

CORPORATE WEBSITE JOB RECRUITMENT PLATFORM: A MODERATED MEDIATION MODEL OF ORGANISATIONAL IMAGE

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ABSTRACT

Corporate companies' websites recruitment in advanced countries is well established. However, lesser is known about the Malaysian students and employed jobseekers' intention to apply for jobs on the corporate companies' websites. Therefore, this study aims to assess the subjective perceptions of these two groups' intentions to apply for jobs on the websites. This study also aims to analyse the mediating effect of organisational image on perceived person-job fit (P-J fit) and perceived website usability (PWSU) which may be moderated by these two groups of jobseekers' intentions. The conceptual model was first analysed using two-level confirmatory factor analysis. Adopting Hayes' Model 7 template, AMOS software was used to differentiate the two groups' perceptions. The results indicate that the perceived P-J fit and PWSU are the main factors influencing jobseekers' intentions to apply for jobs on corporate websites. The moderated mediation technique has identified an indirect effect between perceived P-J fit and the intention to apply for jobs indicating the importance of established organisational image that it arouses applicants' pursuit intention. Thus, the corporate human resource managers need to ensure the sites are designed for easy navigation and job advertisements that contain updated job information and realistic job preview. Using this platform, companies can reduce costs and time for the recruitment of talents. This study provides the subjective perceptions of jobseekers'

intention study and it contributes to the first component of Planning Theory of Intention. Lastly, this research also contributed to an alternate research method of analysing the moderated mediation using AMOS.

Keywords: website recruitment, moderated mediation, person-job fit, website usability, organisational image

INTRODUCTION

Corporate companies using its websites for recruitment is not new in advanced countries and in the fortune top 500 companies (Maurer, 2015; Banks et al., 2019). These sites form the largest e-recruitment hub for jobseekers to apply for jobs directly in the companies; without going through e-recruiting agents. One main advantage of jobseekers applying for jobs directly in these sites is the certainty of the applications being directed to the human resource department. Companies using their websites effectively are likely to attract local or international talents to the companies (Kim et al., 2012; Banks et al., 2019). The long-term use of the website for recruitment could save the company's recruitment cost and shorten the recruitment processes. Furthermore, the attraction of jobseekers to these sites could provide a higher recruiting yield ratio. A higher yield ratio denotes good return-of-investment (ROI) for utilising the websites (Rafaeli et al., 2005). More importantly, the websites can be a source of competitive advantage for the organisations (Ehrhart & Ziegert, 2005; Cober et al., 2004).

For corporate website recruitment to serve its purpose, the human resource (HR) needs to ensure the company's career platform is usable or functional and that it contains the updated job information for jobseekers. In addition, a well-designed usability and easy to use websites are important attributes that attract job applicants (Borgman, 2000; Teoh et al., 2013; Mičik & Kunešová, 2020). As part of the attributes, HR must ensure the job information is comprehensive for job applicants' person-job fit (P-J fit) assessments. P-J fit is a condition that permits the job applicants to weigh their abilities with job demands (Cable & DeRue, 2002; Soelton et al., 2020). Hitherto, the corporate or organisational image is instrumental to organisational attractiveness and is likely to attract jobseekers for job applications (Lyons & Marler, 2011; Younis & Hammad, 2020).

In the Theory of Planned Behaviour (TPB), the notion of intention is characterised by actions and mental state. The intention to apply for jobs on the websites is characterised by jobseekers' state of mind is distinctive, and not reduced to clusters of desires and beliefs (Bratman, 1984). Additionally, the intention to

implement an event is driven by enabling conditions is satisfied (Vermazen, 1993). This means the organisational websites with rightful conditions arouse jobseekers' intention to execute their actions. The rightful conditions entail organisations consistently use the websites for recruitment and there are updated job advertisements with comprehensive job information (Liu et al., 2018).

