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GEN Z JOB SEEKERS' INTENTION TOWARDS E-RECRUITMENT IN CENTRAL KALIMANTAN TECHNOLOGY ACCEPTANCE MODEL (TAM) APPROACH

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Abstract
This study aims to analyze job seekers' interest in using E-recruitment with the Technology Acceptance Model (TAM) approach. Research data were obtained through an online questionnaire. The sampling technique used purposive sampling technique. Respondents in this study were individuals born between 1995 - 2010. The sample size was 82 respondents who were e-recruitment users. Data were analyzed with PLS-SEM. This study found that the E-recruitment system is very attractive to Gen-Z to find information about the jobs they want. The results of the study prove that perceived ease of use, perceived usefulness and attitude towards using have a positive and significant effect on behavioral intention to use the E-recruitment system on Gen-Z respondents.

Keywords: Intention, E-Recruitment, Gen-Z, Technology Acceptance Model (TAM)

1. Introduction

The rapid and massive development of information technology today certainly has an impact on organizations to continue to innovate to produce products that can be accepted by the market. Organizations that are able to survive always have strategies that can adapt to the times. One strategy that has a significant influence on the organization is to select and place personnel within the company. Do not let the organization choose the wrong employees who will join the organization because it will certainly bring losses in the future. This is one of the reasons why the recruitment system is the core stage of the human resource management (HRM) process. Every organization both on a large and small scale makes the recruitment process a strategic stage to get competent employees. However, the problem today is whether conventional methods or strategies are still relevant in recruiting a workforce that today is mostly dominated by the younger generation.

Demographic data shows that in 2025 Indonesia is predicted to have a productive workforce represented by Gen-Z. This generation was born along with the development of information technology. Companies must start thinking about the right strategy in recruiting this future workforce. One of the strategies that can be done by organizations in expediting the recruitment process is by using E-recruitment. The adoption of the internet in the recruitment process first appeared in the 1990s (Handlogten, 2009). This research is motivated by studies and literature that state so many benefits that can be obtained by organizations by implementing E-recruitment, but there are still many organizations that use E-recruitment. Odumeru, 2012).

E-recruitment methods have received attention from academics but not many have conducted research on the adoption of internet technology in recruitment even though job seekers are very familiar with the internet. The survey results of the Indonesian Internet Service Providers Association (APJII) in 2019 stated that the age group of 15-24 years (almost 90% including generation Z) contributed the most to internet usage in Indonesia, which was around 23.7%. Although the level of internet usage is fairly high, in general, the use of the internet to search for job vacancies is still low at 0.9% (CfDS, 2018). This is certainly inversely proportional to the increasing technological development and raises questions related to how Generation Z accepts this E-recruitment model. To find out how user behavior will accept a technology Davis suggests the TAM model or Technology Acceptance Model (TAM) which is an information system theory that describes how users intend to accept and use technology. (Fatmawati, 2015). From the background that has been explained, it can be seen that the purpose of this study is to describe and see the intentions of gen Z regarding the E- recruitment system, especially in the Central Kalimantan region so that companies can design effective E-recruitment strategies to attract job applicants from gen Z circles.

2. Theoretical Background

2.1 E-Recruitment

Recruitment means identifying, searching for and attracting potential applicants to fill vacant job positions in the organization and then selecting and selecting candidates who are closest to or meet the position requirements for a particular job. The more interested candidates, the more likely the company is to get potential applicants who are suitable for the job so that the richer the potential workforce for the organization (Antonova, Valeva, Koleva and Ivanova, 2020). According to Anand and Chitra (2016) E-recruitment is a technological innovation that improves recruitment processes and activities with the help of the internet. This then allows companies to update job position offers and status at any time, shorten the recruitment cycle and identify and select candidates better and provide opportunities for companies to improve their image in the community. Another definition from Armstrong (2009) states that E-recruitment is the process of using the internet to advertise or post job vacancies, provide information about job positions within the organization, enable communication via email between applicants and employers. Online recruitment can also increase organizational productivity due to its ability to attract more potential candidates and make the selection process easier. There are no space limitations when companies advertise job openings online. Online recruitment can deliver more information to candidates in a more dynamic and consistent way than traditional recruitment processes and methods (Lievens & Harris, 2003). With the help of online the process of finding, attracting and Screening candidates as well as interviewing and evaluating candidates at the selection stage can be digitized. Online test sets as selection tools are increasingly popularly used by companies (Yazdani, 2010).

