

## Perceived e-recruiting implementation, HR personnel's job satisfaction and turnover intention in service-oriented small and medium firms in Pakistan

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### Abstract

This study aims to explore the challenge of retention by focusing how perceived e-recruitment and job satisfaction predicting the turnover intention of HR personnel's in Pakistanis SMEs. An empirical model is developed while integrating theory of planned behavior with technology acceptance model. The study examined the causal relationship. Total 393 responses were collected through self-administer survey. Partial least square structural equation modeling was used to examine the components of measurement. The results provide empirical evidence that perceived e-recruitment and job satisfaction are significantly related to turnover intention of HR personal in SMEs. The present study goes a step further to test a new dimension to existing horizon of reasons that satisfies the HR personnel. The results of this study may help SMEs in Pakistan to implement e-recruitment system to retain core employees within the organization.

**Keywords:** E-recruitment, job satisfaction, retention, SME

### 1. Introduction

The study investigate, how manager perceived the usage of technology or newly implemented systems and the relationship among perceived ease of use, perceived usefulness, attitude, job satisfaction and turnover intention in service sector SMEs. This idea is based on the Technology Acceptance Model (TAM) (Davis, 1993; Davis et al., 1989), and gives empirical investigations that how an employee thinks about an implemented system and the attitude regarding the usage of the system and the factors that influence the intention and the behavior of the respondents (Davis, 1993).

The relationship of these variables have been evaluated and discussed in many studies (Alalwan et al., 2016). And it shows that these variables are highly important for decreasing the turnover.

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The past researches proposed that employee usually evaluate implemented system or human resource information system as positive only when they have skills and knowledge about that particular system and when it is easy to use but it is not always the case (Stone and Lukaszewski, 2009). Thus, extra effort through training can be mandatory to make sure that that employee perceives system as positive. If the system is not easy to use then an individual discover negative attitude regarding the usage of the system (Beckers and Bsat, 2008). The overall attitude or perception of employees either negative or positive is based on the usefulness and the easiness of the system (Taylor and Todd, 1995). Another two variables that are highly important are job satisfaction and turnover intention. These variables are well studied in work related context and it helps the organization to understand the employee's behavior and intention after some changes in the organization (Oreg et al., 2011). Employee commitment and coping with change are factors that influence turnover intentions (Cunningham, 2006). The perception of an individual regarding quitting from the organization increases when they feel that the change is not good for them or threatening for them (Cunningham, 2006). However, if a change is threatening so it will also decrease the job satisfaction because they are not feeling comfortable in the working environment hence it will dissatisfy the employees (Cunningham, 2006). Thus, the attitude regarding an organizational change influences an employee's job satisfaction, turnover intention, and, consequently, voluntary turnover.

Turnover is an estimation of to what extent your workers remain with your organization and how frequently you need to replace them. Whenever a worker leaves your organization, for any reason, they are known as a turnover (Woods, 2003). High turnover can at times be helpful, however. Employers who are poor may not find that new representatives are really poor until after the laborers have been on the finance for a few weeks. As opposed to go to the inconvenience and documentation of terminating these, failing to meet expectations laborers, a few organizations depend on turnover to weed out the terrible representatives. At the point when the expectation to absorb information is little and the outcomes of continually having unpracticed laborers are negligible, high turnover may not be viewed as a significant issue. Another benefit of turnover is that if we employ new individual may be he/she will get enough included qualities then the past representative (Johnson, 2007). While losing representatives that are poor entertainers or negative impacts on working environment confidence can have productive outcomes, unintended and regular member of staff turnover is viewed as terrible for business. High turnover rates regularly mean organizations are making a less than impressive decisions with regards to selecting the correct representatives, neglecting to give an inspiring workplace or missing out to bosses that offer better pay and advantages (Kokemuller, 2007).

The current study is conducted in the service sector SMEs of Pakistan; however, study is limited to Karachi. The variables e-recruitment ease of use, perceived erecruitment usefulness and attitude towards e-recruitment along with job satisfaction and turnover intention are tested. The aim is to examine the direct and indirect influence of these variables on service sector SMEs and how these variables help

in enhancing the performance of the organization while decreasing the turnover intention of managers. As the managers have a key role towards the implementation of policy and procedure and betterment of the operational standard.

