

## A STUDY ON E-RECRUITMENT ADOPTION IN VA GROUP BENGALURU: HR PERSONNEL PERSPECTIVE

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### ABSTRACT:

**Purpose:** The prime objective of the study is to know the relationship between E-recruitment adoption techniques on intention to use job board.

**Design/Research Methodology:** Descriptive study surveyed 122 respondents through convenience sampling technique and has been tested with Descriptive and Inferential Analysis (Analysis of Variance– One Way, Correlation analysis and Regression Analysis) were deployed.

**Findings:** This study has found E- recruitment has a significant the impact on intention to use job board by job board, attitude, and perceived use. As per the survey Intention to use job board and perceived use had a 0.903 correlation value which indicates an extremely high positive relationship. This shows that those who view the job board as helpful are more likely to use it. The correlation is statistically significant at the p value =0.000 <0.01 level. Further, this study has revealed that E-recruitment adoption technique on intention to use job board differs across gender, age group, work experience, educational qualification, and annual salary.

**Managerial Implications:** The impact of organizational culture and employee attitudes towards E-recruitment adoption remains underexplored. There is a need for more empirical research to assess the effectiveness and efficiency of e-recruitment in comparison to traditional recruitment methods.

**Scope for future work / Limitations:** This study intends to investigate the degree to which organisations have adopted E-recruitment practices, the variables that influenced their choice, and the results and advantages of its implementation. The study will examine a few issues, such as the various E-recruitment tools and technologies utilized, the integration of E-recruitment with current HR systems, the difficulties encountered during implementation, and the methods used to get over such difficulties.

**Keywords:** E- recruitment adoption, Job board, Attitude towards job board, perceived use of job board and Intention to use job board.

### 1. INTRODUCTION:

E-recruitment describes the process through which an organisation finds, attracts screens and evaluates jobseekers for open positions by utilising modern technology or Web-based resources. E-recruitment is a technology that is expanding quickly in the human resource management sector because of globalisation. Online job posting and advertising are both used in E-recruitment. Employers and jobseekers can communicate via email to learn more about the company and the open positions. Furthermore, social networking websites like Apna, Internshala, Google and LinkedIn give job seekers greater chances to find the ideal positions. With the help of E-recruitment, jobseekers can take an online test to assess various aspects of themselves according to various job profiles.

A job board is a website where employers post job openings for applicants to view. Job searchers can utilise job boards to look for new employment possibilities in their industry and field. A website that focuses solely on jobs or careers is known as a job board. It is also referred to as a job site, job portal, job website, or employment website.

Attitude towards job board refers to a person's general assessment, view, or opinion towards the use and efficacy of online job boards. It expresses a person's attitude, feelings, and ideas about the benefit, utility, and satisfaction obtained from using job boards as a source for job hunting and recruitment.

Intention to use a job board describes a person's deliberate choice or tendency to make use of a website or online platform created especially for job seekers and employers. It denotes a person's interest in interacting with a job board to look for work possibilities or find qualified candidates for open positions.

