The Perception of Job Seekers on the Adoption and Use of the E- Recruitment in Tanzania: A Case of Ajira Portal

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Abstract

This paper aimed to examine the perception of job seekers in the adoption and use of e-recruitment in Dodoma City, Tanzania. The study sample involved 100 respondents; and data were collected using interviews and questionnaires. Both qualitative and quantitative methods were used to analyse the data whereby correlation and regression analysis were used to analyse quantitative data; whereas content analysis, narrative analysis, and discourse analysis were used to analyse qualitative data. A computer software statistical package for social science IBM SPSS statistics 25 version was used as a tool to process and analyse the collected data. The findings from regression analysis revealed perceived ease use of the technology, perceived usefulness of the technology, and perceived credibility of the technology influenced the adoption of e-recruitment in Tanzania (R^2=0.802). Furthermore, the findings show the contribution of each variable in the equation whereby the perceived usefulness of the technology had the beta value of 0.698; perceived credibility of the technology B=0.237; and perceived credibility the technology B=0.268). The study has found that low knowledge of users, privacy issues, impersonal and sometimes no response from the employers have been the great challenges facing job seekers when using the e-recruitment. The study, therefore, concludes that online recruitment is becoming one of the crucial methods for taking recruitment and selection in Public service Tanzania, therefore more initiative must be taken by the Tanzanian Government to support the use and adoption of Ajira Portal.

1.0 Introduction

The technological revolution has been a catalyst for change in the performance of various activities in different aspects. These changes have influenced every sector including human resource management. The various uses of modern systems have been found to play a key role in simplifying operations of human resource activities(Cantoni & Mangia, 2018). One of these technological revolutions is the innovation of e-recruitment systems. Private and government institutions around the world have begun to use these new systems and recruit staff through the recruitment portal (Abia& Brown, 2020).

Recruiting and retaining staff are the most difficult tasks these days, and the internet has proven to be an enabling factor in the recruitment process. Electronic recruitment is a new technological approach of selecting one of the company's most important resources, namely human resource (Anute et al., 2019). Using the Internet, these technical achievements

enhance the process of hiring knowledge sources, help companies save money, update job offers and status at any time, reduce recruitment cycles, find and select the best and most knowledgeable applicants from a large group of candidates, and improve company image and profile (Anand & Chitra, 2016). E-recruitment is the process of using the internet to find individuals to fill vacancies in the companies. E-recruitment is the integration and use of internet technology to increase efficiency of the recruitment process.

Furthermore, greater and quicker recruitment might provide a competitive edge over competitors in the same industry. However, web-based recruiting has become so common that firms which have delayed incorporating it into their own corporate information systems and strategy are at a disadvantage (Anand & Chitra, 2016). Individuals with the proper credentials must be recruited on a timely basis; therefore, recruitment and selection are critical for businesses, in shaping an organization's effectiveness and performance, ensuring that employees perform well and that favourable organizational results are achieved(Ramadhani & Zarlis, 2019, 2019; Simón & Esteves, 2016). Workers are recruited not just to replace departing employees or to expand the workforce, but also to fill jobs with individuals who can perform at a greater level of commitment. The acceptance of recruiting as the major technique of obtaining excellent candidates by organizations is widespread as manufacturing businesses aim to get a competitive edge over their rivals and a way of reacting to changes in the labour market's circumstances (Daniel, 2018).

Companies are used to hiring competent workers using antiquated strategies such as newspaper recommendations and employee referrals. Classic recruitment strategies include the use of radio, television, hand delivery/dispatch riders, handbills, postal services, and courier services. The internet, however, has recently changed the traditional methods of hiring (Nasreem et al., 2016; Palos-Sanchez et al., 2018). The newest development is the e-recruitment, which has been used by both large and small firms. The primary objective of the current research is to investigate the overall development of e-Recruitment use and practice, as well as the opportunities available to and the challenges faced by employers and job seekers in Dodoma, Tanzania.

Since its inception, e-Recruitment has been effective, but there has been a number of issues and obstacles on its path. Firstly, some individuals fail to provide correct information online because they lack computer literacy (Anand & Chitra, 2016). As a result, they often input inaccurate information about their names, hometown, qualifications, and other details. Due to the ease with which online resumes may be copied, there is a growing risk that real candidates might be overlooked. Because resumes are submitted online, the quality and accuracy of the information provided by applicants cannot be guaranteed (Mishra & Kumar, 2019). Some of the issues include the calibre and volume of candidates who can access the internet technology. A large number of unqualified applicants have reportedly been received by several organizations. Without internet connectivity, candidates will not be able to access any portals or websites (Bhupendra Swati, 2015).

Organizations in Pakistan have been hesitant to use an online recruiting system because their scepticism on their credibility (Khalid et al., 2020). Organizations, and owners in particular, have always favoured print ads in reputable publications. They preferred proposals with strict criteria and ultimate shortlisting on paper. Furthermore, authors claim that internet recruiting has lately gained traction in Pakistan. Online hiring has completely changed HR

procedures throughout the globe, but this development in Pakistan is exceptional. From conventional techniques of recruiting to the most contemporary ones, there has been a mental and behavioural shift.