Linking the websites' recruitment to the Malaysia Stock Exchange, there are at least 800 companies listed in the Exchange (Bursa Malaysia Listing Statistics, 2019). Based on the lists of companies, we randomly search the corporate websites for recruitment features in the sites. We found not all the websites we searched provide these platforms. This implies that searching for job vacancies on companies' websites can be challenging or daunting for jobseekers. However, we perceive that there are still jobseekers who would be patient enough to search through the lists of corporate companies for job applications. These jobseekers may attempt to apply for jobs in reputed companies or established companies (Lyons & Marler, 2011), presumably with the right facilitating conditions in the websites.

LITERATURE REVIEW

Theorising Intention to Apply for Job

In our literature, we found seven related studies in organisational attraction. These studies were mainly conducted in western countries and in various research settings, but students were the mainly engaged as respondents (Allen et al., 2007; Thompson et al., 2008; van Birgelen et al., 2008; Lin, 2010; Lyons & Marler, 2011). In another setting, Pfeiffelmann et al. (2010) engaged the respondents from a public employment office, whereas Sylva and Mol (2009) used respondents who had experience in applying for various vacancies in a multinational financial organisation. These researchers asked the respondents to evaluate selected websites presented to them except Lin (2010) resorted to TPB by asking the respondent with websites search experiences to assess their likelihood of job search intention.

While website recruitment is established in advanced countries, little is known about Malaysia corporate companies' websites recruitment. Commencing on this, a random sampling was conducted on companies listed in the stock exchange. In the stock exchange, Bursa Malaysia has 801 companies (Bursa Malaysia Listing Statistics, 2019). The companies are categorised into consumer product, construction, trading and services, finance, technology, hotels, properties, and

plantations sectors. In sampling, each sector in the main board was systematically chosen. The technique involves interval counting from the lists of companies for each sector. The sampling begins by taking the first company in the list and marked as one. The next interval, which was the third company as two, followed the fifth, seventh and so on until all odd numbers in the sequence of the lists of companies were counted (Neuman, 2014, p. 254).

Relating to the uncertainty of switching intention, we relate this to van Hees and Roy's (2007) description on Bratman's (1984) Planning Theory of Intention (PTI). In this theory, it states that an individual's intention is characterised by his or her action and mental state. Theorising this on the jobseeker's intention to apply for a job in corporate websites, it indicates jobseeker's intention of partial plans of action (Bratman, 1984). The PTI consists of two components: the intention that was formed sometimes before achievement and the intention in action or trying (O'Shaughnessy, 1973; van Hees & Roy, 2007). According to the authors, the PTI is stable and once it is formed by an individual s/he is committed to the plan provided there are no unforeseen circumstances that disrupt the plan. Applying this theory to job applications on the website, we specified a priori on two facilitating conditions that all the corporate websites are usable and have updated job advertisements. With these two conditions, we aim to assess jobseekers' subjective perceptions and their intentions to apply for jobs in the corporate companies' websites (see Figure 1). The outcome of the findings will validate the components of PTI and contributes to the field of human resource management' recruitment strategy.

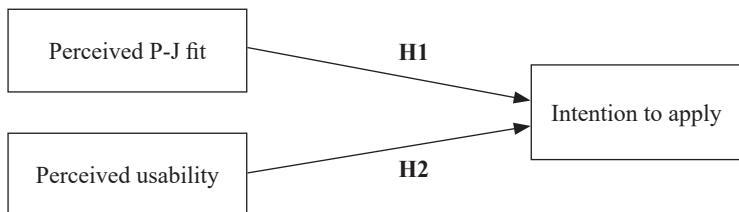


Figure 1. Conceptual model of jobseekers' intention to apply for jobs in corporate websites

Perceived P-J Fit

When jobseekers determined the job search methods, they would review the advertised jobs in the sites and perceive the job fit in organisations (Cable & DeRue, 2002; Cable & Judge, 1996). According to Kristof-Brown et al. (2005) the perception of P-J fit predicts behaviour better than actual fit because it

emphasises matching personal characteristics to job requirements. The authors' study implied that high P-J fit will contribute to greater performance and vice versa. Furthermore, the suitability of employees and the jobs are linked to job satisfaction (Chatman, 1991; O'Reilly III et al., 1991), organisational commitment, and organisational citizenship behaviour (Soelton et al., 2020)

