Factors Affecting the Behavioral Intention to Adopt Web-Based Recruitment in Human Resources Departments in Telecommunication Companies in Iraq

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العوامل المؤثرة في النية السلوكية لتبني التوظيف المستند الى الويب في اقسام الموارد البشرية في شركات الاتصالات في العراق

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Abstract:

The research aims to determine the affecting factors on the behavioral intention to adopt Web-Based Recruitment (WBR) by the employees of HR departments in telecommunication companies in Iraq. In this research, "the Model of PC Utilization (MPCU)" is used to determine the affecting factors on the behavioral intention to adopt web-based recruitment(BIAWBR). As independent variables, the constructs of the model are represented by "*Job-fit (JF), Complexity (*CMPLX*), Long-Term Consequences (LTC), Affect Towards Use (ATU), Social Factors (SF) and Facilitating Conditions (FC)*" that affect the "*Behavioral Intention to Adopt Web-Based Recruitment (BIAWBR)*" which represents the dependent variable in this research. Quantitative approach is adopted in this research, and questionnaire with Five-Likert-Scale is used to collect data from participants. The participants are 30 managers and employees of Human Resource (HR) departments in telecommunications companies in Iraq having different ages, experiences, gender, and education.

The research comes up with the fact that the factor of "Social Factors (SF)" has the highest significant effect on the "Behavioral Intention to Adopt Web-Based Recruitment (BIAWBR)" which followed by "Long-Term Consequences(LTC)", and then the factor of "complexity(CMPLX)". Other factors (Affect Toward Use(ATU), Facilitating Conditions(FC) and Job-Fit(JF)) have insignificant effects on the behavioral intention to adopt web-based recruitment(BIAWBR).

Keywords*: web-based recruitment, e-recruitment, model of PC utilization, technology acceptance and use, behavioral intention.*

المستخلص:

يهدف البحث الى تحديد العوامل المؤثرة على النية السلوكية لتبني التوظيف المستند الى الويب لموظفي اقسام الموارد البشرية في شركات الاتصالات في العراق. في هذا البحث، يتم استخدام (نموذج استخدام الكمبيوتر الشخصي (MPCU) لتحديد العوامل المؤثرة على النية السلوكية لتبني التوظيف المستند إلى الويب (BIAWBR). بنيات

النموذج التي تمثل المتغيرات المستقلة هي: "الوظيفة المناسبة" (JF)، "التعقيد" (CMPLX)، "النتائج طويلة الأجل" (LTC)، "التأثير على الاستخدام" (ATU)، "العوامل الاجتماعية" (SF) و"ظروف التسهيلات" (FC) التي تؤثر على النية السلوكية للتبني التوظيف المستند إلى الويب (BIAWBR) والتي تمثل المتغير التابع في هذه الدراسة.

تم اعتماد المنهج الكمي في هذا البحث، ويتم استخدام الاستبيان بمقياس ليكرت الخماسي لجمع البيانات من المشاركين. المشاركون هم 30 مشارك من كلا المدراء والموظفين في أقسام الموارد البشرية في شركات الاتصالات في العراق من مختلف الأعمار والخبرات والجنس والتعليم.

توصلت الدراسة إلى حقيقة أن عامل "العوامل الاجتماعية" له أكبر تأثير معنوي على "النية السلوكية لاعتماد التوظيف المستند إلى الويب" والذي يليه "النتائج طويلة الأجل"، ثم عامل "التعقيد"، بينما هناك عوامل أخرى "التأثير على الاستخدام" و "ظروف التسهيلات" و "الوظيفة المناسبة" ليس لها تأثيرات معنوية على النية السلوكية لتبني التوظيف المستند الى الويب.

الكلمات المفتاحية: *التوظيف المستند الى الويب، التوظيف الالكتروني، نموذج استخدام الحاسوب الشخصي، قبول واستخدام التكنولوجيا، النية السلوكية.*

1. Introduction:

The success of every company rests on the crucial value of skills, innovation, experience, and knowledgeable capital of its staff. Furthermore, effective and active recruitment by HR workers may create human capital. As a comprehensive competition for skilled candidates, the capability of the company to draw the attention of the applicants in the process of hiring best and suitable individuals; quickly becomes crucial to the capability of the company (Mohammed 2019). For decades, companies exclusively depend on the traditional "paper-based recruitment" approach to hire employees, but since the 2000s onwards, there has been a big change in recruitment ; many companies have been changing into the usage of (WBR), or a mixture of the paper-based and (WBR) approach, but the new trend to adopt (WBR)is ever-growing with huge benefits of (WBR) that becomes noticeable to many HR supervisors (Allen, Mahto, and Otondo 2007). However, the selection of these approaches of the adoption depends on the size, requirements, and economic plan of the company (Mohammed 2019).

