Organizational Perception on Technology Adoption of Recruitment Process in Nigeria Civil Service: The Moderating Role of User Attitude

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Abstract - Information technology is increasingly gaining position within working organizations and many of its adherents assume and express its importance. A quite number of studies were conducted to assess perception on technology adoption; most of these studies concentrated on the perception of jobseekers, third party (Hiring Company) and came up with inconclusive results. This paper is working toward the assessment of an organizational perception not the jobseeker's perspective on technology adoption, by proposing framework that predicts the role of user attitude as potential moderator on the relationship between organizational perceptions toward the usefulness of information technology system in the selecting of qualified personnel. The proposed model will have important policy implication to an organization for their recruitment decision making if empirically validated. Another unique contribution of this study is the employing the potentiality of user attitude as a moderator which has been neglected by other studies.

Keyword: Perceived Usefulness, Recruitment, Technology Adoption, User Attitude.

I. INTRODUCTION

One of the important aspects of Human Resource Management practices (HRMP) is employee’s recruitment which is the process of obtaining or acquiring the suitable candidates for an organization. Basically, it is the procedure that involves the attracting and seeking of qualified applicants using different practical recruitment strategies [1, 2]. It consists of organizational activities and practices that primarily aim to identify potential personnel [3-5], it also serves as an integral aspect of human resource that encompasses the process of identifying and encouraging potential candidates with required skills to fill available positions in an organization [6-8].

Nowadays, to meet the competition globally, in line with advancement of huger customer expectations, it has indicated that, the development or even simple survival of an organization is getting to be progressively difficult. Therefore, rigid hierarchical structures need to end up adaptable with a specific end goal to react quickly to a quick changing worldwide environment. [9]. Besides, as competition continues around the globe, many organizations becomes more skillful seriously, the recruitment of qualifies and talented personnel becoming more important [10], and attracting the right applicants at the right time facing difficulty than ever. The use of traditional /conventional recruitment method has no longer use for attracting a very qualified applicant. Many organizations decide to adopt new recruitment systems (technology) or mixing both the two to attracts the qualified applicants [11]. Although, the conventional or traditional method of recruiting gradually being change to a new modern system of recruitment in public organization.
Therefore, the advent of the internet into the recruitment system successfully transformed the way of conducting recruitment into an efficient manner, where meeting the organization directly or find vacancy manually by the jobseekers through buying physical file document which contain information of any type are no longer being in existence [12]. Additionally, the presence of internet recruitment base system serves as an advantages to both organization and jobseekers by having low cost, time saving, and find their precisely needs for all parties involved in respect of recruitment activities [13]. This made it widely accepted in most of the developed countries all over the world.

Despite the fact that the role of information technology system made the application of e-recruitment useful and economically viable in some organizations, it is difficult for many organizations to adopt the system of e-recruitment in their recruitment process. For example, almost 84% of organizations in developing countries including Nigeria experienced recruitment troubles [14]. Therefore, the adoption of e-recruitment system in developing nations including Nigeria has not been widely accepted more especially among the public sector organizations, most of them exploited only basic application of information technology system such as internet and e-mail in human resource department and neglect the actual aspect of electronic human resource management system (i.e e-recruitment) [15-19].

However, previous studies were conducted to investigate the influence of perceive usefulness (PU) on technology adoption, and they came up with mixed findings (i.e inconsistent result) ((Dhamija, 2012; Kashi & Zheng, 2013; Selden & Orenstein, 2011; Shilpa & Gopal, 2011; Yoon Kin Tong, 2009). Therefore, due to these complicating findings, this paper proposes the potentiality of user attitude as a moderating variable. This is in line with the Baron and Kenny, (1986) view whenever there is inconsistencies in the previous findings moderating variable is suggested. Finally, this paper is a proposed framework in nature that focuses on the moderating role of user attitude on the relationship between perceived usefulness and technology adoption in Nigerian civil service.