Generally, during the job search process, individuals often compare the offered position with their qualifications and experiences with the job advertisements. This process does not guarantee a good fit for the job. Moreover, past studies have cautioned that jobseekers synthesising their characteristics and job fit could become an issue on job selective behaviour if job information is insufficient and could delay the application process (Piasentin & Chapman, 2006; Werbel & DeMarie, 2005; Williamson et al., 2003). For this reason, organisations need to provide detailed job information that is accurate and contain realistic job preview (RJP) information for jobseekers' decision making (O'Reilly III, 1982; Saks & Asforth, 1997). This information provides jobseekers with the opportunity to evaluate the fit between the job and their knowledge, skills, and abilities (KSA) more accurately (Carless, 2005; Liu et al., 2018). If P-J fit can be reached during the job application process it arouses the intention of jobseekers to apply for jobs directly through the company websites. Furthermore, corporate companies should consistently use their websites for recruitment with updated job advertisements and RJP information. In these conditions, jobseekers are more likely to be attracted to corporate websites for job applications and we postulate that:

H1: Jobseekers' perceptions of P-J fit will positively influence their intentions to apply for jobs in the corporate companies' websites.

Perceived Website Usability

There are several determinants defining the usability of a website. It ranges from soft attributes to physical elements, i.e., easy to use, learn, remember, create a positive impression, and produce a high accuracy rate (Vu et al., 2005; Teoh et al., 2013) aesthetics, pleasing, trustworthy, response time, distinctiveness (Konradt et al., 2003), website content, functionality and user interface (Borgman, 2000). Usability studies in the past were conducted for the purpose of technology infrastructure adoption, but now researchers focus on the demands, capabilities, and needs of human-interaction taking the account of technology infrastructure (Borgman, 2000). Because website usability is a human-computer interaction area, website-user interactivity is also applied to organisation attractiveness

organisation. According to Mičik and Kunešová, (2020), Gen Y perceived the corporate websites' attractiveness if the websites contain information that are available to them and are easy to use.

According to van Birgelen et al. (2008), well-designed website usability represents user friendly features that are easy to use and learn. In the context of corporate websites recruitment, past studies did not include the measures of jobseekers' perceptions of the usability of companies' websites career platform. In this study, five usability metrics are used to measure perceived website usability (PWSU). According to Holden and Rada (2011), perceived usability varies among users in technology acceptance. The websites career section should allow jobseekers the flexibility to send their resumes with ease. If companies have standardised e-application forms, it should be designed for jobseekers to intermittently save the page and validate the uploaded letter and resumes before the final submission of the applications. In this aspect, perceived usability of websites would influence more jobseekers to apply for jobs in the company directly and we hypothesise that:

- H2: Jobseekers' perceived usability of websites will positively influence their intentions to apply for jobs in the corporate companies' websites.

Organisational Image as Mediator

In organisational image (OI) management theory, an organisation aims to create and maintain legitimate stakeholders. It provides credibility, identity, and reputation for the company (Massey, 2003; Allen et al., 2007). In the recruitment context, the OI serves as a function of organisation signal to various stakeholders (Wilkins, & Huisman, 2014). Jobseekers' positive perceptions of the OI relate to pursuit intention (Allen et al., 2007) and the willingness to contact the company (Ivanov & Parker, 2011). In addition, jobseekers' perceptions of the OI are associated with the comprehensiveness of the job information provided (Turban, 2001).