## **2. LITERATURE REVIEW:**

### 2.1 Reviews on Job board:

- Martinez, R. (2021), conducted a study on the title "Job Board Advertising: A Comparative Analysis of Traditional and Niche Job Boards. The objectives of the study are to compare the effectiveness and user experience of traditional and niche job boards for job advertising, and to determine which type of job board is more successful in attracting qualified candidates. The study may use statistical tests such as chi-square tests, t-tests, or ANOVA to analyze the data. The study focuses specifically on comparing traditional and niche job boards in the context of job board advertising. Some potential limitations of the study may include a limited sample size, self-reported data from participants, potential bias in participant selection, and the study's generalizability to all industries or regions. The study will draw conclusions regarding the relative effectiveness and user experience of traditional and niche job boards for job advertising.
- Lee, S., & Chen, H. (2020), carried research on the article "The Influence of Social Media Integration on Job Board Effectiveness. This study investigates the integration of social media features into job boards and its impact on job board effectiveness. The study focuses on examining the influence of social media integration specifically on job board effectiveness. The objectives of the study are to examine the influence of social media integration on job board effectiveness and to understand the potential benefits and challenges associated with integrating social media into job boards. The study employs statistical tests such as correlation analysis and regression analysis to analyze. The study concludes by summarizing the key findings and their implications. The conclusion may also highlight avenues for further research in this area.
- Johnson, A., & Brown, K. (2019), investigated on a research work on "The Role of Job Boards in Job Seeker Satisfaction and Job Matching: The study focuses on the role of job boards specifically in relation to job seeker satisfaction and job matching. It may include several types of job boards, such as general job boards or niche job boards, and cover a wide range of industries or sectors. The objectives of the study are to investigate the role of job boards in job seeker satisfaction and job matching by conducting a meta-analysis of relevant research studies. The meta-analysis involves the synthesis of data from multiple studies, and statistical techniques such as effect size calculation and weighted averaging are used to analyze the combined results. This section typically discusses the implications of the findings, their significance in the context of existing literature, and potential directions for future research.
- Swider, B. W., & Boswell, W. R. (2019), conducted a study on A review of recent developments in job boards and a research agenda Study: The boundaries or limitations within which the research is conducted. This includes the specific focus of the study, the target population, and any geographic, temporal, or other constraints. The goals or aims of the study, which outline what the researchers intend to achieve through their research. The statistical analysis method or test used to analyze the data collected in the study. This could include regression analysis, t-tests, chi-square tests, or other appropriate statistical techniques. These hypotheses are tested using data analysis to determine their validity. This section typically discusses the implications of the findings, their significance in the context of existing literature, and potential directions for future research.
- Smith, J. (2018), conducted research on the title "The Impact of Online Job Boards on Recruitment Processes, from " Journal of Human Resources Management. The study focuses on the impact of online job boards on recruitment processes. The objective of the study is to investigate the impact of online job boards on recruitment processes.

The study may utilize various statistical tests depending on the specific research questions and data analysis requirements. Some commonly used statistical tests in recruitment studies include t-tests, chi-square tests, regression analysis, and correlation analysis. The study presents the research findings based on the conducted analysis. It may report the impact of online job boards on recruitment processes, including measures such as increased applicant pool, reduced time-to-hire, improved candidate quality, or cost savings. The conclusion summarizes the key findings of the study and discusses their implications for recruitment practices.

## 2.2 Reviews on Attitude towards Job board:

- Huang, C. C. (2017), investigated research on Understanding online job board continuance: An integrated model of the expectation-confirmation model and the task-technology fit model Study Summary: The study focuses on online job boards and their continuance intention. The objective of this study is to investigate the factors that influence users' continuance intention in using online job boards. Specifically, the study integrates the expectation-confirmation model (ECM) and the task-technology fit model (TTF) to understand users' satisfaction, perceived usefulness, and perceived ease of use, and their impact on continuance intention. The study may have limitations such as a specific geographic or demographic focus, reliance on self-reported data, potential response bias, or a limited sample size. The study may also highlight practical implications and suggestions for improving the design and functionality of online job boards to enhance user satisfaction and encourage continuance.
- Brown, S., & Wilson, C. (2017), conducted a study on An Investigation into Job Seekers' Trust and Confidence in Job Boards Study The study focuses on job seekers and their perceptions of trust and confidence in job boards. The objectives of the study are to investigate job seekers' trust and confidence in job boards, understand the factors influencing their trust and confidence, and explore the implications for job board effectiveness and user experience. The study may use statistical tests such as correlation analysis, regression analysis, or t-tests. The study may propose hypotheses, such as "Job seekers' trust in job boards positively influences their confidence in the platform. The study will conclude by summarizing the key findings, discussing their implications for job board effectiveness and user experience, and potentially suggesting recommendations for job board providers to enhance trust and confidence among job seekers.
- Anderson, M. (2016), carried research on Exploring the Role of Job Boards in the Recruitment Process: A Study of Job Seekers' Attitudes Study: The study focused on job seekers and their perspectives on job boards in the recruitment process. The study utilized descriptive statistics, such as mean, standard deviation, and frequency distributions, to analyze job seekers' attitudes, satisfaction levels, and experiences with job boards. Additionally, inferential statistical tests, such as chi-square tests or t-tests, may have been used to examine the relationships between variables or compare groups of job seekers. To examine job seekers' attitudes towards job boards in the recruitment process. To understand the perceived usefulness and effectiveness of job boards from the perspective of job seekers. The study might have encountered limitations, such as Limited generalizability due to a specific sample or location. Potential response bias or self-reporting inaccuracies from job seekers. The study's findings would present an analysis of job seekers' attitudes, satisfaction levels, and experiences with job boards. It would summarize the statistical results and discuss the significance of the findings in relation to the research objectives.
- Liao, H. (2015), investigated a study on Job search on the internet and subsequent employment: A study of online job boards Study Summary: The study focused specifically on online job boards as a means of job search and subsequent employment outcomes. The study employed various statistical tests to analyse the data, such as correlation analysis, regression analysis, and chi-square tests. These tests were used to examine the relationships between variables, identify predictors of successful job placements, and determine the significance of the findings. The main objectives of the study were to investigate the relationship between job search behavior on online job boards and subsequent employment outcomes. The study may have acknowledged certain limitations that could impact the generalizability of the findings. These limitations could include sample size, self-report biases, potential confounding variables, or limited access to data. Awareness of these limitations is important for interpreting the results accurately.