2.2 GEN - Z characteristics

A group of individuals born in the same year and sharing significant life events in their lives is defined as a generation (Kupperschmidt, 2000). The classification of generations according to several theories is grouped into Baby boomers born from 1945 to 1965 where this group has characteristics that tend to be workaholic, then generation X born from 1965 to 1979 who tend to feel comfortable with authority and consider the balance between work and personal life is important. Generation Y was born from 1980 to 1995

where they grew up in a prosperous economic situation and have an understanding of technology. Generation Z was born between 1995 and 2010 where they are very close-knit and grew up with the rapid development of technology. Generation Z grew up in a century of rapid change and lives in a world of web, internet, smart phones, networks and digital media (Singh & Dangmei, 2016). Experts say that Gen Z can act well in both virtual and real worlds. They can easily switch between these two realities because they think they complement each other (Dolot, 2018). Generation Z has similar values to their parents such as strong determination, thoughtfulness and responsibility. They also value diversity, tolerance, openness, respect for different ideas and ways of thinking (Deloitte, 2018). At the same time, this generation is tech-savvy, globally and socially minded. They can quickly and easily get and check the information they need and then immediately share it with others. They are active social media users and have many contacts and establish communication and relationships through social media. With the support of mobile devices they easily comment on matters of reality and their surroundings, they express their opinions and attitudes through Twitter, share photos through Instagram, pinterest, snapchat and they can also share videos through Youtube and facebook. Generation Z not only uses social media to consume internet content but they also create and control it (Hardey, 2011).

Several studies found the following values and preferences of Gen Z in the work environment: 1. The study conducted by Bascha (2011) states that Gen Z prefers transparency, independence, flexibility and personal freedom and this is very important to them because it can encourage their work ethic. Conversely, if this is ignored, they will feel frustrated, thus reducing morale and productivity. 2. A study conducted by Mihelich (2013) states that this generation has enough independence to self-actualize and get recognition. Since this generation has never lived in a world without smartphones, they expect not to lose this device when going to the office. 3. According to Bridges (2015), this generation prefers a work environment that fosters mentoring opportunities, professional development learning because they believe that education is the most important thing for them. They do not provide the skills needed to deal with real-life problems. 4. This generation prefers to work with leaders who are honest, have integrity and they prefer to work for organizations that demonstrate genuine ties to society and are socially responsible (Middlemiss, 2015).

2.3 Technology Acceptance Model (TAM)

One of the most widely used models to measure the acceptance of a technology is the TAM (Technology Acceptance Model) model developed by Davis in 2018. One of the reasons why this model has become so popular is because in this model the relationship between variables can be described as a model. Each variable also has a strong direct relationship with each other because it has been refined and scaled to find the influence and significant strength of one variable to another. In addition, the internal variables in the TAM model can be combined with other external variables to find new direct influences. The main variables used by Fred Davis to measure system usage are perceived usefulness, perceived ease of use, attitude toward using and behavioral intention to use. The extent to which individuals believe that using a particular system will improve their job performance is defined as perceived usefulness. If someone believes that a system provides benefits, he will use the system, but on the other hand, if he is not sure, he will not use it. Davis (2018) defines perceived ease of use as the extent to which a person believes that using a particular system will be free from effort or excessive effort.

Individuals who believe that a system is easy to use then the individual will use it and vice versa if the individual believes that the system is not easy to use then the individual does not want to use it. Attitude toward using is defined as an attitude towards using the system in the form of acceptance or rejection as a result when someone uses technology in their work. Yahyapour (2021) defines that attitude explains a person's acceptance of technology and as a form of evaluation of the consequences of displaying a certain behavior.

2.4 Research Hypothesis

The hypotheses in this study were developed from each direct relationship between several variables in the model shown in Figure 1. Each hypothesis measures the positive and significant effect of each independent variable on the dependent variable.