Nevertheless, the internet allows companies to take new ways in HRM (Amdouni and Karaa 2010). It changed the practices and activities ; acting as a channel between employers and candidates (Barber 2006).

These research includes the theoretical background about the dependent and independent variables, research methodology, the empirical section of the study, conclusions and recommendations.

2. Background

2.1 Web-Based Recruitment (WBR)

It is also known as cyber recruitment (Mohammed 2019), internet recruitment, e-recruitment or online recruitment interchangeably (Jacek 2014). (WBR)is a procedure of hiring candidates for a position in the firms through the usage of technology "internet" to automate the hiring process including recognizing, drawing attention, and choosing appropriate workers (Mohammed 2019). Moreover, it enhances the efficiency of the recruitment process through some features like being fast and accurate (Chuks Okolie and Irabor 2017), reduces costs, enhances reputation and brand (Barber 2006). Due to the

easiness of accessing the internet, employees and employers have used WBR widely (Kerrin and Kettley 2014).

In general, WBR includes three activities which are drawing attention of the candidates, organizing the applications, and communicating. Furthermore, these three activities are fully-computerized in many companies (Chuks Okolie and Irabor 2017). WBR allows scanning CVs which is beneficial to hiring directors and workers; it allows the candidates from any place over the world to send their information as it provides easy storage of information. The adoption of companies of WBR drives the managers and company department to be connected and to lead to the company towards the reinvention (Mohammed 2019).

2.2 Behavioral Intention of Technology Adoption

The behavioral intention of technology adoption is a practice of accepting or rejecting a specific technology (Khan et al. 2020). There are three factors affect it which are, "behavioral control", "attitude" and "norms" (Mailizar, Almanthari, and Maulina 2021) (Mamman, Ogunbado, and Abu-bakr 2016). Since the 1980s, the human behavioral intention of technology adoption has turned into research trends in the field of IT (Pan and Gao 2021). There are many models and theories of IT acceptance and use that have been shaped like: "The Theory of Reasoned Action (TRA)" (Nguyen et al. 2018), "Technology Acceptance Model (TAM)" (Liao et al. 2018), "The Extended Technology Acceptance Model (TAM2)" (Park et al. 2022), "Theory of Interpersonal Behavior (TIB)" (Moody and Siponen 2013), "Igbaria's Model (IM)" (Wibowo 2019), "The Motivation Model (MM)" (Dulloo, Mokashi, and Puri 2014), "Diffusion of Innovations Theory (DOI)" (Dearing and Cox 2018), "The Theory of Planned Behavior (TPB)" (Bosnjak, Ajzen, and Schmidt 2020), "Perceived Characteristics of Innovating Theory (PCIT)" (Alam, Omar, and Hisham 2011), "Uses and Gratification Theory (U&G)" (Mehrad and Tajer 2016), "Combined TAM and TPB" (Shokouhyar, Samadi, and Tavallaee 2017), "The Model of PC Utilization (MPCU)" (Alkhwaldi and Kamala M. 2017), "The Social Cognitive Theory (SCT)" (Jader 2021b), and "The Unified Theory of Acceptance and Use of Technology (UTAUT)" (Jader 2021a).

2.3 The Model of PC Utilization(MPCU)

(MPCU) is a model of technology adoption which was developed by Thompson et al. (1991), who refined the "Theory of Human Behavior" which was developed by Triandis (1977) (Khater 2016). It provides a competing perspective to the TRA and the TPB (Karem et al. 2022). The main objective of this model is to predict the actual adoption of technology (Dwivedi et al. 2019) through describing how the behavior took place as well as knowing what are the factors motivating the person to take the action (behavior) while using PC (Momani, Jamous, and Hilles 2017). Moreover, this model consists of the following six constructs, which are according to (Li 2010) (Khater 2016):

1. *"Job-fit(JF)"*: Person's beliefs that adoption of a specific technology can improve the job-performance.
2. *"Complexity (CMPLX)":* the extent to which the technology is seemed as comparatively difficult to be understandable and useable.
3. *"Long-Term Consequences (LTC)"*: the possible results in the future.
4. *"Affect Towards Use (ATU)"*: "feelings of happiness, excitement, enjoyment, sadness, annoyance, or aversion related to a person with a specific action".