- Kim, S. H. (2013), carried out research on the effects of perceived usefulness and perceived ease of use on job seekers' attitudes towards online job search websites. Computers in Human Behavior. The study focuses on job seekers and their attitudes towards online job search websites. It may specifically examine the role of perceived usefulness and perceived ease of use in shaping these attitudes. The objectives of the study are to examine the effects of perceived usefulness and perceived ease of use on job seekers' attitudes towards online job search websites. The study may employ statistical tests such as regression analysis, correlation analysis, and factor analysis to analyze the relationships between perceived usefulness, perceived ease of use, and job seekers' attitudes. The study may mention limitations such as a specific sample size or demographics of the participants, potential biases in self-reported data. It may also find a positive relationship between perceived ease of use and job seekers' attitudes. The specific findings would be discussed based on the statistical analysis performed. The study may conclude that both perceived usefulness and perceived ease of use significantly impact job seekers' attitudes towards online job search websites. The implications of these findings for job seekers, online job platforms, and future research may also be discussed.

### **2.3 Reviews on Perceived use of job board:**

- Nguyen, T. (2019), carried out research on the title The Influence of Social Interaction on Perceived Usefulness of Job Boards Study. The study focuses on exploring the influence of social interaction on the perceived usefulness of job boards. The objective of the study is to examine the influence of social interaction on the perceived usefulness of job boards and to understand how social interaction impacts users' perceptions of job boards' effectiveness in facilitating job search and recruitment. The study employs various statistical tests, such as correlation analysis, regression analysis, and hypothesis testing, to analyse the relationship between social interaction and perceived usefulness of job boards. The study may acknowledge certain limitations, such as a small sample size, potential self-reporting biases, reliance on participants' perceptions, limited generalizability to other contexts, or the inability to establish causality due to the study's cross-sectional nature. The study's findings may provide evidence of a positive relationship between social interaction and perceived usefulness, indicating that increased social interaction enhances users' satisfaction and effectiveness in utilizing job boards. The study concludes that social interaction plays a crucial role in determining the perceived usefulness of job boards. The study may also suggest implications for job board design and offer recommendations for future research in this area.

- Garcia, M. (2019), carried out research on the study Exploring Job Seekers' Perceived Use of Job Boards: A Qualitative Study. The scope of the study refers to the boundaries and limitations within which the research is conducted. The objectives of the study are to explore and understand job seekers' perceptions and experiences regarding the use of job boards. The study aims to provide insights into how job seekers perceive the effectiveness, usability, and overall value of job boards in their job search process. This is a qualitative study, which means that statistical tests are not typically used. Instead, qualitative data analysis methods such as thematic analysis. The article may discuss limitations or constraints of the study, such as sample size limitations, potential bias in participant selection, or the generalizability of findings to a larger population. The conclusion summarizes the main findings of the study and their implications. It may discuss the significance of the findings, suggest practical recommendations for job board providers or employers and propose future research directions related to job seekers' use of job boards.