In a recent study, Lyons and Marler (2011) found OI predicted organisational attraction and the relationship between a website's aesthetic features and organisational attraction was fully mediated. Cober's et al., (2004) theoretical study also proposed OI as a mediator for jobseekers' attitude and application attraction. Thus, the positive image could lead jobseekers to use organisational websites for jobs applications. Based on these studies, we argue that OI will mediate the relationship between perceived P-J fit perceived and PWSU on jobseekers' intention to apply for a job in corporate websites.

Type of Jobseekers as Moderator

Seemingly, jobseekers come from diverse backgrounds and using students' perceptions to predict their intentions may not be feasible (Ehrhart & Ziegert, 2005; Braddy et al., 2005). The perceptions and intentions of employed jobseekers may differ. For this reason, we proposed to include students and employed jobseekers as dichotomous moderators to analyse differences in the group's intentions (van Kollenburg & Croon, 2017).

Additionally, if OI mediates the relationship between P-J fit and PWSU on jobseekers' intention, then there is a possibility the strength of the relations between these factors may be altered by the moderator (Frazier et al., 2004; Baron & Kenny, 1986). For this reason, we aim to test the model in moderated mediation between these variables. To test for moderated mediation, we adopt Hayes' (2013, 2015, 2018) Model 7 template (see Figure 2). Furthermore, we found a paucity of this analysis and we hypothesised that:

- H3a: Students and employed jobseekers moderate the indirect effect between perceived P-J fit and the intention to apply for jobs through OI.
- H3b: There is interaction effect between perceived job-fit for students and employed jobseekers on their intention to apply for jobs in the corporate companies' websites.
- H3c: Students and employed jobseekers moderate the indirect effect between PWSU and the intention to apply for jobs through OI.
- H3d: There is interaction between PWSU for students and employed jobseekers on their intention to apply for jobs in the corporate companies' websites.

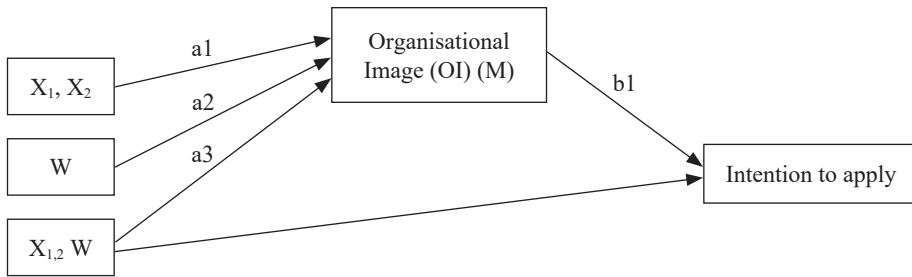


Figure 2. Moderated mediation of OI
Note: Moderator, $M = (a1 + a3W)b1$; W = standard deviation of OI
 X_1 – Perceived job-fit; X_2 – PWSU

METHODOLOGY

Participants and Procedures

The data was collected from students in a local university by using convenience sampling. They were mainly from students majoring in accounting and business. The questionnaires were distributed to them after their classes. In the class, we sought from students who know anyone who is currently working. The contact emails were collected from the students in the subsequent classes. The survey questions were emailed to them (with consent from the students). A total of 442 data were collected and were valid for analysis.

Measures

The survey instrument has Part A and it consists of questions on jobseekers' demographic profiles and Part B, the questions of P-J fit (3 items) and usability of website (5 items), and the endogenous variable, and intention to apply (5 items). The respondents were asked to rate P-J fit items adapted from Kristof-Brown et al. (2005) (e.g., "The job information accord with my qualification"), the PWSU items adapted from van Birgelen et al. (2008) (e.g., "I believe using organisation websites to apply for a job is easy for me"), and lastly, the intention to apply items adapted from Thompson et al. (2008) (e.g., "I will apply job online in organisation's webpage if I knew the web address") and van Birgelen et al. (2008) (e.g., "My perception of the organisation as future employer is positive"). The mediating variable, OI has 4 items adapted from (Rynes, 1991) (e.g., "Good reputation of an organisation does attract me to apply for the job"), totalling 17 items. The respondents provided their subjective views of corporate

companies' websites by rating each item with a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Analysis

Demographics and model specifications

The descriptive data were analysed using IBM statistical package for social science (SPSS), and the constructs by analysis of moment structures (AMOS). In analysing the hypotheses, the first-order confirmatory factor (CFA) analysis method was used. The objective of computing this step is to identify and delete any items with low standardised regression weights of less than 0.5. Before the second-order confirmatory factor analysis, the data was subject to common method bias tests to ensure no measurement error as this error threatens the validity of the relationships between measures (Bagozzi & Youjae, 1988).