H1 : Perceived ease of use has a positive effect on Perceived usefulness of using E-recruitment.
H2 : Perceived usefulness has a positive effect on Attitude toward using E- recruitment.
H3 : Perceived ease of use has a positive effect on attitude toward using E- recruitment.
H4 : Attitude toward using has a positive effect on behavioral intention to use E-recruitment.

Based on the description and review of literature and research hypotheses, the following research model can be developed:

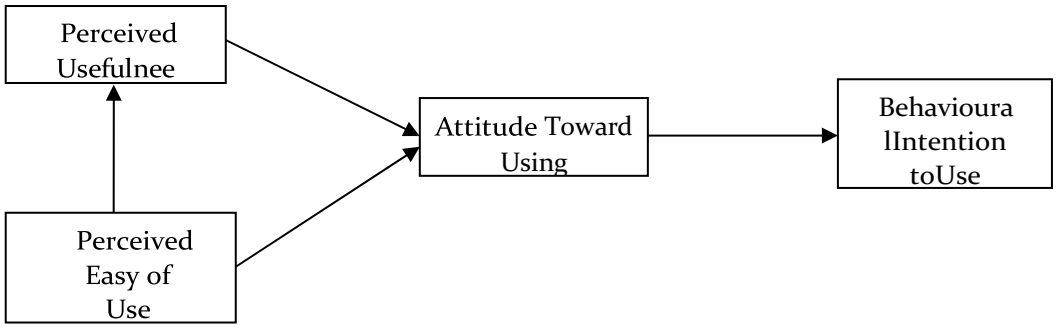

Figure 1. Conceptual Research

3. Methods

This research uses a quantitative approach. According to Cooper et.al (2011) defines a quantitative approach as a research approach that develops or tests theories with the help of statistical methods. The type of data is primary data obtained through an online questionnaire (google form) using a Likert scale. Sampling with purposive sampling technique, namely sampling techniques based on certain criteria (Chandrarin, 2017). The criteria for respondents in this study are respondents who belong to generation Z and are job seekers, totaling 82 respondents. The data will be analyzed using PLS-SEM using the smartPLS 4 application

4. Results and Discussion

4.1 Respondent Profile

The results below show the demographic profile of 82 research respondents who fit the criteria of gender and domicile of the respondents.

Table 1. Respondent Profile

Category	Options	Total	Percentage (%)
Gender	Male	34	41,46%
	Female	48	58,54%
Origin ofDomicile	Palangkaraya	33	40,24%
	Pangkalan Bun	3	3,66%
	Gunung Mas	7	8,54%
	Katingan	5	6,10%
	Muara teweh	2	2,44%
	Kasongan	3	3,66%
	Kuala kurun	1	1,22%
	Pulang Pisau	2	2,44%
	Kotawaringin Barat	1	1,22%
	Kapuas	3	3,66%
	Sampit	4	4,88%
	Seruyan	5	6,10%
	Murung raya	5	6,10%
	East Barito	1	1,22%
	South Barito	2	2,44%
	Kotawaringin Timur	3	3,66%
	Lamandau	2	2,44%

From the results of descriptive analysis, it is known that the respondents in this study are mostly female with a percentage of 58.54%. And when viewed from the origin of the region 40.24% came from the city of Palangkaraya as the capital of Central Kalimantan Province.

4.2 Convergent Validity Test Results

In evaluating the measurement model, convergent validity and discriminant validity are tested with the criteria that the outer loading value must be greater than 0.7 for each indicator and the Average Variance Extracted (AVE) value must be greater than 0.5. If the value of each indicator does not meet the requirements, the indicator must be removed from the analysis process.

In this study, out of 7 indicators of Perceived usefulness, there are 3 indicators that must be removed so that only 4 indicators can be continued for the analysis process. Meanwhile, the indicators of the other variables meet the requirements for the outer loading and AVE values.