- Davis, C. (2018), investigated a study on the title the Role of Perceived Credibility in Job Seekers' Use of Job Boards Study. The scope of the study focuses on job seekers' perceptions and behaviours regarding job boards' credibility and usage. It may consider a specific region, industry, or demographic group of job seekers to narrow down the scope. The study may employ various statistical tests, such as correlation analysis or regression analysis, to assess the relationship between perceived credibility and job seekers' use of job boards. The study's findings will provide insights into the role of perceived credibility in job seekers' use of job boards. The conclusion will summarize the main results, discussing the implications and potential practical applications of the findings.

- Wilson, S., & Adams, M. (2017), conducted a study on the Perceived Usefulness and Satisfaction with Job Boards: A Comparative Study The study focuses on job seekers and their perceptions of job boards' usefulness and satisfaction. It may consider a specific geographic region, industry, or a sample of job seekers from diverse backgrounds. The objective to assess the perceived usefulness of job boards among job seekers. To measure the satisfaction levels of job seekers using different job boards. The study utilizes statistical analysis, such as descriptive statistics, correlation analysis, and inferential tests like t-tests or analysis of variance (ANOVA). The study may have several hypotheses, such as Job seekers' perceived usefulness of niche job boards is higher compared to traditional job boards. The conclusion may also suggest avenues for future research in the field of job boards and their impact on job seeker outcomes.
- Johnson, R. & Thompson, L. (2016), carried out a research work on the Exploring Perceived Benefits and Limitations of Job Boards for Job Seekers Study. The study focuses on job seekers' perceptions of the benefits and limitations of job boards. It may specifically investigate diverse types of job boards. and their impact on job seekers' job search experiences. The study aims to understand how job seekers perceive the usefulness and effectiveness of job boards in their job search process. Some possible statistical tests could include descriptive statistics, correlation analysis, t-tests, or chi-square tests. Job seekers perceive job boards as a valuable resource for finding job opportunities due to their wide range of job postings and easy access. Job seekers also highlight limitations, such as a lack of personalized recommendations, difficulty in finding relevant positions, or challenges in standing out among other applicants. The study concludes by summarizing the key findings and drawing implications for job seekers, job board providers, and employers.

#### **2.4 Reviews on Intension to use Job board:**

- Chen, H.T(2021), conducted research on the study titled analyzing the effects of motivation and perceived value on the continuous use intention of job search apps. It defines what aspects of the topic are included and excluded from the investigation. The objectives might include examining the impact of motivation and perceived value on users' intention to continuously use job search apps, exploring the relationship between these variables, and identifying the factors that drive users' motivation and perceived value. These could include issues such as sample size, potential biases, data collection methods. The findings might highlight the relationships between motivation, perceived value, and continuous use intention of job search apps, including the strength and direction of these. may include a discussion of how the results align with or contribute to existing literature, practical implications for job search app developers or users, and suggestions for future research. Top of Form
- Rana, N.P (2020), investigated research on the: title Why people continue to use job search engines: A use discontinuance perspective. The study focuses on investigating the factors contributing to individuals' continued use of job search engines. It may consider a specific demographic group or a particular region, depending on the research scope. statistical tests could include regression analysis, correlation analysis, and analysis of variance (ANOVA). The objective is to examine the factors influencing users' decision to continue using job search engines. The findings of the study may highlight the significant factors influencing users' continued usage of job search engines, including user satisfaction, perceived usefulness, and the presence of alternative job search methods. The conclusion may summarize the main findings, discuss their implications, and suggest recommendations for job search engine providers and users.
- Zhao, X. (2019), carried out research on the effects of perceived value and trust on users' continuous intention to use mobile job applications. The study focuses on examining the effects of perceived value and trust specifically in the context of mobile job applications. It may include a specific target population or geographical region. The objective of the study is to examine the effects of perceived value and trust on users' continuous intention to use mobile job applications. The specific statistical tests used may vary depending on the research methodology employed, but common tests include correlation analysis, regression analysis, and SEM. The study formulates hypotheses related to the effects of perceived value and trust on users' continuous intention to use mobile job applications.