## 1.2 Research rational

The present study demonstrates that perceived e-recruitment usefulness, e-recruitment ease of use and attitude towards e-recruitment along with job satisfaction as a mediator are particularly essential to control managers' turnover intentions with respect to implementing an effective e-recruitment system. The change from conventional recruitment to e-recruitment influences representatives' points of view on their employments and the companies (Bondarouk and Ruël, 2009). If e-recruitment changes an individual's employment, the view of the change objective additionally impacts that individual's employment satisfaction, since employment satisfaction mirrors a general attitude about the employment condition. At the point when a worker dislikes these changes, (s)he assesses the recently executed e-recruitment as explanation behind these adjustments in a negative way or the other way around (e.g., Podsakoff et al., 2007).

In Pakistani context several researches has been done on turnover intention. However researched predictors are focusing on conventional side of HRM and mostly at large scale sectors. Albeit this study focused on contemporary e-recruiting practices and its impact on job satisfaction and turnover intention.

## 2. Literature Review

Organizations hire people to perform various operational and managerial tasks. It is one of the important objectives of human resource (HR) manager to retain the employees. However, it is a common practice that employees switch their jobs and move from one organization to another to avoid certain situations or to gain certain advantages.

Whenever a worker leaves organization, for any reason, they are known as a turnover (Woods, 2003). Turnover aim is a major issue particularly today in which workers leave the employers or employers let them go. Turnover expectation is the association's representatives plan to leave their occupations or to terminate the workers. Turnover aim can be either deliberate or automatic. In deliberate turnover, representative leaves the association eagerly. It happens when the worker have a better option. While automatic turnover happens when association isn't happy with a representative execution and settles on choice to flame employee. Representatives' genuine turnover is esteemed as an awful sign for the association as it includes extensively noticeable and shrouded cost, for instance, it brings about loss of implied information that the workers may have created amid their relationship with the association (Droege and Hoobler, 2003), recruitment and preparing of new workers, diminished authoritative productivity.

It is not humanely possible for HR manager to eliminate the possibility of turnover expectation. Turnover expectation alludes to the cognizant and considers readiness to leave the association and has been one of the real difficulties associations confronted and appeared to be profoundly associated with genuine turnover (see for example; Han and Jekel, 2011). The impact of turnover received a considerable attention of all stakeholders including HR manager. The organization with high turnover receives negative image in industry. Turnover should be managed properly otherwise it creates issues in the profitability of the organizations (Wasmuth and Davis, 1983). If any individual or worker leaves the organization to any motive the result of this will definitely remain on the organization and on those employees who are attach with that member. Turnover is very costly, if seen from a business point of view such as finding the person again who is fit for the position, giving adds for the post, conducting interviews and after all that there is no surety that the person has same skills and qualities as the person who leaves the job (Johnson, 2007).

Observational proof shows that a high rate of willful turnover is expensive for employers since it adversely influences hierarchical viability and achievement (Rahman et al., 2008). Therefore, it is of utmost importance to HR manager to know the significant areas that propel employees to say goodbye to organization (EmekaMbah & Ikemefuna, 2012). Organizations give significant importance to the factors that lead towards intentional turnover since it has a very important impact on organization either in a positive or negative manner (Denvir and McMahon, 1992). Workers' genuine turnover is esteemed as an awful sign for the association as it includes extensively obvious and shrouded cost, for instance, it brings about loss of implied information that the representatives may have created amid their relationship with the association (Droege and Hoobler, 2003), enlistment and preparing of new workers, diminished authoritative productivity, and so forth. The departure of an employees working at any managerial or non-managerial positions can somehow affect organization. However, losing competitive representatives can adversely influence an association's upper hand, bringing down the spirit of other staff (Kumar, 2012), and in addition decreasing efficiency and work quality (Holtom and Burch, 2016).

The extant literature highlighted certain key elements that cause employees to leave organizations, such as, fulfillment and commitment influence turnover (Blinc et al. 1997), career dissatisfaction (Tolentino et al., 2013), Abusive supervision (Harvey, et al., 2007; Brown et al., 2004), career inadaptability (Chan, Mai, Kuok, and Kong, 2016) and so on.

