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**Determinants of E- recruitment adoption in Nigerian civil
service: attitude as a moderator**

By

**Ibrahim Aminu Tangaza
(1533011893)**

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DECLARATION OF THESIS

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TABLE OF CONTENTS

| | PAGE |
|--|-------------|
| DECLARATION OF THESIS | I |
| ACKNOWLEDGEMENT | II |
| TABLE OF CONTENTS | III |
| LIST OF TABLES | VII |
| LIST OF FIGURES | VIII |
| LIST OF ABBREVIATIONS | IX |
| ABSTRAK | XI |
| ABSTRACT | XII |
| CHAPTER 1: INTRODUCTION | 1 |
| 1.1 Background of the Study | 1 |
| 1.2 Problem Statement | 4 |
| 1.3 Research Questions | 9 |
| 1.4 Research Objectives | 10 |
| 1.5 Significance of the Study | 10 |
| 1.6 Scope of the Study | 11 |
| 1.7 Definition of Terms | 12 |
| CHAPTER 2: LITERATURE REVIEW | 14 |
| 2.1 Introduction | 14 |
| 2.2 Nigeria: Brief Background | 14 |
| 2.3 The Nigerian Civil Service | 18 |
| 2.4 Recruitment in the Civil Service | 20 |
| 2.5 E-recruitment: An Overview | 27 |
| 2.5.1 Implementation of E-Recruitment | 31 |
| 2.5.2 Private E-Recruitment Portals | 33 |
| 2.5.3 Government E-Recruitment Portals | 33 |
| 2.6 E-recruitment Adoption | 34 |
| 2.7 Perceived Ease of Use and E-recruitment Adoption | 35 |

| | |
|---|----|
| 2.8 Perceived Usefulness and E-recruitment Adoption | 38 |
| 2.9 Facilitating Condition and E-recruitment Adoption. | 41 |
| 2.10 User Attitude as a Moderator | 44 |
| 2.11 Underpinning Theories | 47 |
| 2.11.1 The Technology Acceptance Model (TAM) | 47 |
| 2.11.2 Unified Theory of Acceptance and Use of Technology (UTAUT) | 49 |
| 2.11.3 Justification for using TAM as the Major Theory. | 51 |
| 2.12 Summary of Developed Hypotheses | 52 |
| 2.13 Research Framework | 52 |
| 2.14 Summary | 53 |
| CHAPTER 3: METHODOLOGY | 54 |
| 3.1 Introduction | 54 |
| 3.2 Research Design | 54 |
| 3.3 Operationalization and Measurement of Variables | 56 |
| 3.3.1 E-Recruitment Adoption (ERA) | 57 |
| 3.3.2 Perceived Ease of Use (PEOU) | 58 |
| 3.3.3 Perceived Usefulness (PU) | 59 |
| 3.3.4 Facilitating Condition (FC) | 61 |
| 3.3.5 User Attitude (UAT) | 62 |
| 3.4 Data Collection | 64 |
| 3.4.1 Population | 64 |
| 3.4.1.1 Power of Analysis | 66 |
| 3.4.1.2 Sampling Size | 68 |
| 3.4.1.3 Sampling Method | 69 |
| 3.4.1.4 Unit of Analysis | 70 |
| 3.5.1 Questionnaire Design | 73 |
| 3.5.2 Reliability and Validity | 74 |
| 3.5.2.1 Reliability | 75 |
| 3.5.2.2 Validity | 75 |
| 3.5.2.3 Pilot Study | 76 |
| 3.5.2.4 Result of Pilot Study | 76 |