5. *"Social Factors (SF)"*: Individual's "internalization" of the society culture with particular interpersonal pacts that a person may do with other people in specific social groups.
6. *"Facilitating Conditions (FC)"*: supporting users of PC is a sort of facilitating condition that can affect technology use.

Figure (1) shows the (MPCU) and the constructs.

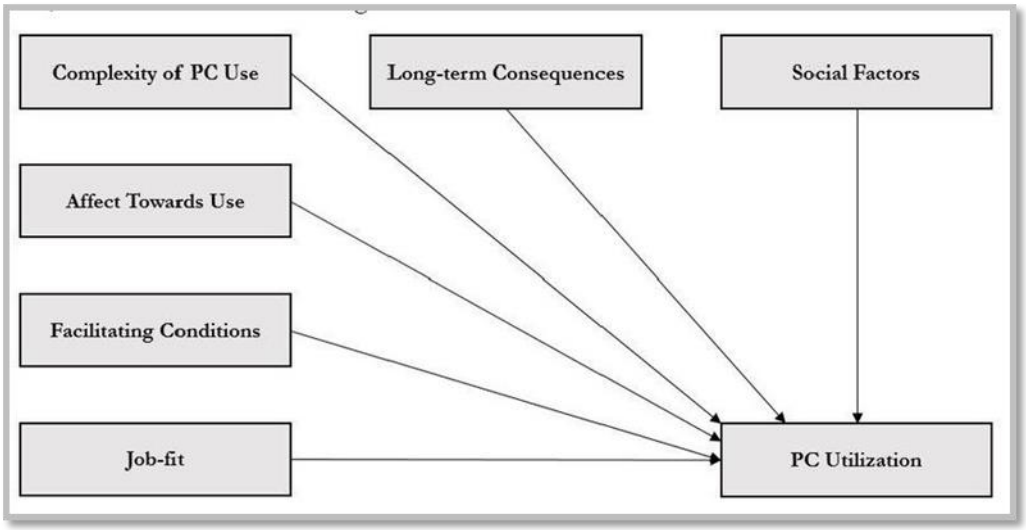

Figure (1): The Model of PC Utilization

Reference: Kumar, Jay. 2019. "Mobile Application ' s Acceptance A Survey on User Acceptance of Online Taxi Applications in Pakistan: MS Thesis." NUCES, Karachi Campus. P. 14.

3.Research Methodology

3.1 Research Problem

WBR has replaced the traditional approach of recruiting, globalization, and widespread mergers and acquisitions in the business environment, more companies have focused on developing WBR. The use of the WBR is strongly promoted to bring about a change in employees' behaviors. However, WBR has been widely adopted by telecommunication companies in Iraq. This research determines the factors that affect employees' behavioral intention to adopt WBR. So, the research problem can be summarized as the following main question:

- What are the factors affecting the behavioral intention to adopt WBR by the employees of HR departments in telecommunication companies in Iraq depending on The Model of PC Utilization?

3.2 Research Importance

The importance of this research can be represented by the following:

1. The research determines the factors which affect the behavioral intention of employees in HR departments to adopt the technology in general and WBR in particular.

2. The study is the first in using the model of PC utilization as an indispensable model to recognize the affecting factors that contribute to expecting and affect the behavioral intention of HR departments employees to adopt WBR.
3. This research appraises the factors that affect the adoption of WBR as an approach to hiring employees in order to recommend it to be used and generalized in other companies, especially in the Iraqi environment.
4. This research is a behavioral study which analyzes the human behavior toward technology adoption which help the companies to decide using the technology or not due to the high cost of technology purchasing.

3.3 Research Framework and Hypotheses

This research hypothesizes the following (see figure 2):

H1. There is a relationship between the model of PC utilization constructs and the behavioral intention to adopt web-based recruitment. This hypothesis can be subdivided into the following sub-hypotheses:

- H11. There is a relationship between "job-fit" and "the behavioral intention to adopt web-based recruitment".
- H12. There is a relationship between "complexity" and "the behavioral intention to adopt web-based recruitment".
- H13. There is a relationship between "long-term consequences" and "the behavioral intention to adopt web-based recruitment".
- H14. There is a relationship between "affect toward use" and "the behavioral intention to adopt web-based recruitment".
- H15. There is a relationship between "social factors" and "the behavioral intention to adopt web-based recruitment".
- H16. There is a relationship between "facilitating conditions" and "the behavioral intention to adopt web-based recruitment".