Traditionally, HR managers used various conventional means (not web based) to select potential candidates, however, in today's advanced time, most organizations use some type of electronic means (Web) to give data to potential candidates and also to gain a pool of human capital by permitting candidates to apply for positions by means of the Web (Stone and Lukaszewski, 2009). It is faster and more useful, and it offers the occasionally undiscovered capability of cost funds. Web and web benefits as a data center encourage data and information exchanging and sharing (Souri and Navimipour, 2014).

There have been noteworthy changes in the way (HR) has been overseen, especially, the way HR practices and capacities are conveyed has expanded to incorporate HR experts, as well as line administrators and additionally with the utilization of data innovation (Strohmeier, 2007). Presently, the Internet makes a tremendous impact to the general public and makes another transformation in the 21<sup>st</sup> century where everything and everybody are getting on the web (Navimipour and Zareie, 2015). Likewise, web innovation empowers organizations to catch new clients, track their exhibitions and online conduct, and modify interchanges, items, administrations, and costs.

According to Brahmana & Brahmana (2013), organizations prefer to use e-recruiting for attracting pool of candidates and for searching resumes, by using e-recruiting organizations improve their image and profile and also save the cost IES (2003), also supported by Maurer and Liu (2007) who established that organizations can save 87% cost on hiring for new employees (87% per employees). Tong and Sivanand (2005) acknowledge that people who found jobs through e-recruiting consider e-recruiting provide them perceived usefulness as it is easy to operate and easily accessible. erecruiting is helpful for the HR department as well as for the job seekers to access anything related to their career that which job and position is good for them and which opportunity should they avail that gives them advantage.

Alsultanny & F. Alotaibi, (2015), HR department internet becomes the most important tool especially for e-recruiting. By using electronic means of human resource management (E-HRM) organization increases the efficiency and effectiveness of HR system through minimizing the recruiting time, quality and accuracy of data and also helps in reducing HR circle. E-HRM provides a chance to the HR Department to create value for the organization especially its one factor e-recruiting. Through e-recruiting organizations develop their own websites in order to attract more qualified respondents as it's a very less cost effective because companies save the advertisement cost and increase their speed of finding right candidate for the position.

E-HRM enables employees to get direct access to HR functions and services with the use of technology. These services and functions are communication, recruiting, recording, reporting and performance (Wyatt, 2002). E-HRM helps the organization to reduce cost and work more efficiently and effectively to come up with greater productivity and outcomes. E-HRM gives chance or concepts to organization that shifts their old and traditional way to new modern way as HRM to E-HRM. As discuss above that how much technology is important, it also facilitate employees to take quick actions, become active learner and adapt the changes easily and mold their behavior according to the situations or changing environment. Technology is important in this world and it will always come up with unique features day by day or year by year and become more complicated and smart. By the usage of efficient computer software systems organizations expand their boundaries also and work globally and attract more stakeholders in their business operations.

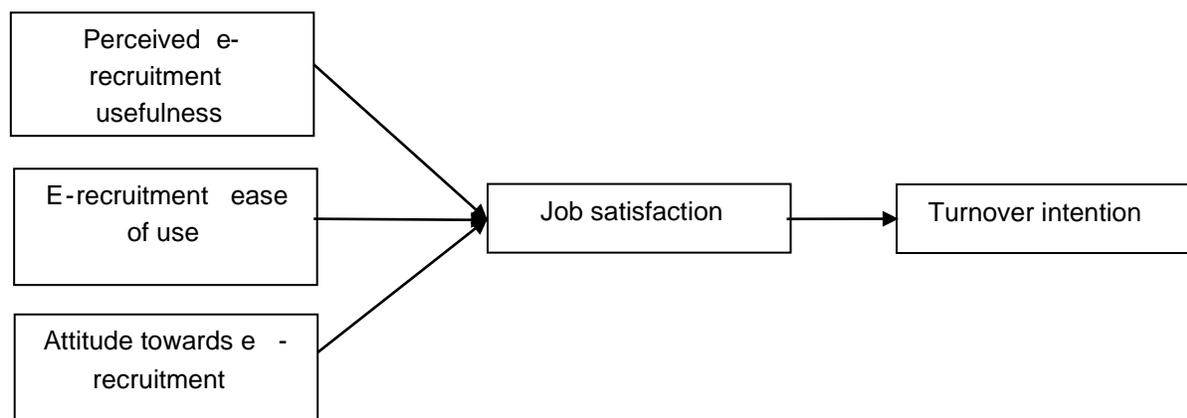
From the organization perspective it is low cost, easy to use, no barriers, easily recruit any person from any city and country. And job seekers can also access it 24/7 to find the better opportunity. The study underlies on TAM (Davis, 1993; Davis et al., 1989) plus also rely on technological areas that how job seekers accept and use a technology and what is the behavior they show while using the technology. Although the technology has remarkably helped HR managers to carry their routine tasks smoothly at the same time the adaption of technology brings with itself a necessary to do list. Eveleth, Baker Eveleth, and Stone, (2015) organizations depend on its sites (Web) to draw in and educate work seekers, and as the essential technique for occupation seekers to submit applications for screening (Thompson, Braddy & Wuensch, 2008). Consequently a site must have the capacity to impact work seekers to respond emphatically to perform practices, for example, presenting an application, coming back to the site, prescribing the organization or site to others, and to draw in the association by transitioning to the association's online networking locales.