For statistical tests, the data is subject to Harman's single-factor test using factor analysis. If the result of the factor analysis indicating more than 50% of the variance extracted then there is a common method bias (Podsakoff et al., 2003). In the second-order confirmatory factor analysis, the remaining items in the construct forms the model as specified theoretically in the literature review. The inter-construct correlations link provides more reliable relationships between the exogenous constructs than independent constructs (Hair et al., 2010).

Moderated mediation

According to Preacher et al. (2007) and Hayes (2015) guidelines, the model of perceived job-fit, website usability and the intention to apply constructs was analysed with the moderator by setting the syntax in AMOS of low (standard deviation below the mean), moderate (mean), and high (standard deviation above the mean) for probing the moderation $M = (a1 + a3W)b1$ (see Figure 2 for definition) of an indirect effect and estimating the indirect effect conditioned on those values (Hayes, 2018). Then, the model is computed by bootstrapping to 5000 numbers of samples and the output was set at a bias-corrected confidence interval set at 95%. Since the moderator is dichotomous, the indirect effects were estimated for the students and employed jobseekers' groups (Hayes, 2018).

RESULTS

In Table 1, of the 442 participants, 280 (63.3%) were male and 162 (36.7%) were female respondents. The participants consisted of 242 (54.8%) students and 200 (45.2%) employed people. In the age group, the category of 20–24 years of age (66.7%) formed the largest group, and the lowest age group were 40–44 years (15.3%).

Model Specifications

In the first-order CFA, no item was deleted as they were above 0.5. To ensure there is no common method bias, the data was collected from two-groups of respondents: the students and the employed jobseekers' groups. In Harman's single-factor test, we found that the percentage of variance extracted was 29.69%. Thus, this confirmed that there is no common method bias in the data collected from two groups of participants.

Table 1
Demographic information of respondents (N = 442)

Demographic profile	Numbers	Percent
A) Gender		
Male	280	63.3
Female	162	36.7
B) Occupation (Mean = 1.48; SD = 0.5)		
Employed	200	45.2
Students	242	54.8
C) Age (Mean = 2.59; SD = 1.38)		
19 years old and below	8	1.8
20–24 years old	295	66.7
25–29 years old	67	15.2
30–34 years old	33	7.5
35–39 years old	15	3.4
40–44 years old	8	1.8
45 years old and above	16	3.6

In the second-order CFA, the three constructs model specifications between constructs were tested with the path relationships. The results show the path relationships between constructs chi-square (χ^2) value is 114.09, the degrees of freedom (df) is 71, $\chi^2/df = 1.607$, and $p = 0.001$. The model was found to be

fit with the root mean square error of approximation (RMSEA) of 0.035, P-Close, 0.898, Tucker-Lewis index (TLI), 0.968, comparative fit index (CFI), 0.975, and normed fit index (NFI), 0.938 (Gaskination, 2011). The model has a construct reliability of 0.8. The content of the model was validated by theoretical justification and using a variance extracted calculation for convergent validity with the threshold value of 0.5, the model was found to be valid. In Table 2, for discriminant validity, the off-diagonal correlations values between constructs must be lower than the square root of average variance extracted (AVE) (Hair et al., 2010).