| | |
|--|-----------|
| 3.6 Techniques of Data Analysis | 78 |
| 3.6.1 Measurement Model Evaluation | 80 |
| 3.6.2 Structural Model Evaluation | 81 |
| 3.7 Chapter Summary | 83 |
| CHAPTER 4: ANALYSIS AND FINDINGS | 84 |
| 4.1 Introduction | 84 |
| 4.2 Response Rate | 85 |
| 4.3 Data Screening and Preliminary Analysis | 86 |
| 4.3.1 Missing Value Analysis | 87 |
| 4.3.2 Test of Non-response Bias | 88 |
| 4.3.3 Common Method Bias (Variance) Test | 90 |
| 4.3.4 Assessment of Outliers | 91 |
| 4.3.5 Normality Test | 93 |
| 4.3.6 Multicollinearity Test | 94 |
| 4.4 Demographic Profile of Respondents | 97 |
| 4.5 Assessment of PLS-SEM path Model Results | 99 |
| 4.5.1 Assessment of Measurement Model | 101 |
| 4.5.1.1 Individual Item Reliability | 103 |
| 4.5.1.2 Internal Consistency Reliability | 103 |
| 4.5.1.3 Convergent Validity | 106 |
| 4.5.1.4 Discriminant Validity | 107 |
| 4.5.2 Assessment of the Structural Model | 110 |
| 4.5.2.1 Hypotheses Testing for Direct Relationships | 111 |
| 4.5.2.2 Coefficient of Determination (R^2) | 115 |
| 4.5.2.3 Assessment of Effect Size (f^2) | 116 |
| 4.5.2.4 Assessment of Predictive Relevance (Q^2) | 118 |
| 4.5.2.5 Testing Moderating Effect | 119 |
| 4.5.2.6 Determining the Strength of the Moderating Effects | 125 |
| 4.6 Summary of Findings | 127 |
| 4.7 Summary of the Chapter | 128 |

| | |
|--|-----|
| CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS | 129 |
| 5.1 Introduction | 129 |
| 5.2 Recapitulations of the Study | 129 |
| 5.3 Discussions | 131 |
| 5.3.1 Perceived Ease of Use and E-Recruitment Adoption in Nigeria | 131 |
| 5.3.2 Perceived Usefulness and E-Recruitment Adoption in Nigeria | 132 |
| 5.3.3 Facilitating Condition and E-Recruitment Adoption in Nigeria | 133 |
| 5.3.4 Moderating Effect of User Attitude | 133 |
| 5.3.5 Moderating Effect of User Attitude on the Relationship between PEOU and Adoption of E-Recruitment System in Nigeria | 134 |
| 5.3.6 Moderating Effect of User Attitude on the Relationship between PU and Adoption of E-Recruitment System in Nigeria | 135 |
| 5.3.7 Moderating Effect of User Attitude on the Relationship between FC and Adoption of E-Recruitment System in Nigeria | 136 |
| 5.4 Implications of the Study | 136 |
| 5.4.1 Theoretical Implications | 137 |
| 5.4.2 Managerial and Policy Implications | 139 |
| 5.5 Limitation of the Study | 140 |
| 5.6 Suggestions for Future Research | 142 |
| 5.7 Conclusion | 143 |
| REFERENCES | 145 |
| APPENDIX | 170 |

LIST OF TABLES

| NO | PAGE |
|--|------|
| 2.1 External Sources of Recruitment Public Sector Organizations | 26 |
| 2.2 Emergence of Internet as Recruiting Source | 28 |
| 2.3 Differences Between Traditional and Electronic Recruitment System | 31 |
| 3.1 Measurement of Variables | 57 |
| 3.2 Measurement of E-recruitment Adoption | 58 |
| 3.3 Measurement of Perceived Ease of Use | 59 |
| 3.4 Measurement of Perceived Usefulness | 60 |
| 3.5 Measurement of Facilitating Condition | 62 |
| 3.6 Measurement of User Attitude | 63 |
| 3.7 Population of Study | 66 |
| 3.8 Proportionate Sampling of the Study Population | 70 |
| 3.9 Reliability Test | 77 |
| 4.1 Response Rate of the Questionnaires | 86 |
| 4.2 Total and Percentage of Missing Values | 88 |
| 4.3 Results of Independent-Samples T-test for Non-Response Bias | 89 |
| 4.4 Multicollinearity Test: Correlation Matrix (N=174) | 95 |
| 4.5 Tolerance and Variance Inflation Factors (VIF) | 96 |
| 4.6 Demographic Profile of Respondents: Frequency Distribution (174) | 98 |
| 4.7 Loadings, Composite Reliability and Average Variance Extracted | 105 |
| 4.8 Measurement Model: Discriminant Validity (Fornell-Lacker Criterion) | 108 |
| 4.9 Measurement Model: Discriminant Validity (Cross Loadings) | 109 |
| 4.10 Results of Hypotheses Testing (Direct Relationships) | 114 |
| 4.11 Coefficient of Determination: R-squared | 115 |
| 4.12 Assessment of the Effect size: F-square | 117 |
| 4.13 Predictive Relevance (Q2) | 119 |
| 4.14 Moderation Hypothesis | 123 |
| 4.15 Strength of the Moderating Effects based on Cohen's (1988) and Henseler and Fassott's (2010) Guidelines | 126 |
| 4.16 Summary of Hypotheses Testing | 127 |

