constructs. Common methods bias occurs when the instruments the researcher employs enter into or affect the scores or measures that are being gathered. This is also known as a methodological artefact [24]. A pilot study made up of twenty samples was conducted to test for feasibility and improve the design of the research.

Cronbach coefficient alpha was used to test for internal consistency and reliability of the multiple scale items. Data obtained from questionnaire were analysed using

multiple regression analysis to test the hypotheses. All these were computed using the statistical package for social science (SPSS) version 14 application to strengthen accuracy of results.

DATA ANALYSIS AND RESULTS

A total of two hundred and five questionnaires were distributed selected via stratified random sampling from virtually all major sectors of the Nigerian economy 72% of which are usable. Cronbach Alpha was used to test for internal consistency and reliability of multiple scales testing each construct. Table 1 show the result.

After making necessary adjustments in the items making up each construct, the Cronbach's Alpha range from 0.72 to 0.81 indicating that the test instrument is consistent and reliable.

Table 2 show the demographic, sectoral and financial features of selected organisations for the study

Samples were drawn from organisations grouped into seven sectors of the Nigerian economy with wholesale and retail sector accounting for 38% of the samples. This was followed by services sector accounting for 29%. The least was mining sector accounting for 5% of the samples. 68% of the samples have their annual turnover ranging from N1 million to N100million (that is between US\$7,000 to US\$700,000) while 15% of them have a turnover in excess of N100 million. Whereas over 90% of respondents know about e-recruiting, only 32% and 39% of the sample organisations own corporate websites and use online recruiting. The most popular e-recruiting medium is online facilities of recruitment agencies (66%).

Using SPSS 14.0 software, a multiple regression analysis was conducted with relative advantage, compatibility, complexity, observability and trialability as independent variables and attitude to e-recruiting as dependent variable. Tables 3 to 5 show the results

Table 5, shows that the R Square value for the model is 0.601 meaning that 60.1% of the dependent variable in the model can be predicted by the independent variables. A $p < 0.05$ shown in the ANOVA data in Table 4 means the model is significant. Thus, the independent variables significantly predicts the dependent variable ($F=140.021$; $p < 0.05$). Table 5 showed the standardised Beta coefficients that indicates the effects of each variable to

Table 2. Background Information on Respondents.

Variable	Category	Frequency	Percentage
Age of Organisation	Less than 5 Yrs	23	16
	6 – 10 Yrs	35	24
	11 – 15 yrs	42	29
	16 – 20 yrs	34	23
	Above 20 yrs	13	8
Staff Strength	Less than 10	36	24
	11 – 50	79	54
	51 – 100	19	13
	101 – 500	10	7
	Above 500	3	2
Sector	Agriculture	5	3
	Industry	15	10
	Building/Construction	10	7
	Wholesale/Retail	55	38
	Service	42	29
	Mining	7	5
	ICT	13	8
Annual Turnover	Less than N1 Million	27	17
	N1Million–9.9Million	41	28
	N10Million- N49.9Million	35	24
	N50Million- N99.9Million	23	16
	Above N100Million	22	15
Organisations owning corporate Websites	-	47	32
Organisations using online recruiting	-	58	39
Methods of Recruitment	Online Job Boards	9	16
	Corporate Websites	21	36
	Online facilities of recruitment agencies	38	66

the model. The t and p values showed the impact of the independent variables on the dependent variable. As shown in table 5, the construct Relative Advantage has the highest impact on attitude (the dependent variable), while Trialability has the lowest impact on attitude. The highest corresponding t and lowest p values for Relative Advantage construct further buttresses the fact that it has the highest beta coefficient (for both standardised and unstandardised).

Thus, the estimated multiple regression equation for equation 1 on page 6 is shown below:

$$At = f(Ra, Cm, Cp, Tr, Ob)..... (1)$$

Therefore,

$$At = 0.123 + 0.314Ra + 0.125Cp + 0.213Cm + 0.093Tr + 0.285Ob$$

The result of test showing the relationship between attitude and intention to use e-recruiting is shown in the tables 6 to 10.

Table 4 show R² as 0.6 meaning that 60% of Intention to use e-recruiting can be predicted by the independent variable attitude. The result of ANOVA test shown in table 5 indicates that P < 0.05 implying that the model is significant. Thus it can be concluded that attitude to e-recruiting significantly predicts Intention to use e-recruiting (F = 408.212, p < 0.05). Table 6 shows that there exists a strong positive relationship between Attitude and Intention such that a unit change in attitude

Table 3. Model Summary for the Construct.

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.814	.662	.601	.294

Predictors: (Constant), Observability, Trialability, Relative Advantage, Complexity, Compatibility. Dependent Variable: Attitude.

Table 4. ANOVA for the Construct.

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	103.251	5	20.650	140.021	.000(a)
	Residual	57.641	142	.406		
	Total	160.892	147			

Predictors: (Constant), Observability, Trialability, Relative Advantage, Complexity, Compatibility. Dependent Variable: Attitude.

Table 5. Coefficient of the constructs.