It may highlight the importance of perceived value and trust in shaping users' continuous intention to use mobile job applications and provide recommendations for practitioners or future research directions.

- Liu, Y.C., Liu, H.Y., & Yang, H.L. (2017), conducted a study on Examining users' continuance intention of job-hunting websites: An empirical study. The study focuses on users of job-hunting websites and their intention to continue using these platforms. It may cover a specific geographical area or a particular set of job-hunting websites. The objectives of the study are to examine users' intention to continue using job-hunting websites and to identify the factors influencing their continuance intention. The study employs various statistical tests to analyze the data, such as regression analysis, correlation analysis, and structural equation modeling (SEM). The study presents hypotheses related to the factors influencing users' continuance intention, such as perceived usefulness, perceived ease of use, satisfaction, and trust. These findings may include the significant factors influencing users' continuance intention, the strength of the relationships between variables, and any other relevant findings. The article concludes by summarizing the main findings, discussing their implications, and providing recommendations for job-hunting website providers to enhance user satisfaction and encourage continued usage.

### **3. Research gap:**

Despite the growing popularity of E-recruitment in recent years, there is still a research gap in understanding the factors influencing its adoption. While several studies have explored the benefits and challenges of E-recruitment, there is limited research on the specific barriers that hinder organizations from fully embracing e-recruitment practices. Additionally, there is a lack of comprehensive frameworks that can guide organizations in effectively implementing E-recruitment strategies. Furthermore, the impact of organizational culture and employee attitudes towards e-recruitment adoption remains underexplored. Lastly, there is a need for more empirical research to assess the effectiveness and efficiency of e-recruitment in comparison to traditional recruitment methods. Addressing these research gaps will contribute to a better understanding of E-recruitment adoption and facilitate its successful implementation in organizations.

### **4. Objectives of Study:**

- To study job board esthetics, content, and reputation.
- To analyse attitude towards job board functionalities and job seekers self-efficacy.
- To examine perceived usefulness of job board and perceived ease of use job board.
- To analyse intention to use job board by HR personnel.
- To study the relationship between E-recruitment adoption technique on intention to use job board.

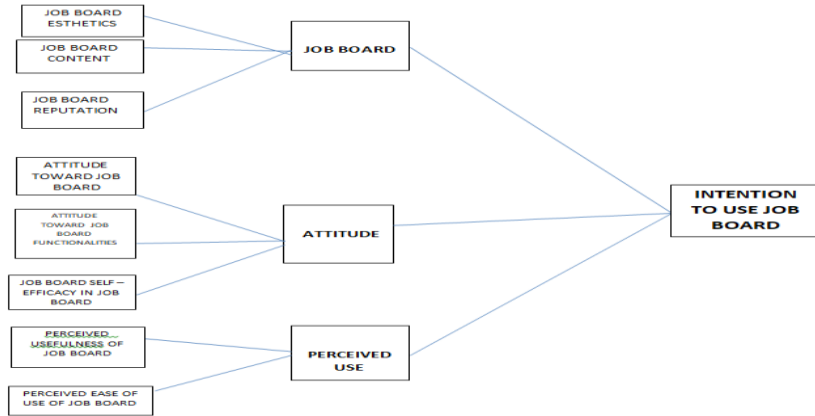
### **5. Hypothesis:**

- H1: There is a significant relationship between intention to use job board and job board.
- H2: There is a significant relationship between intention to use job board and attitude.
- H3: There is a significant relationship between intention to use job board and perceived use.
- H4: There is a significant impact on intention to use job board by job board, attitude, and perceived use.