LIST OF FIGURES

| NO | PAGE |
|---|------|
| FIGURE 2.1 Map of Nigeria | 16 |
| FIGURE 2.2 Technology Acceptance Model (TAM) | 49 |
| FIGURE 2.3 Unified Theory of Acceptance and Use of Technology (UTAUT) | 50 |
| FIGURE 2.4 Research Frame Work | 52 |
| FIGURE 3.1 G*power Analysis | 68 |
| FIGURE 4.1 Two-Step Process of PLS-Path Model Assessment | 101 |
| FIGURE 4.2 Measurement Model | 102 |
| FIGURE 4.5 PLS-SEM Algorithm Interactions | 121 |
| FIGURE 4.6 PLS-SEM Bootstrapping Interactions | 122 |
| FIGURE 4.7 Interaction Effect of User Attitude on Perceived Usefulness and E-recruitment Adoption | 124 |
| FIGURE 4.8 Interaction Effect of User Attitude on Facilitating Condition and E-recruitment Adoption | 125 |

LIST OF ABBREVIATIONS

| | |
|--------|---|
| HRM | Human Resource Management |
| TAM | Technology Acceptant Model |
| UTAUT | Unified Theory of Acceptant and Use of Technology |
| TRA | Theory of Reasoned Action |
| TPB | Theory of Planned Behavior |
| ERA | E-Recruitment Adoption |
| PEOU | Perceived Ease of Use |
| PU | Perceived Usefulness |
| FC | Facilitating Condition |
| UAT | User Attitude |
| IT | Information Technology |
| IS | Information System |
| BI | Behavioural Intention |
| RNC | Royal Niger Company |
| AU | African Union |
| ECOWAS | Economic Community for West African State |
| NATO | North Atlantic Treaty Organization |
| UN | United Nation |
| OPEL | Organization of Petroleum Exporting Countries |
| CPSB | Central Public Service Board |
| FIRS | Federal Inland Revenue Services |
| NPA | Nigerian Port Authority |
| CAC | Cooperate Affairs Commission |

| | |
|-------|--|
| NDIC | National Deposit Insurance Company |
| PHCN | Power Holding Company |
| CBN | Central Bank of Nigeria |
| BBS | Bulletin Board System |
| NPM | New Public Management |
| CGS | Centre for Post Graduate Studies |
| SPSS | Statistical Package for Social Sciences |
| PLS | Partial Least Squares |
| SEM | Structural Equation Modelling |
| CR | Composite Reliability |
| D^2 | Mahalanobis |
| R^2 | R-Squared Values |
| F^2 | F-Square (Effect Size) |
| Q^2 | Q-Square (Construct Cross Validation Redundancy) |
| SSE | Sum of Square Root Prediction Error |
| SSO | Sum of Square Root Observation |
| VAF | Variance Accounted For |
| VIF | Variance Inflated Factor |

PENENTU PENGGUNAAN E-PEREKRUTAN DI PERKHIDMATAN AWAM NIGERIA: SIKAP SEBAGAI PENYEDERHANA

ABSTRAK

Perekrutan adalah salah satu aspek yang penting dalam amalan Pengurusan Sumber Manusia (HRM). Ia merupakan satu proses mendapatkan atau memperoleh calon yang sesuai bagi sesebuah organisasi. Tujuan kajian ini adalah untuk meneliti peranan penyederhana sikap pengguna (UAT) dalam hubungan antara penggunaan mudah dianggap (PEOU), kebergunaan dianggap (PU), keadaan memudah cara (FC), dan penggunaan e-perekrutan (ERA) dalam perkhidmatan awam Nigeria. Walaupun hubungan tersebut telah menjana minat penting ilmiah, kajian terhadap penggunaan e-perekrutan dalam kalangan perkhidmatan awam Nigeria masih sedikit. Dengan menggunakan reka bentuk kajian keratan rentas, 216 soal selidik telah diedarkan kepada 112 kementerian dan kerajaan tempatan di Barat Daya Nigeria. Kajian ini mengguna pakai persampelan rawak berstrata berkadaran dan data telah dipilih daripada strata yang berbeza. Sebanyak 185 soal selidik telah dikembalikan yang memberikan kadar respons sebanyak 85.6 peratus. SmartPLS 2.0 telah digunakan untuk menganalisis data. Dapatan kajian menunjukkan bahawa PEOU, PU, dan FC mempunyai hubungan yang signifikan dan langsung dengan penggunaan e-perekrutan di perkhidmatan awam Nigeria. Mengenai hubungan penyederhana, UAT didapati menyederhana hubungan antara PU, FC, dan ERA tetapi tidak menunjukkan kesan penyederhana dalam hubungan antara PEOU dan ERA. Kajian ini memberikan maklumat penting kepada pengamal HRM, pembuat dasar, dan penyelidik untuk terus memahami kepentingan PEOU, PU, dan FC dalam penggunaan sistem e-perekrutan. Kajian ini meningkatkan karya sedia ada dengan mengintegrasikan beberapa konstruk luar dalam Model Penerimaan Teknologi (Technology Acceptance Model [TAM]). Akhir sekali, batasan, kesimpulan dan juga hala tuju kajian akan datang turut disediakan dan dibincangkan.