E-recruitment in the public sector in Nigeria is a relatively recent phenomenon. which was started in 2005 to employ workers in the sector. A number of organizations, including the Federal Civil Service Commission, the Nigerian Army, the Nigerian Police Force, the Nigerian Customs Service, and the Corporate Affairs Commission, have started using the internet in recruiting new staff. In contrast to some nations such as Malaysia, which use organizational websites to recruit potential candidates, in Nigeria many organizations, particularly those with the potential to attract many applicants, have seized the opportunity to profit from the scratch-off game industry by hiring private recruiting agents and, in the process, extort money from candidates who are eagerly waiting for a response (Ikechukwu, 2010).

The Government of Tanzania is implementing e-recruitment through Ajira Portal established in 2013 under the Public Service Recruitment Secretariat (PSRS). Since its inception, there is limited studies conducted to assess the adoption and use of the e-recruitment system. Therefore, this study intended to address this knowledge gap by examining the perception of job seekers on the adoption and use of the e- recruitment in Tanzania: a case of Ajira portal.

1.1   Objective of the Study

(i)   To assess the job seekers perception on the adoption and use of e-recruitment in Tanzania.

(ii) To identify the challenges facing job seekers on using Ajira Portal in public service recruitment.

1.2   Study Questions

I.   What are the job seekers perception on the adoption and use of e-recruitment in Tanzania?

Variables for the Study
   a.   Ease of use
   b.   Usefulness of the technology
   c.   Credibility of the technology.

II. What are the challenges facing job seekers on using Ajira Portal in public service recruitment?

Variables for the Study
   a.   Awareness of job seekers in using e-Recruitment.
   b.   Quality, verifiability of job seekers' data
   c.   Impersonal
   d.   Internet bandwidth.

2.0 Literature Review

2.1 Perceived Ease of Use

The degree to which a person feels that utilizing a certain technology would be painless is known as perceived ease of use of the technology. The degree of difficulty in thoughtful, learning, or using a technology is reflected in perceived ease of use. It (perceived ease of use) also demonstrates the degree to which a new technology is seen as superior to alternative technologies (Ma & Ye, 2015). Similarly, perceived ease of use refers to the degree to which a technology is simple to comprehend or utilize. Users' impressions of the process and the output are referred to as perceived ease of use (Ferinia et al., 2016; Ma & Ye, 2015).

Furthermore, perceived ease of use is a critical component of a successful online job portal's capacity to attract job searchers, linking web page usability and job portal convenience(Selvanathana et al., 2019). The perceived ease of use of a job-search website determines whether a job seeker found it simple to use. A job-search website may be avoided if it is a sophisticated Internet-based system and difficult to use. To avoid the dilemma of a helpful technology being underutilized, job-search websites must be simple to understand and use (Mishra & Kumar, 2019; Rahman & Patra, 2020).

2.1.1 The Relationship between E-Recruitment and Perceived Ease of Use

The ability to navigate online recruitment sites has been considered to affect the desire of graduates and job seeker to use online recruitment services in the past. Despite this, several Malaysian electronic shopping sites appeared to have limited use (Simón&Esteves, 2016). Ease of use has also been linked to website features, such as successfully completing an online application during the online recruitment process, a well-designed interface that includes attractive text, colours, the use of images and access to features and the potential that job seekers expect in site navigation (Teoh et al., 2013). Participants with a positive navigation attitude were shown to be more likely to pursue professionalism in the organization and recommend an employable employee to their friends.

Job seekers may have a negative image towards an e-recruitment because of a website's apparent ease of use (Teoh et al., 2013). Similarly, perceived ease of use of a technology relates to job seekers' perceptions that an e-recruitment website provides them with an efficient and effective approach to look for employment possibilities, as well as the characteristic that determine how simple to use are the user interfaces (Teoh et al., 2013). Several past research have shown that the user's perception towards ease of use has influenced their behaviour intention, either directly or indirectly on adopting a technology (Sentosa et al., 2011). Some studies, on the other hand, have shown no correlation between perceived ease of use and the propensity to utilize e-recruitment services ((Tangaza et al., 2017).

2.2 Perceived Usefulness of the Technology

The point to which individual feels that employing a given system will improve his or her work performance is described as perceived usefulness (Davis, 1989). A system that has a high perceived usefulness rating in an organizational environment is one that the user

feels they will have a favourable use-performance connection (Redzuan et al., 2016). The behavioural intention to utilize a computer system was shown to be favourably impacted by perceived utility (Suki et al., 2011). The degree to which e-recruitment users think that utilizing an e-recruitment system is advantageous and would increase their daily performance over a traditional recruiting system is described as perceived usefulness (Tangaza et al., 2017). Perceived usefulness in the context of e-recruitment is defined as the degree to which e-recruitment users feel it will benefit them over the conventional recruiting method (Selden & Orenstein, (2011).