According to Wolfswinkel (2009), e-recruiting is a generally youthful research field, a limitless number of contributions have as of now been made, especially in the most recent decade. This paper introduces a methodical audit of e-Recruiting writing by utilizing the grounded hypothesis approach. The study gives a review of cutting edge eRecruiting research, and talk about headings to propel e-Recruiting and how it leads to job satisfaction of HR personnel. Regardless of the huge measure of research distributed in the field of e-recruiting, there are still numerous potential outcomes to propel our comprehension of e-recruiting. Particularly the selection representatives' point of view and research with respect to the impact of e-recruiting on the general enrollment prepare has gotten little consideration. Most research has been done on candidates' fascination, picture and view of associations and associations' corporate vocation sites.

The present study goes a step further to test a new dimension to existing horizon of reasons that satisfies the employees and they tend to continue with current employer. The job satisfaction has direct impact on employee intentional turnover. The current study tests if the e-recruitment leads to job satisfaction, for this, three constructs of (i-e e-recruitment perceived e-recruitment usefulness, e-recruitment ease of use and attitude towards e-recruitment) are included.

### 3. Methodology

#### 3.1 Research Model



#### 3.2 Hypotheses

H<sub>a1</sub>: Perceived e-recruitment usefulness, e-recruitment ease of use and attitude towards e-recruitment have significant impact on job satisfaction.

H<sub>a2</sub>: Perceived e-recruitment usefulness, e-recruitment ease of use and attitude towards e-recruitment have significant impact on turnover intention.

H<sub>a3</sub>: Job satisfaction has a significant impact on turnover intention.

H<sub>a4</sub>: Job satisfaction has a mediating relationship between perceived e-recruitment usefulness and turnover intention.

H<sub>a5</sub>: Job satisfaction has a mediating relationship between e-recruitment ease of use and turnover intention.

H<sub>a6</sub>: Job satisfaction has a mediating relationship between attitude towards e-recruitment and turnover intention.

#### 3.3 Procedures

The study was quantitative in nature since it make easy for the researcher to generalize the result (Yang, 2006). Primary data were collected through self-administered survey questionnaire. Service oriented SMEs operating in Karachi were contacted to participate in the survey on a voluntary basis. A total of 600 survey questionnaires were circulated through simple random sampling technique. However, only 393 survey questionnaire were found completed for analysis. According to Saunder, Lewis and Thornhill (2009) sample of 384 respondents is good a size to run for statistical analysis. Hence, the sample of 393 respondents is justified.

### 3.4 Measures

The E-recruitment implementation" measured were perceived e-recruitment usefulness, e-recruitment ease of use, and attitude towards e-recruitment. All E-recruitment implementation items were scored on a five-point scale ranging from "1 = not at all" to "5 = a very great extent".

Perceived e-recruitment usefulness and e-recruitment ease of use were measured using the scale developed by Chuttur (2009). Attitude towards e-recruitment was measured using the scale devised by Venkatesh et al. (2003). Seven items of Perceived e-recruitment usefulness, five items of e-recruitment ease of use, and six items of attitude towards e-recruitment were measured on a five-point scale ranging from "1 = strongly disagree" to "5 = strongly agree".