### **6. Research methodology:**

Research design is used is descriptive statistics with Convenience sampling and sample size is 122 employees of VA GROUP out of 150 employees, Tools for analysis used are: Percentage Analysis, Descriptive Analysis, Correlation, And Regression are used to examine and interpret the acquired data in a systematic manner. Questionnaire design and method of data collection is the questionnaire is extracted from the research article The questionnaire is extracted from the research article "Developing a model and questionnaire for predicting intention to use job boards: A jobseeker-oriented research on the e-recruitment adoption in Iran." Foundation of management journal by Seyedeh Samaneh Seyedi, Vol 14 (2022) - Is 1 (January 2022) Pp: 67 – 88. Job board: (JBE1, 2, 3,4: JBC1,2,3: JBR1,2,3), Attitude: (ATJB 1,2,3: ATJBF1,2,3: JSSE 1,2,3), Perceived use: (PUJB1,2,3: PEJB1,2,3), Intention to use job board: (JJB 1,2,3,4)

**Model Framework:**



**7. DATA ANALYSIS AND INTERPRETATION:**

**7.1 Percentage analysis**

Variable		Frequency	Percent
Gender	Male	60	49
	Female	62	51
Age	Less than 30 years	34	28
	31-40 years	71	58
	41-50years	9	7
	Above 50 years	8	7
Work Experience	Less than 1 year	22	18
	1-5 years	66	54
	6-10 years	23	18
	10 years and above	11	9
Educational qualification	UG	37	30
	Diploma	24	20
	PG	49	40
	Any other	12	10
Annual Salary	Less than 5 lakhs	46	38
	5-10 lakhs	57	48
	10-15 lakhs	16	13
	Above 15 lakhs	3	3

**Table: 7.2 Descriptive Statistics of Job board**

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D.
JB1	25	52	20	3	-	2.01	0.766
JB2	19	46	27	7	-	2.22	0.848
JB3	14	42	34	8	2	2.42	0.889
JB4	22	40	16	20	2	2.39	1.087
JB5	16	53	18	11	3	2.34	0.976
JB6	12	52	28	7	2	2.36	0.844
JB7	14	44	24	16	2	2.48	0.981
JB8	18	43	19	19	2	2.43	1.044
JB9	12	39	25	21	3	2.66	1.043
JB10	12	41	16	25	6	2.70	1.140

The table presents the descriptive statistics of the job board, including the percentage of responses for each statement (JB1-JB10), the mean, and the standard deviation (S.D.). The response options range from "Strongly Agree" to "Strongly disagree". "Looking at the mean values, the overall level of the job board appears to be relatively high, ranging from 2.70 to 2.01 on a scale of 1 to 5. The standard deviation values indicate the degree of variability or dispersion in the responses. In this case, the standard deviation values range from 1.087 to 0.766, suggesting that there is some variation in the responses for each statement. By examining the percentages, it can be observed how many respondents selected each response option for each statement. Statements with higher mean scores (JB7, JB9, and JB10) suggest greater agreement; while statements with lower mean scores indicate more disagreement. Higher standard deviations imply a wider range of opinions, while lower standard deviations suggest more consensus. To provide a more specific interpretation, the context and content of the statements would be needed.

**Table: 7.3 Descriptive Statistics of Attitude towards Job board**

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D.
ATTI 1	14	42	21	17	6	2.59	1.104
ATTI 2	16	38	28	16	3	2.52	1.022
ATTI3	14	51	22	12	2	2.36	0.919
ATTI 4	18	47	21	13	1	2.32	0.947
ATTI 5	12	55	17	14	3	2.41	0.951
ATTI 6	17	43	24	14	3	2.42	1.011
ATTI 7	9	53	22	14	3	2.48	0.929
ATTI 8	15	50	23	10	3	2.35	0.935
ATTI 9	15	50	23	10	3	2.36	0.937
ATTI 10	14	47	26	13	-	2.39	0.886

The table presents the descriptive statistics of Attitude towards job board, including the percentage of responses for each statement (ATTI1-ATTI10), the mean, and the standard deviation (S.D.). The response options range from "Strongly Agree" to "Strongly disagree". "Looking at the mean values, the overall level of job board appears to be relatively high, ranging from 2.32 to 2.59 on a scale of 1 to 5. The standard deviation values indicate the degree of variability or dispersion in the responses. In this case, the standard deviation values range from 0.886 to 1.104, suggesting that there is some variation in the responses for each statement. By examining the percentages, it can be observed how many respondents selected each response option for each statement.