Table 2

Internal consistencies, construct reliability, correlations, and AVE of the constructs

Constructs	Mean	SD	CR	VE	1	2	3
P-J fit	3.84	0.59	0.81	0.59	0.77		
Usability	3.86	0.62	0.88	0.60	0.37	0.77	
Intention	3.77	0.63	0.82	0.50	0.39	0.44	0.71

Notes: CR is the construct reliability. Variance extracted (VE) indicates convergent validity values and should be greater than 0.5. The bold diagonal values are the square root of average variance extracted (AVE) between constructs. The off-diagonal values are the correlations between the constructs. The diagonal values higher than the off-diagonal values indicate discriminate validity.

In the model computation, the hypotheses H1 and H2 were found to be significant with estimates 0.371 and 0.497 respectively, and both p -values were 0.000. This means H1 and H2 hypotheses were supported. The output for the path interrelationships between all the three constructs had squared multiple correlations (R^2) of 0.516, indicating that perceived P-J fit and perceived usability constructs accounted for 51.6% of the variance for jobseekers' intentions to apply for jobs in the corporate websites (see Table 3).

In Table 4 (see Appendix), by probing the moderated mediation effect for H3a, the results indicated the estimands of 0.037 for low, 0.039 for moderate and 0.041 high estimates. All estimands were statistically significant at $p = 0.000$. An estimand is a parameter or factor, which is to be estimated in statistical analysis and the significant finding indicates inference can be drawn from a given data (Mosteller & Tukey, 1987). This means there is a moderated mediation between the students and employed jobseekers groups. Hence, H3b is supported. For interaction between P-J fit and the moderator, we found the interaction is not significant, indicating H3b is not supported.

Table 3
Hypotheses testing results

			Est/Error	P	Hypotheses	SRW	SMC
Intention to apply	←	Perceived P-J fit	0.371/ 0.095	***	H1 = S	0.357	0.516
Intention to apply	←	Perceived usability	0.497/0.103	***	H2 = S	0.443	
PJ1		The job information should accord with my qualifications.				0.606	0.367
PJ2		I would accept the job offer if my qualifications fulfil with the organisation's job requirements.				0.695	0.483
PJ3		Comprehensive job information with realistic job preview will determine the compatibility between my personal and job characteristics.				0.683	0.466
PWSU1		I believe using organisation websites to apply for job is easy for me.				0.611	0.373
PWSU2		The job section should allow copy-and-paste of my resume.				0.651	0.424
PWSU3		The job section should have standard e-forms for applicants.				0.796	0.634
PWSU4		The organisational websites provide direct access to the recruiter, which ease my concern of missing application.				0.734	0.539
PWSU5		Usability of the organisational websites allows me to view the company's information.				0.679	0.461
I1		Good image of an organisation does attract me to apply for the job.				0.818	0.669
I2		It is prestigious to join organisation with good image.				0.787	0.619
I3		I select job based on the image of the organisation.				0.706	0.499
I4		I believe the image of an organisation will affect my decision to apply for job.				0.722	0.521
ITA1		I intend to apply for jobs in the organisational websites if I knew the web address.				0.605	0.366
ITA2		I intend to apply for job in the organisational web sites if the vacancies are consistently updated.				0.698	0.488
ITA3		Organisational websites allow me to have more comparison before I intend to apply for job.				0.667	0.445
ITA4		My perceptions of the organisation as future employer are positive if the organisation's web pages have information about the key persons' backgrounds, vision and missions, and its product/service render.				0.597	0.350
ITA5		Overall, an organisation should consistently use the website for recruitment so that applicants would be attracted to apply for job directly through this channel.				0.570	0.325

Notes: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; SRW = standardised regression weight; SMC = squared multiple correlations; S = support

Similarly, as regards the H3c, the PWSU moderated mediation results indicated that the estimands of 0.07 for low estimate, 0.081 for the mean estimate and 0.092 for high estimates. Again, the estimands were all statistically significant at $p = 0.000$. The interaction between PWSU and moderator was not significant, indicating H3d was not supported. However, the results for P-J fit and PWSU moderation on OI were both significant with estimates of -0.07 and -0.433 , respectively. The indicated values are the means and the plus/minus sign is one SD from the mean (Hayes, 2018) (see Table 4 in Appendix).