H2. There is an effect of "the model of PC utilization constructs" on "the behavioral intention to adopt web-based recruitment".

- H21. There is an effect of "job-fit" on "the behavioral intention to adopt web-based recruitment".
- H22. There is an effect of "complexity" on "the behavioral intention to adopt web-based recruitment".
- H23. There is an effect of "long-term consequences" on "the behavioral intention to adopt web-based recruitment".
- H24. There is an effect of "affect towards use" on "the behavioral intention to adopt web-based recruitment".
- H25. There is an effect of "social factors" on "the behavioral intention to adopt web-based recruitment".
- H26. There is an effect of "facilitating condition" on "the behavioral intention to adopt web-based recruitment".

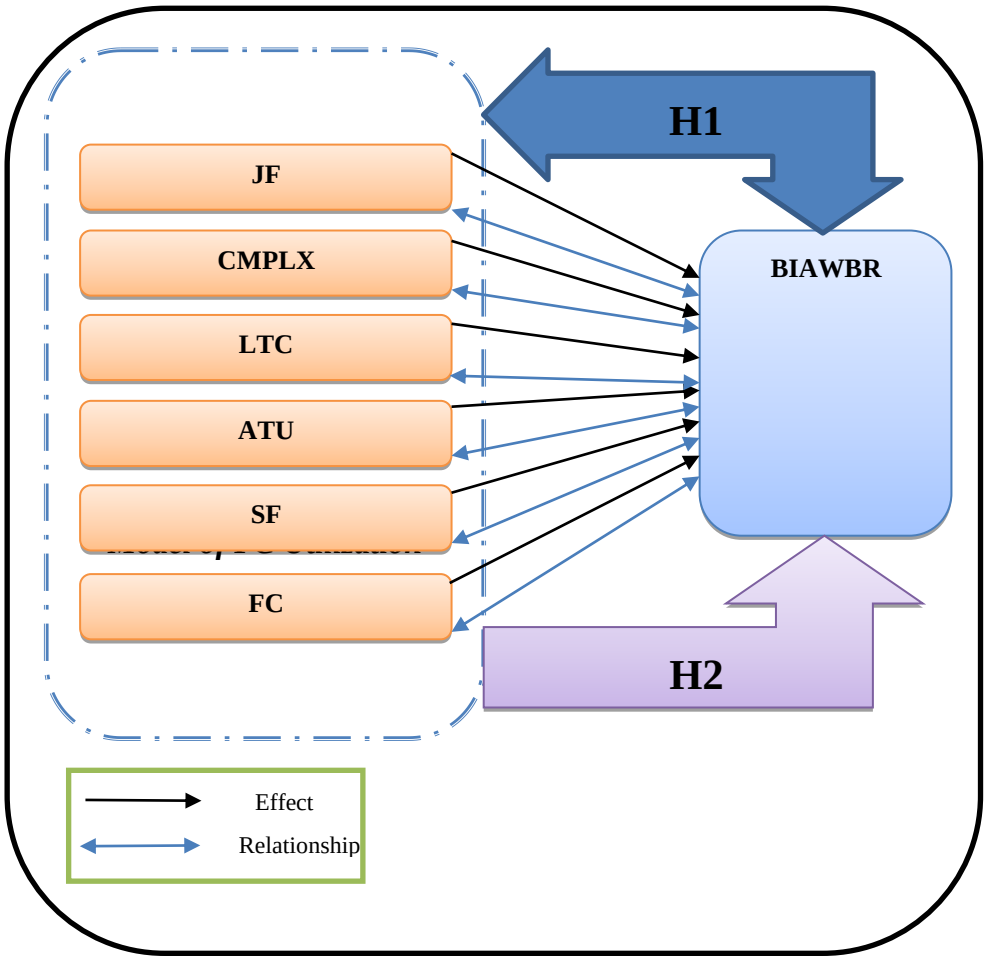

Figure (2): Research Framework and Hypotheses

3.4 Sampling and Data Collection

This research adopts Survey Method by using "questionnaire" as a tool to collect the required data (a descriptive study) in order to either "accept" or "reject" the research hypotheses.

In this research, "quantitative method" is adopted, "questionnaire with five-point scale (from Strongly Agree to Strongly Disagree)" is used. The Questionnaire forms were distributed to 30 individuals (managers and employees) of HR department in Iraqi telecommunications companies which are: *Korek Telecom, Asia Cell and Zain*, with different ages, experiences, gender, and education. SPSS – in this research- is the adopted software to analyze the collected data.