Table 2. Convergent validity test

Variables	Indicator	Outer Loading	AVE
Perceived Usefulness(PU)	PU 1	0.830	0.639
	Pu 2	0.808	
	PU 4	0.811	
	PU 7	0.746	
Perceived Easy Of Use(PEOU)	PEOU 1	0.716	0.584
	PEOU 2	0.839	
	PEOU 3	0.732	
	PEOU 4	0.807	

	PEOU 5	0.718	
Attitude Toward Using(ATU)	ATU 1	0.808	0.704
	ATU 2	0.844	
	ATU 3	0.857	
	ATU 4	0.833	
	ATU 5	0.851	
Behavioural IntentionTo Use (BI)	BI 1	0.887	0.839
	BI 2	0.940	
	BI 3	0.919	

4.3 Discriminant Validity Test Results

Discriminant validity is obtained from measurements based on the cross-loading value of each variable indicator, if the value contained in the cross loading is smaller than the value of other indicators, the indicator must be removed.

Table 3. Cross Loading Value

	ATU	BI	PEOU	PU
ATU 1	0.808	0.671	0.660	0.625
ATU 2	0.844	0.623	0.665	0.642
ATU 3	0.857	0.722	0.697	0.717
ATU 4	0.833	0.716	0.607	0.671
ATU 5	0.851	0.711	0.642	0.691
BI 1	0.742	0.887	0.636	0.645
BI 2	0.746	0.940	0.627	0.669
BI 3	0.770	0.919	0.668	0.669
PEOU 1	0.638	0.555	0.716	0.654
PEOU 2	0.702	0.648	0.839	0.634
PEOU 3	0.510	0.485	0.732	0.512
PEOU 4	0.616	0.523	0.807	0.575
PEOU 5	0.463	0.439	0.718	0.447
PU 1	0.636	0.619	0.574	0.830
PU 2	0.615	0.564	0.597	0.808
PU 4	0.689	0.569	0.584	0.811
PU 7	0.612	0.554	0.639	0.746

4.4 Reliability Test

The criteria for data to qualify as reliable is to use a Cronbach alpha value above 0.6 and fulfill a composite reliability value greater than 0.7.

Table 4. Cronbach Alpha and Composite Reliability

Variables	Indicator	CR	Alpha	AVE
Perceived Usefulness (PU)	PU 1	0.876	0.811	0.639
	PU 2			
	PU 4			
	PU 7			
Perceived Easy Of Use (PEOU)	PEOU 1	0.875	0.822	0.584
	PEOU 2			
	PEOU 3			
	PEOU 4			

	PEOU 5			
Attitude Toward Use (ATU)	ATU 1	0.922	0.895	0.704
	ATU 2			
	ATU 3			
	ATU 4			
	ATU 5			
	BI 1	0.940	0.903	0.839

4.5 Path Coefficient Value

Table 5. Path Coefficient Value

	O	M	SD	T-Stat	P-value	Results
ATU -> BI	0.822	0.818	0.056	14.701	0.000	Accepted
PEOU -> ATU	0.413	0.420	0.079	5.248	0.000	Accepted
PEOU -> PU	0.750	0.750	0.055	13.553	0.000	Accepted
PU -> ATU	0.490	0.476	0.095	5.130	0.000	Accepted

The hypotheses proposed in this study are that there is a positive effect of Perceived ease of use on Perceived usefulness, perceived ease of use has a positive effect on Attitude toward using, Perceived usefulness has a positive effect on Attitude toward using and a positive effect of Attitude toward using on Behavioral intention. Table 5 shows that the t-statistic value is greater than 1.96 and the p-value is smaller than the significance level of 0.05 so that the four hypotheses in this study can be accepted.

4.6 Coefficient of Determination

The coefficient of determination is used to show the percentage of influence of the independent variable on the dependent variable. According to Hair et al, (2011) the coefficient of determination has a degree of variation to be able to predict the influence of variables. For a *R*2 value that is higher or equal to 0.75, it is said to be high, then for values between 0.5 to 0.75 is said to be moderate and values between 0.25 to o.5 considered weak.