**Table: 7.4 Descriptive Statistics of Attitude towards Job board**

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D.
PU1	15	46	21	16	3	2.46	1.014
PU2	12	49	20	14	6	2.53	1.054
PU3	13	41	22	19	5	2.61	1.087
PU4	14	43	23	15	5	2.53	1.062
PU5	16	45	20	17	2	2,43	1.012
PU6	18	42	22	16	3	2.41	1.036

The table presents the descriptive statistics of Perceived use of job board, including the percentage of responses for each statement (PU1-PU6), the mean, and the standard deviation (S.D.). The response options range from "Strongly Agree" to "Strongly disagree". "Looking at the mean values, the overall level of job board appears to be relatively high, ranging from 2.41 to 2.61 on a scale of 1 to 5. The standard deviation values indicate the degree of variability or dispersion in the responses.



In this case, the standard deviation values range from 1.012 to 1.087, suggesting that there is some variation in the responses for each statement. By examining the percentages, it can be observed how many respondents selected each response option for each statement.

**Table: 7.5 Descriptive Statistics of Intention to use Job board**

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D.
IJB1	17	47	21	14	1	2.34	0.951
IJB2	13	57	16	11	3	2.32	0.921
IJB3	16	60	15	8	2	2-20	0.862

The table presents the descriptive statistics of Intention to use of job board, including the percentage of responses for each statement (PU1-PU6), the mean, and the standard deviation (S.D.). The response options range from "Strongly Agree" to "Strongly disagree". "Looking at the mean values, the overall level of job board appears to be relatively high, ranging from 2.20 to 2.34 on a scale of 1 to 5. The standard deviation values indicate the degree of variability or dispersion in the responses. In this case, the standard deviation values range from 0.862 to 0.951, suggesting that there is some variation in the responses for each statement. By examining the percentages Some statements received higher levels of agreement, while others showed greater variability. Further analysis is needed to understand the reasons behind these opinions and identify any underlying patterns.

**7.6 Correlation:**

H0: There is no significant impact on intention to use job board by job board, attitude, and perceived use.

H1: There is a significant impact on intention to use job board by job board, attitude, and perceived use

**7.6.1 CORRELATION MATRIX**

		JOB BOARD	ATTITUDE	PERCEIVED USE	INTENTION TO USE JOB BOARD
JOB BOARD	Pearson Correlation	1	.653**	.577**	.820**
	Sig. (2-tailed)		.000	.000	.000
	N	122	122	122	122
ATTITUDE	Pearson Correlation	.653**	1	.685**	.882**
	Sig. (2-tailed)	.000		.000	.000
	N	122	122	122	122
PERCEIVED USE	Pearson Correlation	.577**	.685**	1	.903**
	Sig. (2-tailed)	.000	.000		.000
	N	122	122	122	122
INTENTION TO USE JOB BOARD	Pearson Correlation	.820**	.882**	.903**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	122	122	122	122

\*\* . Correlation is significant at the 0.01 level (2-tailed).

a. Dependent Variable: Intention to use job board

b. Predictors: (Constant), PERCEIVED USE, JOB BOARD, ATTITUDE

INTERPRETATION:

- Intention to use job board and attitude had a 0.882 correlation coefficient which shows a very significant positive relationship. This shows that people are more likely to use a job board if they have a positive attitude towards it and is statistically significant at the p value =0.000 <0.05 level.
- Intention to use job board and perceived use had a 0.903 correlation value which indicates a very high positive relationship. This shows that those who view the job board as helpful are more likely to use it. The correlation is statistically significant at the p value =0.000 <0.05 level.