Model	Unstandardised Coefficients	Standardised Coefficients					Collinearity Statistics	
		B	Std Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.125	.132		.743	.432		1.989
	Relative Advantage	.314	.052	.262	5.624	.000	.504	1.625
	Complexity	.213	.014	.208	4.103	.000	.542	1.721
	Compatibility	.125	.023	.092	2.127	.000	.539	1.626
	Trialability	.093	.045	.065	1.521	.004	.731	1.332
	Observability	.285	.023	.231	4.801	.000	.615	1.524

Predictors: (Constant), Observability, Trialability, Relative Advantage, Complexity, Compatibility. Dependent Variable: Attitude.

will produce a 0.661 unit change in intention ($t = 9.254, p < .05$). The results of tolerance and VIF also indicate the absence of multicollinearity between attitude and intention. The resulting estimated equation is shown below:

$$It = f (At) \dots \dots \dots (2)$$

Thus:

$$It = 2.012 + 0.651It \dots \dots \dots (4)$$

Table 9 highlights the implications of these results on the research hypotheses. The results are shown in figure 2.

From table 9, relative advantage has the strongest influence over attitude to e-recruiting with a beta coefficient of 0.262. This means that perceived relative advantage is a key determinant of attitude to e-recruiting.

The more of the advantages of e-recruiting is perceived by Human resources managers, the more positive will be there attitude towards online recruiting. This is consistent with the findings of Emma and Hughs [4] which also discovered that relative advantage is a key determinant in the adoption of e-recruiting in the UK.

This is closely followed by observability with a beta coefficient of 0.321 and $p < 0.5$ implying a significant positive relationship between attitude and observability. Complexity and compatibility also indicated positive relationships with attitude. Trialability showed the lowest beta coefficient and also the highest p of .04 indicating that it is the least determinant of attitude to e-recruiting. This is perhaps due to the limited possibility of trying e-recruiting before adoption.

These findings show that the theory of diffusion applies to a large extent to the adoption of e-recruiting in Nigeria. It is therefore useful for organisations designing and deploying/selling e-recruiting technology to evaluate the

Table 6. Model Summary for the Construct.

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.775	.60	.597	.601

Predictors: (Constant), Attitude; Dependent Variable: Intention.

Table 7. ANOVA for the Construct.

Model		Sums of Square	DF	Mean Square	F	Sig.
1	Regression	107.251	1	107.251	408.212	.000(a)
	Residual	93.259	146	.64		
	Total	200.51	147			

Predictors: (Constant), Attitude; Dependent Variable: Intention.

Table 8. Coefficient of the constructs.

Model	Unstandardised Coefficient			Standardised Coefficient			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	2.012	.132		5.215	.001		
	Attitude	.651	.046	.661	9.254	.000	1.000	1.000

Predictors: (Constant), Attitude; Dependent Variable: Intention.

Table 8. Coefficient of the constructs.

Model	Unstandardised Coefficient			Standardised Coefficient			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	2.012	.132		5.215	.001		
	Attitude	.651	.046	.661	9.254	.000	1.000	1.000

Predictors: (Constant), Attitude; Dependent Variable: Intention.

attributes of this model to increase its popularity and use in Nigeria (table 10).

DISCUSSION

The result of this study shows a significant relationship between attitude to and intention to use online recruiting technologies. The relative advantage construct that make up attitude has the most significant effect on the adoption of e-recruiting. The positive effect of relative advantage on the adoption of a technology was supported by Emma and Hughs [4], David [20], Chen et al. [16]. The use of e-

recruiting is also compatible with most organisation’s policies, strategies, goals and culture. Complexity is a key determinant of adoption of technology [3]. The result of this study show that the complexity construct significantly affects intention to use e-recruiting technology, a position supported by Chang and Cheung [25] and, Olatokun and Igbinedion [5]. Even though the adoption of e-recruiting poses the challenge of acquisition of requisite hardware, software and humanware, the research showed that most human resources managers believe that these requirements can easily be met. Observability is also a key determinant of adoption of technology. The perceived enhancement of an organisation’s recruitment