Job satisfaction was measured using the scale created by (Maier, Laumer, Eckhardt, & Weitzel, 2013; Weng, Tsai, & Weng, 2015; Limbu, Jayachandran, & Babin, 2014). Moreover, turnover intention is adapted by Memon, Salleh, & Baharom (2016) and Bufquin, DiPietro, Orlowski, & Partlow (2016). The three items each for job satisfaction and turnover intention were scored on a five-point scale ranging from "1 = strongly disagree" to "5 = strongly agree".

### 3.5 Statistical technique

Partial least squares, a structural equation modeling approach were used to examine simultaneously the structural components of both the measurement and causal model for reflective and formative constructs. PLS path modeling represents a well substantiated method for estimating complex cause-effect-relationship models (Henseler and Chin, 2010) in business research (Gudergan et al., 2008; Henseler, 2012). PLS has enjoyed increasing popularity in recent years.

## 4. Research Findings

### 4.1 Respondents' profile

Out of the total 393 respondents, 42.2% are in the age group of 20-25 years, 36.4% of the respondents are in the age group of 26-30, 15.5% are in the age group of 31-35, 3.1% are in the age group of 36-40, 1.8% in the age group of 41-45, 0.8% in the age group of 46-50 and 0.3% are greater than 50 years of age.

Moreover, 2.0% of the respondents" have Matriculation certificate. 14.0% of the respondents are Intermediate, 44% have Bachelor degree, 33.8% have Master"s degree, 4.3% are M.Phil. 1.3% earned Ph.D and 0.5% have another education.

Male participation is higher in this research, 50.6% of the respondents were male whereas 49.4% were female. Overall the most of the respondents" were aged less than 35 years of age, were men, with mostly a graduate degree.

## 4.2 Convergent validity

Convergent validity (table 1) shows Cronbach alpha, composite reliability and Average variance extracted. Variable's composite reliability in the table is greater than the value of 0.7 (Nunnally, 1978). For the validity convergent, the value of AVE must be greater than 0.5 (Hair, Ringle, and Sarstedt, 2011), hence as depicted in table 1, AVE value of each variable is greater than 0.5. Hence support convergent validity threshold. The loadings presented in table 1 confirmed the reliability and validity of the latent variables. It is to be noted that twelve indicators have been erased because of weak loading (i.e. below 0.5), and also have no increasing impact on AVE (convergence criteria not fulfilled).

**Table 1 Outer-loading and convergent validity**

Construct	Items	Loading	AVE	Composite	Cronbach's
				Reliability	Alpha
ATT	A3	0.77 0.84	0.63	0.91	0.88
	A4	0.79			
	A5	0.77			
	A6				
	A7	0.78			
	A8	0.80			
JS	JS6	0.81	0.72	0.89	0.81
	JS7	0.89			
	JS8	0.85			
PEU	PEU2	0.62 0.79	0.57	0.87	0.81
	PEU4	0.84			
	PEU5				
	PEU6	0.77			
	PEU7	0.74			
PU	PU1	0.83 0.87	0.67	0.93	0.92
	PU2	0.84			
	PU3	0.82			
	PU4				
	PU5	0.81			
	PU6	0.79			
	PU7	0.74			

TI	T11	0.88	0.64	0.84	0.73
	T12	0.85			
	T13	0.66			

### 4.3 Discriminant validity

For the discriminant validity analysis Fornell–Larcker (1981) suggested that AVE value of latent variable should be higher than the correlation among the construct. Hair et al. (2012) also explain that theoretically, for examine the establishment of discriminant validity; the root-square of AVE must be greater than the correlations between the constructs. Studied variables of this research fulfilled the said criteria as shown in table 2 mentioned below.