3.5 Testing Hypotheses

After analyzing the collected data (the questionnaire's responses) by SPSS, the research argues the following statistical methods below:

1. Correlation: Correlation is mostly used to describe the degree of relationship between two variables. This research adopts the correlation to shed light on the relationship among *MPCU* with its constructs: (JF, CMPLX, LTC, ATU, SF and FC) and the (BIAWBR), as it is shown in table (1).

Table (1): Correlations

		JF	CMPLX	LTC	ATU	SF	FC	BIAWBR
JF	Pearson Correlation	1	.366*	.662**	.369*	.202	.244	.260
	Sig. (2-tailed)		.047	.000	.045	.285	.195	.165
	N	30	30	30	30	30	30	30
CMPLX	Pearson Correlation	.366*	1	.493**	.341	.384*	.226	.414*
	Sig. (2-tailed)	.047		.006	.065	.036	.230	.023
	N	30	30	30	30	30	30	30
LTC	Pearson Correlation	.662**	.493**	1	.351	.545**	.408*	.658**
	Sig. (2-tailed)	.000	.006		.057	.002	.025	.000
	N	30	30	30	30	30	30	30
ATU	Pearson Correlation	.369*	.341	.351	1	.005	-.161	.111
	Sig. (2-tailed)	.045	.065	.057		.977	.395	.559
	N	30	30	30	30	30	30	30
SC	Pearson Correlation	.202	.384*	.545**	.005	1	.327	.757**
	Sig. (2-tailed)	.285	.036	.002	.977		.078	.000
	N	30	30	30	30	30	30	30
FC	Pearson Correlation	.244	.226	.408*	-.161	.327	1	.259
	Sig. (2-tailed)	.195	.230	.025	.395	.078		.167
	N	30	30	30	30	30	30	30
BIAWBR	Pearson Correlation	.260	.414*	.658**	.111	.757**	.259	1
	Sig. (2-tailed)	.165	.023	.000	.559	.000	.167	
	N	30	30	30	30	30	30	30

"*. Correlation is significant at the 0.05 level (2-tailed)".

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

As it is shown in the table (1), most of the correlation relationships between the research variables are significant, which means that the research could match and analyze very vital factors which affect positively or negatively the (BIAWBR). The significant values of all of the research are at the level of 0.01 which means that the percentage of factors compatibility is around 99% that adds worth value to the research validity. Evidently, (SF) factor of the research has the highest degree with (0.757%), that means the relationship between (SF) and (BIAWBR) is the most powerful relation if it is compared to the other factors. The second highest value seen in this correlation table is the relationship between (LTC) and ((BIAWBR) is (0.658%). The third factor is (CMPLX) with (0.414%). The fourth one is (JF) with (0.260%). The fifth one is (FC) with (0.259%). Finally, the lowest relation is between (ATU) and (BIAWBR) with (0.111%).

As it is expected, the (ATU) factor is not predictable; the feelings of individuals to adopt technology. For this reason, it is noted that the relationship percentage between (ATU) and (BIAWBR) is (0.111%) which is the lowest amongst the other.

Table (2): Sub-Hypotheses Results

Sub-Hypothesis	*Action*
H11	Rejected
H12	Accepted

H13	Accepted
H14	Rejected
H15	Accepted
H16	Rejected

Last but not least, the Hypothesis (H1) "There is a relationship between the model of PC utilization constructs and the behavioral intention to adopt web-based recruitment" is accepted.

2. Regression: *Simple Regression* is used to examine the relationship between dependent and independent variables. The aim of running the regression is to explore a formula that suits the relationship among (*MPCU* with its six constructs) and *(BIAWBR)*. Then a formula is shaped to expect values for the dependent variable when only independent variable is known.

Table (3): Regression

R	R Square
.825[a]	.681

Table (3) shows the R-Square analysis which is used to know the validity of data -in the regression- and to identify the percentage of the influence among the variables), where R's is (0.825%) which is very substantial in (BIAWBR) phenomenon. Thus, the remnant of the percentage is (0.175%) which specifies other variables which were not taken into account in this research.

For the purpose of specifying the mathematic values of the regression and the influence among the research variables, the linear equation is written down by depending on the analysis results of "Coefficient" which lists the values of (t) for each research factors and comparing (t) resulted values with (t) table values to distinguish the significant regression in (BIAWBR), as it is shown in table (4):

Table(4):Coefficients[a]

Model		Unstandardized-Coefficients		Standardized-Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.503	.873		1.722	.099
	JF	-.093	.095	-.162	-.984	.335
	CMPLX	.076	.176	.061	.430	.671
	LTC	.413	.168	.508	2.456	.022
	ATU	-.045	.137	-.047	-.328	.746
	SF	.401	.117	.523	3.434	.002
	FC	-.122	.167	-.101	-.729	.473

a. Dependent Variable: (BIAWBR)

Table (5) shows the research regression equation contains "*Y*" which is always the dependent variable and *x* which is always the independent variable.