Kata kunci: penggunaan e-perekrutan, penggunaan mudah dianggap, kebergunaan dianggap, keadaan memudah cara, sikap pengguna

Determinants of E-Recruitment Adoption in Nigerian Civil Service: Attitude as a Moderator

ABSTRACT

Recruitment is one of the important aspects of Human Resource Management (HRM) practices. It is the process of obtaining or acquiring suitable candidates for an organisation. The purpose of this study was to examine the moderating role of user attitude (UAT) on the relationship between perceived ease of use (PEOU), perceived usefulness (PU), facilitating condition (FC), and e-recruitment adoption (ERA) in Nigerian civil service. Even though the relationships have generated significant scholarly interest, few studies have been conducted on e-recruitment adoption among the Nigerian civil service. Using a cross-sectional survey design, 216 questionnaires were distributed to 112 ministries and local government in North Western Nigeria. The study adopted a proportionate stratified random sampling; data were selected from different strata. A total of 185 questionnaires were returned, giving a response rate of 85.6 percent. SmartPLS 2.0 was employed to analyse the data. The findings revealed that PEOU, PU, and FC had a direct significant relationship with the adoption of e-recruitment in Nigeria civil services. Of the moderating relationships, UAT was found to moderate those between PU, FC, and ERA but exerted no moderating effect on the relationship between PEOU and ERA. The study provides important insight to HRM practitioners, policymakers, and researchers to further understand the importance of PEOU, PU, and FC in the adoption of e-recruitment system. The study increases the existing literature by integrating some external constructs in Technology Acceptance Model (TAM). Finally, the limitations, conclusions as well as the direction for future research are provided and discussed.

Keywords: E-recruitment adoption, perceived ease of use, perceived usefulness, facilitating condition, user attitude

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Recruitment is one of the important aspects of Human Resource Management (HRM) practices which are 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 strategies (Subramony, 2009). Recruitment also consists of organizational activities and practices that primarily aim to identify potential personnel (Breaugh & Starke, 2000; Dhamija, 2012; Mondy & Noe, 2008). It 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 (Peretomode & Peretomode, 2001). It is an essential segment of HRM as it conducts the important duties of bringing human assets in the organization (Barber, 1998). Numerous numbers of guidelines and procedure attached to recruitment in the public service sector make it more difficult, clumsy and complicated (Gerston, 2014). Recruitment into public service is the process that provides an avenue for qualified candidates to compete in filling the vacant position available in the sector (Briggs, 2007).

Similarly, recruitment in traditional context, is defined as a manual physically interaction between jobseekers and organization whereas the organization needs to find an applicant that meet their expectation with offering potential opportunities for jobseeker with narrow information that suit candidate's needs (Allen, Mahto, & Otondo, 2007). Besides, as competition continues globally, many organizations becomes more skillful seriously, the recruitment of qualifies and talented personnel becoming more important (Yoon Kin Tong, 2009), and attracting the right applicants at the right time facing difficulty than ever. The use of traditional or conventional recruitment method has no longer use for attracting a very qualified applicant. Many organizations decided to adopt new recruitment systems (technology) or mixing both methods to attract the qualified applicants (Yoon Kin Tong, 2009). Although, the conventional or traditional method of recruiting gradually being change to a new modern system of recruitment in public organization.

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 (Thomas & Ray, 2000).