II. LITERATURE REVIEW

Generally, if a system is simple to use, less effort is needed by the users, to increasing the possibility of usage, likewise the more complex of the system the more difficult to use by the user and only few can adopted since it involves significant effort and attention on the part of the user [20]. Effective e-recruitment service providers frequently support employee with career enhancement tools and comprehensive job information on web sites, which can appropriately assess in their career plan [21]. According to Technology Acceptance Model (TAM), Perceived usefulness is the degree to which an individual considers using a particular system would improve his or her occupational performance [22].

Similarly, [23] views perceived usefulness as an important factor responsible for the adaptation of innovations. It was observed by Bhattacherjee [24] that, Perceived usefulness particularly considered as an individual willingness to manage with a new system of technology. Moreover, Agarwal and Prasad [25] view perceived usefulness as a detentions level in which potential individual believe that an innovation of new system present value on difference ways of performing his/her responsibilities.
In respect to user attitude as moderating variables, user’s attitude towards and acceptance of a new technology is important on positive adoption of the information system (IS). [26] stated that the quality and usefulness of any system can only be confirmed through level of user’s acceptance, and indication of any successful system is the system that satisfies user needs, and support to be improve [27]. According to Fishbein and Ajzen [28] attitude is a trend learned by an individuals, based on this trend, “a human being would respond to a number of things or opinions, ideas or object” [29] argued that attitude as the person’s belief of favour or disfavor towards emotional feelings, evaluations and a tendency to act on some ideas or object. Similarly, positive attitude on technology context refers to measure, the extent in which an individual felt comfortable with the system and their feelings when using technology-based system [30].

Furthermore, user attitude is an individual believe positively or negatively in adoption of a particular system. Again, According to Davis [26] sees attitude as the strong variable that influence behavioral intention of the user toward the adoption of e-recruitment system. Previous literature indicated that user attitude viewed as either independent variable or mediating variable in the context of information technology [31-34]. Attitude is significantly and positively related to e-human resources management [34]. Sentosa, Nejatian [35] reported that, user attitude has direct relationship with behavioral intention. Therefore, this current study will employ the moderating role of user attitude toward e-recruitment adoption in Nigeria civil service. Despite the evidences in European, Asian and American context, literature still likes in sub-Saharan African countries particularly in Nigeria. In line with the above argument, this study proposes the following hypotheses:

**H1:** There is significance relationship between PU and Technology adoption.

**H2:** User attitude moderate the relationship between PU and Technology adoption.

### III. UNDERPINNING THEORY

This study will be underpinned by technology acceptance model (TAM) of [26]. The theory provide an explanation of the computer acceptance determinants which is capable in explaining user intention. TAM posited that user’s acceptance is determined by his intention of using new technology. The theory will be use as underpinning theory to this study as it will provide clear explanation on the relationship between the independent, moderating and the dependent variables.

### IV. PROPOSED THEORETICAL (CONCEPTUAL) FRAMEWORK

In line with the above discussion, the propose framework that focuses on the examined the moderating role of user attitude on the relationship between perceived usefulness and technology adoption. Figure1. Show the proposed theoretical framework for this study.
V. CONCLUSION

This paper proposed the moderating role of user attitude on the relationship between PU and Technology adoption, based on the inconsistence findings in the literature between the independent and dependent variable. According to Baron and Kenny [36] there is need to introduce the moderating variable to stimulate the relationship. Secondly most of the studies on technology adoption focus on individual level by neglecting organizational level, again studies on technology adoption concentrated in Western & Asian context with few in African context. The contribution of this study is the proposed framework that comprises perceived usefulness as independent variable, user attitude as moderating variable and Technology adoption as dependent variable which needs to be validated empirically. If the model is validated empirically the finding will offer an important insight to human resource management professionals, jobseekers, and organization particularly Nigerian public service. Future study should employ quantitative approach to conduct survey in order to validate the above proposed framework.

REFERENCES