**Table 2 Discriminant validity (Fornell-Larcker criterion)**

	ATT	JS	PEU	PU	TI
ATT	<b>0.792</b>				
JS	0.543	<b>0.850</b>			
PEU	0.569	0.587	<b>0.755</b>		
PU	0.499	0.527	0.611	<b>0.816</b>	
TI	0.450	0.536	0.642	0.390	<b>0.800</b>
<b>Continue table 2</b>					
<b>Item-wise cross loadings</b>					
	ATT	JS	PEU	PU	TI
A3	<b>0.775</b>	0.416	0.526	0.774	0.324
A4	<b>0.844</b>	0.424	0.447	0.772	0.378
A5	<b>0.786</b>	0.361	0.379	0.716	0.368
A6	<b>0.771</b>	0.393	0.362	0.746	0.271
A7	<b>0.778</b>	0.431	0.437	0.702	0.354
A8	<b>0.798</b>	0.525	0.525	0.762	0.422
JS6	0.488	<b>0.813</b>	0.757	0.475	0.506
JS7	0.472	<b>0.887</b>	0.771	0.449	0.467
JS8	0.419	<b>0.848</b>	0.729	0.414	0.388
PEU2	0.541	0.421	<b>0.621</b>	0.578	0.361
PEU4	0.439	0.754	<b>0.792</b>	0.453	0.486
PEU5	0.449	0.837	<b>0.837</b>	0.478	0.422
PEU6	0.374	0.773	<b>0.772</b>	0.430	0.326
PEU7	0.401	0.501	<b>0.736</b>	0.431	0.799
PU1	0.811	0.473	0.532	<b>0.830</b>	0.335

<b>PU2</b>	0.848	0.443	0.501	<b>0.872</b>	0.322
<b>PU3</b>	0.808	0.397	0.469	<b>0.843</b>	0.326
<b>PU4</b>	0.766	0.388	0.413	<b>0.817</b>	0.248
<b>PU5</b>	0.779	0.433	0.503	<b>0.814</b>	0.303
<b>PU6</b>	0.744	0.448	0.562	<b>0.786</b>	0.356
<b>PU7</b>	0.601	0.409	0.487	<b>0.740</b>	0.320
<b>TI1</b>	0.403	0.519	0.665	0.353	<b>0.881</b>
<b>TI2</b>	0.370	0.395	0.456	0.313	<b>0.846</b>
<b>TI3</b>	0.298	0.342	4.342	4.261	4.6

#### 4.4 Model fitness (Blind folding and coefficient of determination)

Table 3 showed the  $R^2$  and  $Q^2$  values of the endogenous latent variable for predictive accuracy. R-square between the value of 0.25, 0.50 and 0.75 shows weak, moderate and strong association respectively for the endogenous variable (Hair, Ringle, & Sarstedt, 2011).  $R^2$  of job satisfaction and turnover intention is 0.811 and 0.507 respectively. Hence our results showed strong association with job satisfaction and moderate association with turnover intention. Q-square is analyzed for prediction of relevancy.  $Q^2$  values equal to zero or below the zero show the weak prediction relevancy. Values between 0.35, 0.15 and 0.02 demonstrate that exogenous construct has a large, medium and the small prediction relevancy.  $Q^2$  of job satisfaction and turnover intention is 0.553 and 0.290 respectively. Hence our results showed large prediction relevancy with job satisfaction and turnover intention. Hence all the values is above zero which shows the predictive relevancy (table 3).

**Table 3 Blindfolding and coefficient of determination**

	$R^2$	$Q^2$
JS	0.811	0.553
TI	0.507	4.290

#### 4.5 Evaluation of structural model

After reflective measurement model testing, bootstrap analysis is executed to test the statistical significance of the path Co-efficient after computing the path estimates in the structural model (Hair et al., 2012). All variables are significantly defined by all dimensions, and the values of lower than 5 hence there is no problem of multicollinearity (table 4).

**Table 4 Weights for formative dimensions**

Construct	T Statistics	P Values	VIF
<b>ATT</b>	3.125	0.002	8.850
<b>JS</b>	13.340	0.000	1.000

<b>PEU</b>	25.743	0.000	1.577
<b>PU</b>	2.909	0.004	9.523

**Note** : Indicate significance (t-value >1.96; p-value <0.05)

#### 4.6 Hypothesis testing

Statistical analysis indicates the supportiveness of the relationship between job satisfaction and turnover intention having the values ( $\beta = -0.18$ ;  $t=2.20$ ), ( $\beta = -0.35$ ;  $t=2.21$ ) and ( $\beta=0.18$ ;  $t= 1.92$ ). Similarly, results also support the association between perceived e-recruitment usefulness, e-recruitment ease of use and attitude towards e-recruitment with turnover intention.