But nowadays, 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 (Sylva & Mol, 2009). Additionally, the presence of internet recruitment base system serves

as an advantages to both organization and jobseekers by having low cost, time saved, and find their precisely needs for all parties involved in respect of recruitment activities (Brahmana & Brahmana, 2013). This made it widely accepted in most of the developed countries all over the world. For instance, almost all North American global 500 companies about 93% of them have a company's own e-recruitment system (Dhamija, 2012), and 50% of new employees were recruited through e-recruitment (Cober & Brown, 2006). In addition, almost 64% of organizations in United Kingdom (UK) were found to use e-recruitment and they considered internet as their recruitment mechanism (Woźniak, 2014).

Many private organizations have organization career sites, among are Coca Cola, Shell, and Nike, where they only use their own web site for their recruitment process and not provide the option for applicant to apply via email (Handlogten & Ettinger, 2009). The statistics shows that almost 4 million jobseekers visited their browsers to search for jobs on the internet every day. Particularly among graduates who are normally use the internet to get information about potential career perspectives (Tepe, 2011). Again 74% of graduates in US, Europe and Asia use organizations' career websites in the process of job searching (Ziesing, 2013).

Therefore based on the above, this study intends to investigate the determinants of e-recruitment adoption in Nigerian civil service, with the potentially of user Attitude as a moderator.

1.2 Problem Statement

Despite the fact that, the role of information technology system made the application of e-recruitment useful and economically viable in an organizations. It is however, 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 (Akwara, Enwuchola, Adekunle, & Udaw, 2013).

Therefore, the adoption of e-recruitment system in developing nations including Nigeria has not been widely accepted 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 neglected the actual aspect of electronic HRM system such as e-recruitment (Beadles, Aston, Lowery, & Johns, 2015; Lau & Hooper, 2008; Sadiq, Ahmad Fareed Khan, & Mujtaba, 2013; Sanusi & Mohamed, 2012; Wyatt, 2002).

However, in developing countries the issue of e-recruitment mostly regulated and practiced by private organizations (Alsultanny & Alotaibi, 2015). Nigeria is one among few developing countries where only few number of its citizen has access to the internet. Little reliable internet suppliers who have invested huge amount of money in the business with aimed to make a profit in returns at the disadvantage of the majority (Elbahnasawy, 2014).

In Nigeria internet recruitment in the public sector is a new phenomenon introduced by the year 2005 (Sanusi & Mohamed, 2012a). After Bureau for Public Service Reforms recommended the usage of internet recruitment to recruit employees in the public sector,

since then, only few agencies in public sector such as Federal Civil Service Commission, Nigerian Customs Service, Corporate Affairs Commission, Nigerian Army and Nigerian Police Force adopted the use of e-recruitment in their recruitment process. Those agencies were totally depended on privates recruiting firms or privates consultants to source applicants for them online, whose involved a lot of money from the hungry jobseeker and cause a lot of hardship to both applicants and the organization (Sanusi & Martadha, 2011). This is due to poor perception and attitude of public sector organization toward the usability of e-recruitment base system.

Among the major problems militating the adoption of e-recruitment in Nigeria are the poor organizational perception and attitude towards the electronic base system, lack of technical knowhow, poor infrastructural facilities, lack of established policy or legislation on the adoption of e-recruitment system, the high number of applicant in modern environment and ability to utilize these potential candidates (Omolawal, 2015). This development led to jettisoning of conventional recruitment system because it requires efficiency and transparency in its practices (Emanuel, 2011; Sanusi & Martadha, 2011, Sanusi & Mohamed, 2012).

Other problems are the issue of digital device which reduced responsiveness, efficiency, transparency and accessibility in recruitment process through the use of internet where there are only few internet service providers in Nigerian that provide internet services to both private and public organization (Odumeru, 2012).

Therefore, many studies were conducted to assess the adoption of electronic or internet base system in different context and various settings. For example, the adoption of e-government (Hussein, Mohamed, Ahlan, Mahmud, & Aditiawarman, 2010; Suki & Ramayah, 2010) e-learning (Clark & Mayer, 2011; Garrison, 2011; Rosenberg, 2001) e-mobile (Dahlman, Parkvall, & Skold, 2013; Oni & Ayo, 2010; Pitoura & Samaras, 2012) e-banking (Abadi & Nematizadeh, 2012; Oni & Ayo, 2010) and e-shopping (Çelik & Yilmaz, 2011; Dennis, Morgan, Wright, & Jayawardhena, 2010; Lim & Ting, 2012). However, only few studies were conducted to assess the adoption of e-recruitment (Dhamija, 2012a; Kashi & Zheng, 2013; Selden & Orenstein, 2011; Shilpa & Gopal, 2011; Tong, 2009). While, most of these aforementioned studies assessed the behavior or perception of jobseekers or applicants toward the adoption of e-recruitment system not the organization that employ them, this serves as the major important gaps in the literature.