DISCUSSION

In this empirical study, we found perceived P-J fits and PWSU are the key determinants to jobseekers' intention to apply for jobs on corporate websites. Additionally, using an OI as mediator, and using the students and employed jobseekers as a dichotomous group moderator, we analysed these constructs for moderated mediation effect. We found there is an indirect effect on this moderation. This means both groups understand the importance of P-J fit (Cable & DeRue, 2002; Cable & Judge, 1996) and PWSU (Borgman, 2000; Vu et al., 2005) and these factors are influenced by the mediator of OI (Lyons & Marler, 2011). Additionally, since the result indicated non-interaction effect on the OI, it suggests that both groups' perceptions did not differ much in their perceptions when mediated by OI. This means the students and employed jobseekers share the same view and consider the OI as an important factor when applying for jobs on corporate websites (Allen et al., 2007; Lyons & Marler 2011; Younis & Hammad, 2020).

Human Resource Practical Implications

The significant findings on P-J fit imply HR managers need to ensure the job advertisement must contain sufficient job information and RJP for jobseekers' decision to match their values with the organisations (Cable & Judge, 1996). Moreover, jobseekers when searching for jobs, their first action would be reviewing the contents of the jobs. From the contents, they would match their personal characteristics with the job requirements, which in turn weigh their qualifications, experience, and capabilities to the jobs (Schneider, 2001; Lyons & Marler, 2011). Lacking this job information is likely to shun the potential candidates for job application. Even if jobseekers applied for the job there is a possibility of misfit of P-J fit (Neumann, 2016). However, under a matching condition of P-J fit the corporate websites would lead to more attraction (Lee et al., 2020).

Since PWSU is related to human-computer interaction, the significant findings suggest that an easy-to-use site would benefit the jobseekers browsing the sites. This finding is supported by past studies in which a well-designed site means the usability of the system must be in place and that would benefit the organisations in attracting potential jobseekers (Vu et al., 2005; Massey et al., 2007; Pfeffelmann et al., 2010; ChanLin & Hung, 2016). This suggests that HR managers need to ensure the websites are easy to navigate and allow potential applicants to upload their curriculum vitae together with e-application forms. In addition, the website should incorporate a computer-generated reply to acknowledge the receipt of the applications. This will provide temporal psychological relief (Hoerl, 2015) to the applicants.

Overall, to motivate jobseekers' application intention organisations should consistently use these platforms for recruitment and ensuring vacancies are updated with closing date. With the abundance of corporate sites on the internet, companies should promote their sites as employer brands (Berthon et al., 2005; Wallace et al., 2014). This long-term corporate's strategy will build an OI for a larger pool of applicants.

Theoretical Implications

Earlier, we set a priori on two facilitating conditions: corporate websites are usable and with updated job advertisements. Furthermore, we adopted the PTI and state the importance of an individual's intention to apply for website jobs. The finding validates the first component of PTI. This means intention is related to facilitating conditions (Bratman, 1987).

Research Method Implications

Alternative to using Hayes' PROCESS add-in program for SPSS software, we attempted to use AMOS software to compute moderated mediation for Hayes' model. The difference is in AMOS the researcher needs to write syntax for the model's mediator and moderator's estimands. Writing syntax can be challenging and if the model is complex for advanced dual moderated mediation or moderated mediation models (Hayes, 2018).

Limitations and Future Research

This study has several limitations. First, we are aware that the determinants used for the conceptual model are not exhaustive. They are other determinants that could affect the participants' perceptions of corporate web usage. Second,

we only draw two groups of respondents using a convenience sampling method. Third, the two groups of respondents were mainly from Malacca, a state of Malaysia. Larger sampling groups of respondents from other states of Malaysia may draw different perceptions on corporate websites job application intention. However, this study initiates findings that are useful for future study.