**Table 5 Indirect effect**

	Original Sample ( $\beta$ )	Sample Mean (M)	Standard Deviation	t-value	p-values	Decision
<b>ATT -&gt; TI</b>	-0.18	-0.17	0.08	2.20	0.03	Supported
<b>PEU -&gt; TI</b>	-0.35	-0.38	0.16	2.21	0.03	Supported
<b>PU -&gt; TI</b>	0.18	0.18	0.09	1.92	0.05	Supported

#### 4.7 Explanation of target endogenous variable

The coefficient of determination,  $R^2$ , is 0.507 for turnover intention. This means that the variable (perceived e-recruitment usefulness, e-recruitment ease of use and attitude towards e-recruitment and job satisfaction) explain 50.7% of the variance in turnover intention.

The  $R^2$  of job satisfaction variable is 0.811, hence, perceived e-recruitment usefulness, e-recruitment ease of use and attitude towards e-recruitment explain 81.1 % of the variance of job satisfaction. Table 6 reported the direct effect of each variable.

**Table 6 Direct Effect**

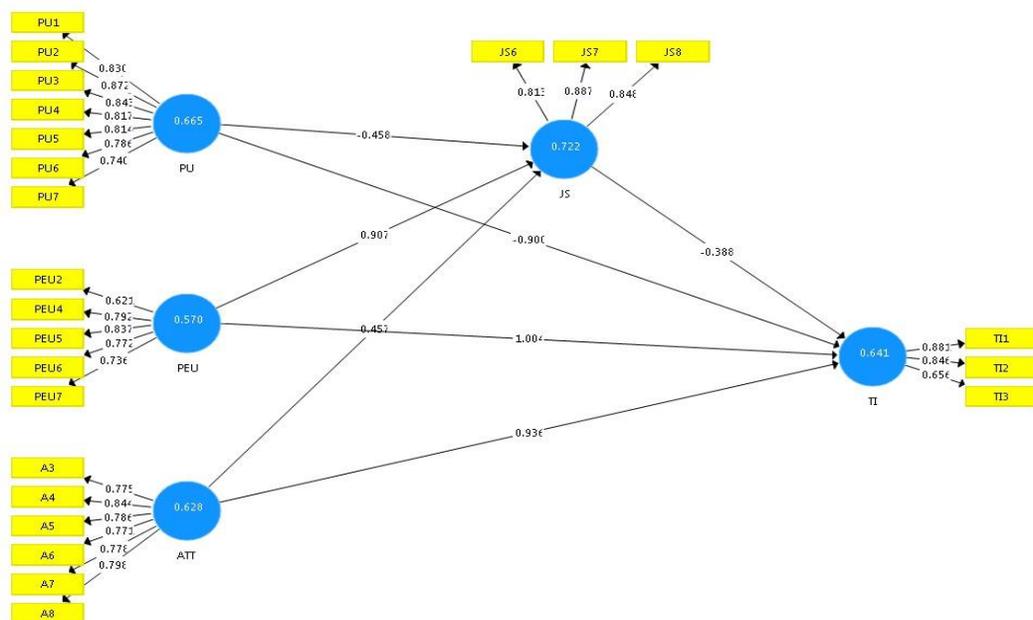
	Original Sample ( $\beta$ )	Sample Mean (M)	Standard Deviation	t-value	p-values	Decision
<b>ATT -&gt; JS</b>	0.46	0.43	0.15	3.00	0.00	Supported
<b>ATT -&gt; TI</b>	0.94	0.92	0.15	6.06	0.00	Supported
<b>JS -&gt; TI</b>	-0.39	-0.42	0.16	2.36	0.02	Supported
<b>PEU -&gt; JS</b>	0.91	0.91	0.04	25.06	0.00	Supported
<b>PEU -&gt; TI</b>	1.00	1.04	0.18	5.70	0.00	Supported
<b>PU -&gt; JS</b>	-0.46	-0.43	0.16	2.80	0.01	Supported

<b>PU -&gt; TI</b>	-0.90	-0.89	0.18	5.05	0.00	Supported
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#### 4.8 Model analysis

In order to evaluate the relationship between the latent variables and observed variables i.e. factors with their respective items, measurement model analysis was carried out within PLS. Assessment of validity were conducted for each item individually by means of convergent and discriminant validity whereas, reliability for constructs measures were also observed.