It has been established in the literature that, perceived ease of used (PEOU), perceived usefulness (PU) and facilitating condition (FC) influenced the adoption of electronic base system (Davis, 1989; Fishbein & Ajzen, 1975; Haroon & Zia-ur-Rehman, 2010; Kumar & Garg, 2010; Poorangi, Razavi, & Rahmani, 2011; Sanusi & Mohamed, 2012; Venkatesh & Davis, 1996; Venkatesh, Morris, Davis, & Davis, 2003; Tong, 2009). However, they came up with inconsistent findings in their results.

With regards to perceived ease of used, some studies reported that, PEOU significantly or positively related to user intention or technology adoption (Bankole, Bankole, & Brown, 2011; Dhamija, 2012; Jahangir & Begum, 2008; Suki & Ramayah, 2010). While other

studies reported insignificant or negative relationship (Ayo, Mbarika, & Oni, 2015; Kashi & Zheng, 2013; Sanusi & Mohamed, 2012).

Moreover, some studies reported that, PU has significant and positive relationship with the user intention or technology adoption (Davis, 1993; Roy, Kesharwani, & Singh Bisht, 2012; Said, 2001; Sentosa, Nejatian, Piaralal, & Faisal, 2011). While some of the studies reported insignificant or negative relationship (Amoako-Gyampah, 2007; Chau, 1996; Jackson, Chow, & Leitch, 1997). However, regarding to FC, some studies reported that, FC significantly or positively related to user intention or technology adoption (Alawadhi & Morris, 2008; Foon & Fah, 2011b; Suki & Ramayah, 2010). While other studies reported insignificant or negative relationship (Merchant, Keeney-Kennicutt, & Goetz, 2015; Pinpathomrat, 2013; Teo, Ursavas, & Bahçekapili, 2012).

This shows that, there is inconsistency in the findings of the prior studies (mixed results). Therefore, this study employs the potentiality of attitude as a moderating variable on the relationship between perceived ease of used, perceived usefulness, facilitating condition and e-recruitment adoption in Nigerian civil service. This in line with the suggestion of Baron and Kenny (1986) that whenever there are inconsistent findings in the literature, moderating variable is suggested. Another rational for employing attitude as moderator is based on the recommendation of Davis (1993) who stated that attitude was a strong variable that influenced behavioural intention of users towards technology adoption.

It has been shown from the literatures that, attitude has been viewed previously by many researchers. But none of the previous study used it as moderating variable to explain why

and when perceived ease of used, perceived usefulness and facilitating condition influence the adoption of e-recruitment. They either view it as independent or mediating variable (Alsultanny & Alotaibi, 2015; Althunibat & Sahari, 2011; Lee, Tyrrell, & Erdem, 2013; Said, 2001; Voermans & van Veldhoven, 2007).

Additionally, literature revealed that, most of the prior studies focus on effectiveness of e-recruitment, advantages of e-recruitment, importance of e-recruitment, relationship of e-recruitment with other variables and neglect to consider the possible ways of adopting new sophisticated tools of recruitments which is the current challenges related to selecting potential applicants into the organizations (Kihara, 2015; Parry, Professor Stefan Strohmeier, & B. Holm, 2014; Simón & Esteves, 2016). It was also recommended that, from the literatures e-recruitment has received limited attention in academic research from an organizational perspective (Parry & Tyson, 2008). Therefore, studies on internet technology adoption in recruitment process are few (Cho, Lee, & Liu, 2011). This indicated that there is scarcity of researches in the context of e- recruitment adoption.

Literature also discovered that, most of the prior studies concentrated on assessing the perception jobseekers or applicant. Limited evidence focused on the organizational perception. Moreover, existing literature showed most of the public organization in Nigeria not adopted e-system in their recruitment process, prepared the conventional system of recruitment as the option (Odumeru, 2012).