Table 6. Coefficient of Determination

Variables	Value	Description
ATU	0.713	Medium
BI	0.676	Medium
PU	0.562	Medium

Based on table 6, it can be concluded that the *R*2 value for Perceived Usefulness is 0.562, which means that Perceived easy of use affects Perceived usefulness by 56.2% and the rest is influenced by other variables. The Attitude toward using variable has a *R*2 value of 0.713, which means that Perceived usefulness and Perceived easy of use affect Attitude toward using by 71.3% and the rest is from variables outside the study. Then the value of *R*2 variable Behavioural Intention to Use of 0.676 means that Perceived ease of use, Perceived usefulness and Attitude toward using affect Behavioural intention by 67.6%.

4.7 Indirect Effect Test

Table 7. Indirect effect values

Path	T-statistic	Description
PU -> ATU -> BI	4.225	significant
PEOU -> PU -> ATU	4.334	significant
PEOU -> PU -> ATU -> BI	3.600	significant
PEOU -> ATU -> BI	5.552	significant

4.7 Discussion

The results of this study found that perceived ease of use (PEOU) has a positive and significant influence on perceived usefulness (PU) in utilizing E-recruitment with a path coefficient value of 0.750 and a t-statistic of 13.553. This shows that users tend to think that E-recruitment has benefits because they believe that the E-recruitment system is clear, easy to understand, easy to use and overall consider the E-recruitment system to make it easier for job seekers to get job vacancy information. The results of this study support previous research (Andrea, 2022; Yas, 2015). Thus, the first hypothesis is accepted. Then the test results also found that perceived usefulness (PU) has a positive and significant effect on attitude toward using (ATU) with a path coefficient value of 0.490 and a t-statistic of 5.130.

This shows that the perception of job seekers believes that this E-recruitment system is useful and very helpful for the process of searching for information (including FAQs), uploading administrative files to selection in the form of interview tests. They like utilizing the existing features and overall using the E- recruitment system is very enjoyable. The results of this study are also in line with previous research (Yas, 2015; Rumangkit, 2018). It can be concluded that the second hypothesis is accepted. PU was also found to have a significant indirect effect on behavioral intention (BI) through attitude toward using (ATU). This means that users or job seekers have a positive attitude towards the online recruitment system and feel that online recruitment is considered more effective and efficient than conventional recruitment systems which then further encourages their intention to reuse the online recruitment system.

Furthermore, it was found that perceived ease of use (PEOU) has a positive and significant effect on attitude toward using (ATU) with a path coefficient value of 0.413 and t-statistic of 5.248. This means that users find it easy to follow the recruitment process through E-recruitment so that it provides pleasant positive feelings and attitudes. These results are supported by previous research (Andrea, 2022; Rumangkit, 2018). It can be concluded that the third hypothesis is accepted. Perceived ease of use (PEOU) also has an indirect effect on Behavioural intention (BI) through perceived usefulness (PU) and attitude towards using (ATU) seen from the t-statistic value of 3.600 greater than 1.96 which means that users believe that if the easier the system is used and the better the user's evaluation of E-recruitment, it will increase the attitude and interest of job seekers to apply for jobs. Then there is also a positive and significant effect of attitude towards using (ATU) on behavioral intention (BI) with a path coefficient value of 0.822 and a path coefficient value of 0.822 t-statistic 14.701.

This shows that users have a pleasant time when using E-recruitment so that they will more often think about finding and using job vacancy information in E- recruitment. They will tend to want to use this system in the future and easily recommend to others who are also job seekers to utilize the E-recruitment system. The findings of this study are supported by previous research (Andrea, 2022; Rumangkit, 2018; Yas, 2015). Thus, it

can be concluded that the fourth hypothesis is accepted.

5. Conclusion

This study applies the variables in the TAM model to see an individual's acceptance of a technology, in this case the E-recruitment system. Overall, the variables used in this study meet the fit to use criteria with the quality of the outer model declared valid through convergent and discriminant validity tests. All variables in the model also have good reliability and are able to influence the dependent variable. In general, the conclusion of this study can provide information that the E-recruitment system can be a means for companies to attract the attention of job seekers, especially from generation Z. Through the E-recruitment system, generation Z can easily find information on job vacancies so that it can increase the enthusiasm of gen Z to carry out the recruitment process in the company according to the skills they have.

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