Future research should include mixed methods. First, a qualitative study should be conducted by interviewing corporate HR managers on corporate companies' strategy to use the websites for recruitment. Second, the same setting should be used in other states of Malaysia, but it is recommended that a stratified sampling method be used. This sampling method is a better representation for any cities' population (Neuman, 2006). With the advancement of digital technologies, there are many emerging recruitment platforms. Future study should compare jobseekers' subjective perceptions of direct job applications on corporate websites and LinkedIn job advertisements (van de Ven et al., 2017) or using the recent recruitment apps designed by The Ladders Recruiters. This mobile app is using Tinder apps of match-making concept by allowing jobseekers to swipe-and-match for the right company (Everett, 2017).

CONCLUSIONS

This study seeks the subjective perceptions of local jobseekers' intention to apply for a job on corporate websites. Two cohorts of jobseekers' intentions were assessed. Understanding jobseekers' subjective perceptions and intention to apply for jobs in the corporate sites is fundamental for websites timely recruitment and increase in recruitment yield ratio. These factors will provide corporate HR managers with the right approaches to improving the websites to attract talented applicants. The corporate sites have more than sufficient capacity to disclose information to jobseekers on their businesses and job information. The Signalling Theory emphasises the importance of job information, companies' goals, general philosophies of business, and culture and this will entice jobseekers browsing the sites to match their personal goals, personality, and philosophies to the prospective companies (Thompson et al., 2008; Young & Foot, 2005; Brice & Waung, 2002). Such information allows evaluation of jobseekers' personal values that are congruent with the organisation's values (Pfiefflmann, et al., 2010). The lack of such company's information may affect jobseekers' attraction towards the company. Favourable website usability often signals a fundamental attraction. Consequently, the organisations' career section should incorporate user-friendly search tools that cater for all potential jobseekers' demands in the websites (Snell, 2000; Sylva & Mol, 2009).

In the case of multinational companies operating in Malaysia, they have the advantages of transferring their job site recruitment practices to meet the local jobseekers for job applications (Maharjan & Sekiguchi, 2016). Considering this, other local companies can learn from them before setting up their websites.

These two identified factors of perceived P-J fit information and perceived usability of the sites will serve as initial means for corporate websites design. No doubt, since more companies will be listed in the stock exchange in future, finding jobs in such abundance sites can be frustrating. So, to ensure the long-term success of this website recruitment, promotion of the web address is imperative to establish the OI.

APPENDIX

Table 4
Moderated mediation

<i>Perceived-job fit and intention</i>				
Parameter		Estimate	S.E.	P
Image	← PJ	0.201	0.031	***
Image	← Moderator	-0.070	0.031	0.022
Image	← PJ_X_Moderator	0.016	0.031	0.598
Intention	← Image	0.196	0.038	***
Intention	← PJ	0.240	0.026	***

<i>Perceived-website usability and intention</i>				
Parameter		Estimate	S.E.	P
Image	← Usability	0.447	0.051	***
Image	← Moderator	-0.433	0.202	0.032
Image	← PU_X_Moderator	0.090	0.051	0.076
Intention	← Image	0.182	0.040	***
Intention	← PU	0.369	0.047	***

<i>Perceived-job fit and intention</i>					
<i>Estimands for perceived-job fit and intention</i>					
	Estimate	S.E.	Lower	Upper	P
LowMi	0.037	0.092	0.017	0.069	0
MeanMi	0.039	0.010	0.020	0.068	0
HighMi	0.041	0.105	0.021	0.072	0
XY	0.240		0.186	0.296	0

<i>Perceived-website usability and intention</i>					
<i>Estimands for perceived-website usability and intention</i>					
	Estimate	S.E.	Lower	Upper	P
LowMi	0.070	0.001	0.034	0.122	0
MeanMi	0.081	0.002	0.043	0.130	0
HighMi	0.092	0.001	0.047	0.146	0
XY	0.369		0.273	0.468	0

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