In line with the Technology Acceptance Model (TAM) which posits that, two particular beliefs, PU and PEOU, are of major importance for technology acceptance behaviors and

assumes that technology usage is determined by Behavioural Intention (BI), but differs in that BI is viewed as being jointly determined by the PEOU, PU and external variable, with relative weights estimated by regression. Therefore, to address these important gaps, this study seeks to assess the effect of user attitude on the relationship between PEOU, PU, FC and E-Recruitment adoption in Nigerian civil service, which has not been considered by the previous studies.

1.3 Research Questions

This study will address the following research questions:

1. Does PEOU have significant relationship with e-recruitment adoption in Nigerian civil services?
2. Does PU have significant relationship with e-recruitment adoption in Nigerian civil services?
3. Does FC have significant relationship with e-recruitment adoption in Nigerian civil services?
4. Does attitude strengthen the relationship between PEOU and e-recruitment adoption in Nigerian civil services?
5. Does attitude strengthen the relationship between PU and e-recruitment adoption in Nigerian civil services?
6. Does attitude strengthen the relationship between FC and e-recruitment adoption in Nigerian civil services?

1.4 Research Objectives

This study intended to achieve the following research objectives:

1. To examine the significant relationship between PEOU and e-recruitment adoption in Nigerian civil services.
2. To examine the significant relationship between PU and e-recruitment adoption in Nigerian civil services.
3. To examine the significant relationship between FC and e-recruitment adoption in Nigerian civil services.
4. To examine the moderating effect of attitude on the relationship between PEOU and e-recruitment adoption in Nigerian civil services.
5. To examine the moderating effect of user attitude on the relationship between PU and e-recruitment adoption in Nigerian civil services.
6. To examine the moderating effect of user attitude on the relationship between FC and e-recruitment adoption in Nigerian civil services.

1.5 Significance of the study

This study contributed in both theory and practice. In theoretical contribution, the study increased the existing literature by integrating together with some external constructs in TAM is suggested by the previous researchers (Amin, 2007; Lallmahamood, 2007; Pikkarainen, Pikkarainen, Karjaluoto, & Pahlila, 2004; Serenko & Bontis, 2004, Escobar-Rodriguez, & Monge-Lozano, 2012). It was used in testing the applicability of e-recruitment adoption in Nigerian public service on the organizational perception.

In addition, this study added some significant to the existing knowledge in the context of HRM, particularly in looking at the e-recruitment adoption on individuals perception in Nigerian civil service. Moreover, this study examined the specific relationship between PEOU, PU and FC on e-recruitment adoption. In addition, this study employed the moderating role of user's attitudes with regards to Nigerian civil service. Practically, this study helped human resource specialists to identify the factors that influence the adoption of e-recruitment in Nigerian public service and to encourage these factors on the possible ways in the conduct of their recruitment exercise.

Conducting research in this area also improved the research centers, stakeholders and students with essential knowledge that are equally important. The result of this research can be used by legislators in designing policies, program, planning and strategies in recruitment exercise for the entire nation.

1.6 Scope of the study

The study focuses on the determinants of e-recruitment adoption with the potentially of user attitude as a moderator in the Nigerian civil service. It covers ministries and local government areas in three state of North Western Nigeria, (e.g Sokoto, Kebbi and Zamfara states). The ministries and local governments comprise the total number of 112 population, and individual as the unit of analysis of this study, where 2 respondents representing each organization (Head of human resource department and staff officers). These respondents are expected to represent the sampled ministries and local governments (i.e. unit of

analysis) objectively by each completing a structured questionnaire distributed using proportionate random sampling techniques.

1.7 Definition of Terms

Recruitment: refers to the positive action taken in selecting the right, quality and qualify personnel into an organization (Odueh, 2016).

E-Recruitment: According to Ghazzawi and Accoumeh (2014) e-recruitment also refers to the online recruitment system, it's of recruitment through the use of online technology, particularly websites as a means of hiring personnel.

E-Recruitment Adoption: Is the choice to acquire and use a new system recruitment through the use internet (Anand & Devi, 2016).

Perceived ease of use: is the degree which an individual understood that using a particular system will be simple, free, easily and understandable (Ramos-de-Luna, Montoro-Ríos, & Liébana-Cabanillas, 2016).

Perceived usefulness: is the degree to which an individual considers using a particular system would improve his or her occupational performance (Chandio, Irani, Zeki, Shah, & Shah, 2017).