**Figure 4.1 Model measurement**



## 5. Discussions

The bootstrapping test result indicates perceived usefulness, attitude and perceived ease of use have significant impact on job satisfaction. In addition, job satisfaction has significant relationship with employee turnover intention. The mediating part of analysis shows significant mediating role of job satisfaction between perceived usefulness and employee turnover intention; between perceived ease of use and employee turnover intention and attitude and employee turnover intention.

The direction of statistical relationship has its own significance. Unlike reported results of (Maier, Laumer, Eckhardt, & Weitzel, 2013), the present study shows a significant but negative relationship between perceived usefulness and job satisfaction. It employs that a change to new system / technology reduces the job satisfaction level of employees. The plausible explanation lies on assumption, in most of cases in domain of present study, that employees were not given a due training to expose the benefits of

change to their existing set of duties. Moreover attitude has a significantly positive relationship with job satisfaction the finding is in line with extant literature (Maier, Laumer, Eckhardt, & Weitzel, 2013). The result support earlier argument that employees tend to see the change as a positive gesture but because of lack provision of systematic knowledge of benefits of technology result in reduction of job satisfaction level. The advent of technology is no more a new adventure for modern employees. Therefore, they tend to accept happily now compared to early times. Perceived ease of use also has a significant positive relationship with job satisfaction because its significance value is less than 0.05 which is 0.000 and its beta coefficient is positive. It employs that employees perceive that newly implemented technology is easy to use they will learn it easily and it is free from interruption and errors they feel that it is user friendly. In addition, the results indicate a significant and positive relationship with employee turnover. Therefore, the satisfied employees tend to stay with employer so employees satisfied with their jobs have no intention to leave the organization and they accept the change in terms of technology. Moreover, Job satisfaction shows mediating relationship between perceived usefulness and turnover intention ( $p < 0.005$ ) and its beta coefficient is negative it employs that the usage of technology is useful in their jobs and increase employees performance and they feel satisfied in their jobs that's why turnover intention decreases.

In addition job satisfaction shows mediating relationship among perceived ease of use and turnover intention ( $p < 0.000$ ) and its beta coefficient is positive it indicates that employees feel satisfied that the new technology or system is easy to use and it is user friendly that's why they are satisfy and do not think about leaving. Lastly job satisfaction shows mediating relationship between attitude and turnover intention because its significance value is less than 0.05 which is 0.003 and its beta coefficient is positive it means employee takes new technology or new change positively (Maier, Laumer, Eckhardt, & Weitzel, 2013). The statistical evidence support the argument that employees find new technology friendly for that increases their job performance by adding new set of soft skills. Furthermore, the mediating role of job satisfaction appears to be statistically significant in reducing employee turnover intention.

## **6. Conclusion**

The HR practices have seen significant transformation from conventional administrative role into more modernized and systemized based on new set of policies. The change in way HR practices appear to be changing with change in technology. The present study highlights the impact of shift from conventional HR recruitment to e-recruitment. The purpose of current study was fulfilled that how an employee perceive the usage of technology or newly implemented systems and the relationship among perceived ease of use, perceived usefulness, attitude, job satisfaction and turnover intention in small & medium sized service sector. The study is based on the Technology Acceptance Model (Davis, 1993; Davis et al., 1989), and gives empirical investigations that how an employee thinks about an implemented system and the attitude regarding the usage of the system and the factors that influence the intention and the behavior of the respondents (Davis, 1993).

The results are encouraging, instrumental and the findings are in line with existing literature. It is necessary to update them according to the changes and train them according to the environment (Maier, Laumer, Eckhardt, & Weitzel, 2013). The present study highlighting the gaps and issues when employees using the e-recruitment system and their reasons of turnover intention in Pakistan. The statistical evidence support the argument that employees perceive change of technology as positive and hence e-recruitment enhances the job satisfaction level of employees. In addition, the mediating role of job satisfaction helps organizations to control intentional turnover factor. Unlike with perceived ease of use and attitude the perceived usefulness of system shows negative relationship with job satisfaction. It means that employees accept the newly implemented technology when the system is easy to use and user friendly and free from interruptions. But it is also important to inform employees the benefits of new system and particularly highlight the usefulness of newly implemented system in broadening the existing set of skills of employees.

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