Table (5): Linear Equation

$$Y_{(BIAWBR)} = X_{(Constant)} + X_{(1)} + X_{(2)} + X_{(3)} + X_{(4)} + X_{(5)} + X_{(6)}$$

$$Y_{(BIAWBR)} = 1.50 - 0.93 + 0.76 + 0.413 - 0.45 + 0.401 - 0.122$$

$$T = 1.722 - 0.984 + 0.430 + 2.456 - 0.328 + 3.434 - 0.729$$

As has been shown in the table (4) the significance of the regression analysis lies mainly in the (SF) i.e. the (SF) factor is the most predictable component in this research (34.34%), followed by the (LTC) (24.56%), followed by (CMPLX) (4.01%). However, these factors are significant whereas the other factors in this research is (ATU, FC, and CMPLX) seem insignificant as (t) value shows (-3.28%, -7.29%, -9.84%) respectively.
Experts in the field of management and psychology consider the unpredictability of these factors a natural result, because the psychological status of human beings is unstable and can be affected by a set of unpredicted factors in everyday life.

Table (6): Sub-Hypotheses Results

Sub-Hypothesis	*Action*
H21	Rejected
H22	Accepted
H23	Accepted
H24	Rejected
H25	Accepted
H26	Rejected

Finally, in order to verify the second research hypotheses (H2): "There is an effect of the model of PC utilization constructs on the behavioral intention to adopt web-based recruitment", (ANOVA) analysis is necessary (see table 7):

Table (7): ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.508	6	1.251	8.195	.000[a]
	Residual	3.512	23	.153		
	Total	11.019	29			

a. Predictors: (Constant), FC, ATU, SF, JF, CMPLX, LTC.

b. Dependent Variable: (BIAWBR).

As it has been listed above in the table (7), the results of SPSS analysis show the credibility and validity of the research hypotheses. The (F) value indicates (8.195%) meaning: hypothesis (H2) "There is an effect of the model of PC utilization constructs on behavioral intention to adopt web-based recruitment" is accepted.

4. Conclusion

The results depend on the statistical analysis of "thirty HR departments informants" in telecommunications companies located in Iraq (*Asia Cell, Korek Telecom, and Zain*), so the research comes up with the following:

- The strongest affecting factor is (SF) which has an effect on (BIAWBR). In addition to the relationship -which is also the strongest among others- belongs to the environment surrounding the companies (*people, customers, competitors, etc*). It prefers using the internet and technology in all area of life and obligates the companies to adopt (WBR) to fulfil the social requirements.
- Furthermore, the affecting factor of (LTC) has an effect on (BIAWBR) which has clearly been appeared at the second level. The relationship between the dependent

variables is the second i.e. the companies have realized the benefits of using technology in the recruitment such as: (less cost, efforts and time, speed, accuracy and ease to implement etc.) comparing with the traditional methods.

- The effecting factor (CMPLX) has an effect on (BIAWBR) which has the third level. The relationship between the dependent variables has the same level as most informants have different education and experiences in using technology. Some of them consider technology a tool to decrease efforts whereas others consider it a complex procedure in performing jobs.
- Moreover, the factor (ATU) negatively affects (BIAWBR) that belongs to the staff who must use the technology; if the decision has taken to use with no consideration to the workers' feelings. The factor (FC) negatively affects (BIAWBR) due to the weak technical support provided by IT department to HR department, i.e. There is a distance between the two departments (one in branches and the other in the main location of the companies).
- Finally, the factor (JF) has a negative effect on (BIAWBR) belonging to the informants' belief; if technology performs the job well, the company lays them off.

5. Recommendations

The research recommends the researched companies to:

1. Take into consideration the employee's acceptance or rejection of technology in order to make him/her not forced to use it, since some employees prefer traditional work over electronic in performing their jobs.
2. Take into consideration the employee's feelings of happiness or sadness because that affect directly or indirectly to adopt and use the technology, this affects the performance of the company as a whole.
3. Involve employees in training programs to enhance the idea of adopting technology in their minds and increase their awareness of the benefit it provides to them in their field of work.

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