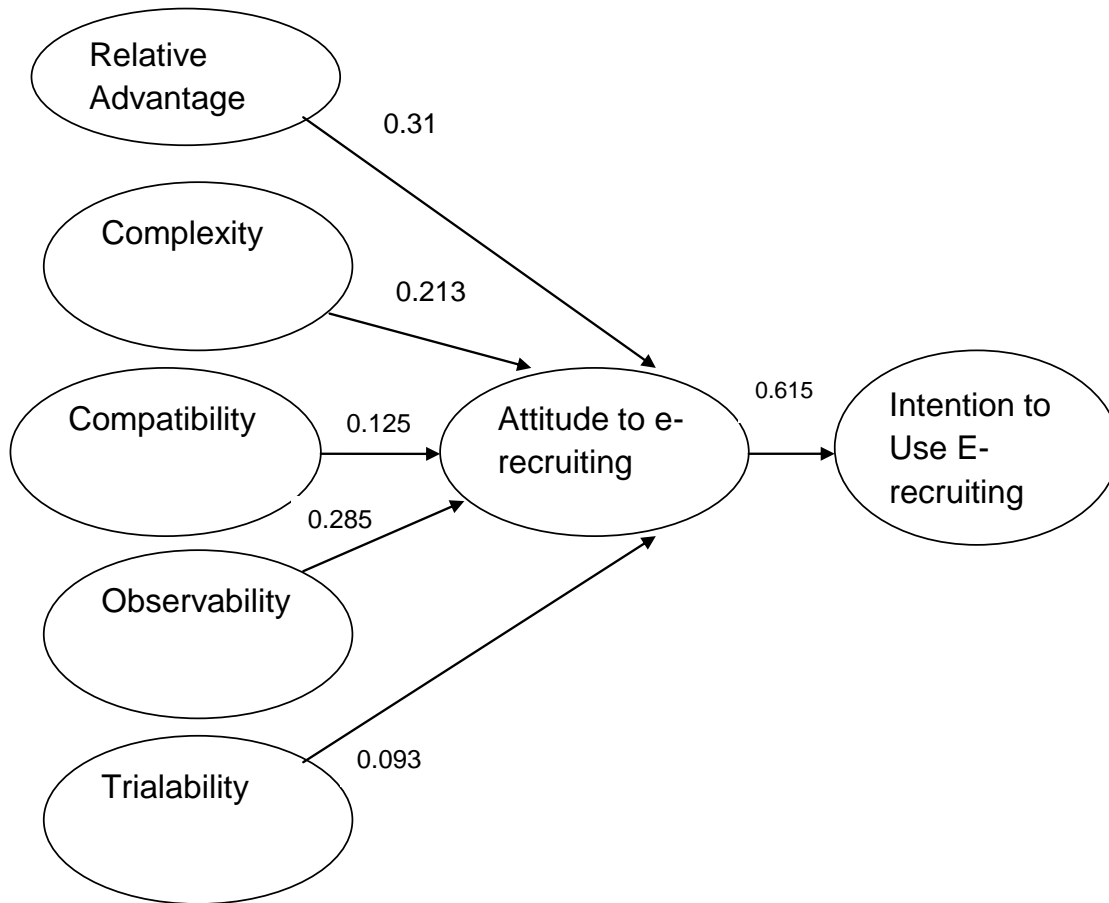


Fig 2. Pictorial Description of findings.

Table 9. Beta coefficients and p Values for each Construct.

Variables	Beta coefficients	p
Relative Advantage	.262	p < 0.05
Complexity	.208	p < 0.05
Compatibility	.092	p < 0.05
Trialability	.065	p < 0.05
Observability	.231	p < 0.05

process and improved corporate image that comes with the adoption of e-recruiting strengthens the adoption of online recruiting technology [20]. This position is supported by Olatokun and Igbiniedion [5]. The trialability construct shows the possible trial of e-recruiting before its steady usage. The study shows that successful trial of online recruiting will lead to its steady usage

CONCLUSION

This study gives an insight into the adoption of e-recruiting by private sector organisation specifically within

the Lagos area of Nigeria using Rogers diffusion of information theory. The study determines how the five constructs of the DOI theory impacts on attitude to the e-recruiting and how in turn, attitude affects intention to use e-recruiting technology. It was discovered that relative advantage construct plays a key role in determining the attitude to e-recruiting. As such, it is recommended that hardware, software designers and vendors of online recruitment technology should highlight the advantages to e-recruiting to increase its popularity. This is because the most significant factor that will influence HR managers to adopt e-recruiting are its advantages over traditional recruitment methods. The observability construct also

Table 10. Summary of Hypotheses Test.

	Hypotheses	Result
H1	The relative advantage of using e-recruiting does not positively affect the attitude towards using the technology	Rejected
H2	The complexity of the use of e-recruiting does not positively affect the attitude towards using the technology.	Rejected
H3	The compatibility of e-recruiting with the adopter's values does not positively affect the attitude towards using the technology.	Rejected
H4	The trialability of e-recruiting does not positively affect the attitude toward using the technology.	Rejected
H5	The Observability of e-recruiting does not positively affect the attitude towards using the technology.	Rejected
H6	The attitude towards e-recruiting does not positively affect the intention to use the technology	Rejected

plays a key role in determining the attitude and intention to use e-recruiting. There is therefore the need to make e-recruiting more popular perhaps through advertisement and publicity by vendors and producers of the technology. Also, the stronger the positive corporate image an organisation hopes to gain through using e-recruiting, the higher the prospect of adopting it. Complexity is also a key determinant of decision to use the technology. Therefore the design of hardware and software for e-recruiting should be users friendly to increase the likelihood of its adoption. Trialability should also be a key feature of this technology since possibility of experimentation by adopters improves the chance of its long term use.

Future studies might involve the inclusion of public sector organisation to determine how the five construct affects adoption of e-recruiting by private sector organisations. Such study can also use other models such as the technology acceptance model and Ajzen's theory of planned behaviour or their combination or modification

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