**7.7 Regression:**

**Table no 7.7.1 Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change
					R Square Change	F Change	df1	df2	
1	.586 <sup>a</sup>	.343	.327	.56081	.343	20.574	3	118	.000

- a. Dependent Variable: Intention to use job board  
 b. Predictors: (Constant), PERCEIVED USE, JOB BOARD, ATTITUDE

**Table no 7.7.2 ANNOVA TABLE**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.412	3	6.471	20.574	.000
	Residual	37.112	118	.315		
	Total	56.525	121			

Table no 7.7.3 Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.720	.206		3.491	.001
	JOB BOARD	.353	.105	.342	3.379	.001
	ATTITUDE	.276	.108	.290	2.550	.012
	PERCEIVED USE	.011	.071	.016	.150	.881

- a. Dependent Variable: Intention to use job board

- From regression table the value of R=0.586 there exists a moderate positive correlation, that shows the association between the perceived use, job board, attitude and intention to use job board, the value of R square=0.343 independent variables/predictors perceived use, job board and attitude account for 34.3 of variance in intention to use board. F static value =20.574 greater than 2.56 P=0.000<0.05. It is interpreted that H1 is accepted since the regression analysis is statistically significant. The independent variables/predictors the perceived use, job board, attitude predicts the intention to use job board.

- The coefficient table t static value indicates how closely the independent variable job board and the dependent variable Intention to use job board are related. The variable job board and employee's intentions to use job board are significantly positively correlated, according to a t static value of 3.379. The intention to use the job board tends to increase along with the job board variable.
- The job board variable association with the intention to use a job board is statistically significant as shown by the significance value (Sig.) of.001. The extremely low likelihood that such a relationship was seen by coincidence is indicated by the p-value being less than 0.05( $p < 0.05$ ).

## **8. FINDINGS:**

- In the correlation analysis Intention to use job board and attitude had a 0.882 correlation coefficient which shows a very significant positive relationship. This shows that people are more likely to use a job board if they have a positive attitude towards it and is statistically significant at the p value =0.000 <0.01 level.
- In the correlation analysis survey Intention to use job board and perceived use had a 0.903 correlation value which indicates a very high positive relationship. This shows that those who view the job board as helpful are more likely to use it. The correlation is statistically significant at the p value =0.000 <0.01 level.
- From the regression analysis the value of  $R=0.586$  there exists a moderate positive correlation, that shows the association between the perceived use, job board, attitude, and intention to use job board.
- In the regression analysis value of  $R\text{ square}=0.343$  independent variables/predictors perceived use of job board and attitude account for 34.3 of variance in intention to use board.

## **SUGGESTIONS:**

I suggest exploring various e-recruitment platforms and assessing their compatibility with their existing systems and processes. Additionally conducting internal training programs for HR personnel can ensure a smooth transition to the new system. I believe that adopting e-recruitment practices will bring significant advantages to our VA GROUP, optimizing their hiring process and enabling us to secure top talent for our future endeavors. Implementing an E-recruitment system would enable us to automate job postings, receive applications online, and efficiently manage candidate profiles. This approach would save time, reduce paperwork, and facilitate easier tracking and evaluation of applicants. Additionally, online platforms provide us with the opportunity to reach a broader audience, ensuring we tap into diverse talent pools and find the best candidates for VA GROUP growth.

## **9. LIMITATIONS OF THE STUDY:**

- 1.The study is confined to VA GROUP HRM MANAGEMENT only.
- 2.Due to time permit, it was not possible to probe deep into this study.
- 3.The study is based on the data provided by the VA GROUP, so the limitations of the company are equally applicable.

## **10. CONCLUSION:**

The adoption of E-recruitment has proven to be a significant step forward for company in streamlining their hiring processes and acquiring top talent in today's digital age. By leveraging online platforms, VA GROUP have expanded their reach, attracted a wider pool of candidates, and accessed talent from diverse geographical locations. The use of e-recruitment tools has allowed for greater efficiency, saving time and resources by automating various aspects of the recruitment process, such as resume screening and applicant tracking. Additionally, E-recruitment has facilitated better communication and collaboration among hiring teams, enabling them to make informed decisions more swiftly. The integration of data analytics in E-recruitment has provided valuable insights for improving recruitment strategies and making data-driven hiring decisions. Overall, companies embracing e-recruitment have gained a competitive advantage by enhancing their recruitment outcomes and adapting to the evolving digital landscape. The findings will highlight the relationships between job board, attitude, perceived use, and intention to use job board.

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