2.3 The Relationship between E-Recruitment and the Perceived Usefulness of the Technology

A study in Malaysia evaluated the views of employed job seekers, and revealed that perceived benefits are important for employed job seekers implying that accurate job information would help job seekers to make better decisions (Tangaza et al., 2017). Previous studies looked at the perceived importance in relation to online users' desire to store online tourism products in Hong Kong and found that functionality, efficiency, and effectiveness of the Internet encouraged users to store more products. Although many previous studies have shown a positive relationship between the perceived benefits and intentions of using an online system, other studies have shown that the perceived benefits have no direct effect on the intention to use a specific system (Selden & Orenstein, 2011).

2.4 Technology Acceptance Model

Davis (1989) was the first to develop a technology acceptance model (TAM), which was mainstreamed in the theory of reasoned action (TRA). The TRA postulates that behavioural intention, which is a function of a person's attitude toward an activity and subjective standards around the execution of the behaviour, is what drive an individual behaviour. In other words, the theory asserts that a person's attitudes toward a behaviour and their perceptions towards the conduct determine their behaviour and their desire to act.

As a result, attitudes and beliefs influence behaviour. Similarly, TAM contends that users' attitudes towards utilizing a technology, subsequent behavioural intentions, and the actual use are all predicted by perceived technological utility and usability. It was also thought that perceived simplicity of use will affect how beneficial people believe technology to be. The TAM model (Figure 1) demonstrates the variables that affect people's desire to utilize a product.

Figure 1: Original version of TAM (Davis, 1989)
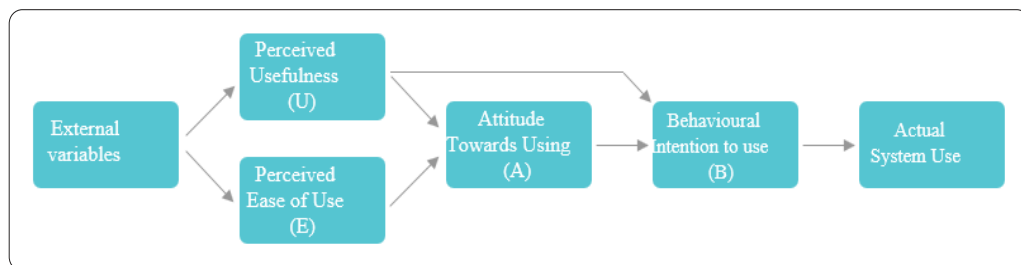
2.4.1 Perceived Credibility of the Technology

The judgments of the information's correctness, appropriateness, and trustworthiness have been described as credibility (Ma & Ye, 2015). Credibility is largely determined by whether he source is competent to provide information and whether or not the source is useful, appealing, or comparable to the receiver. The persons may further recognize the basis of information in this manner (Selvanathana et al., 2019). A few academics concentrate on information credibility to identify the content's reliability. On the other hand, source credibility (the provider's credibility) has been proven to be substantially connected to information credibility (Metzger &Flanagin, 2013).

Furthermore, there is a positive correlation between information and the reliability of the source(Gao et al., 2015). In general, it seems that prospective candidates prefer to get information from reliable sources. Because it shares two fundamental qualities of trust, security and privacy, perceived credibility may also be assumed to be recognized as trust when determining the behavioural intention to utilize an e-system (Sentosa et al., 2011).

2.4.2 Relationship between E-recruitment and Perceived Credibility of a Technology

According to prior studies, job-seekers' preferences for applying for jobs via recruitment websites rather than other media such as personal channels, newspaper advertisements, and job fairs may be influenced by perceptions towards credibility and job information displayed on these websites (Harrison & Stone, 2018). Jobseekers were much more attracted to companies when the information source/communication was regarded as reliable. In another study, Walker et al. (2009) revealed that companies that present actual information, rather than material that just supports their perspective are more likely to be seen as trustworthy.

Companies that solely provide good information, on the other hand, are more likely to be seen as lacking trustworthiness. Findings of previous studies were consistent with the idea that a jobseeker's choice to follow advice of a source is influenced by trustworthiness of the information provider (Luo et al., 2013). Furthermore, firms' attention to privacy problems, personal data security, and updated online content influence trustworthiness, especially in the setting of a website (Zamparini et al., 2010). On the other hand, consumers are more informed on the need of personal security, particularly in online transactions because the Malaysian Government enacted the Personal Data Protection Act (2010) to safeguard people' personal data in commercial transactions.

Therefore, it is important to learn how consumers think about whether e-recruitment websites can be trusted with their personal information. If consumers feel safe against possible fraud, then they can trust such recruitment websites; but if they think their privacy is in danger while using those technologies they lose trust on such recruitment websites (Mahmood& Ling, 2017). Previous studies have indicated that in order to win the confidence of job seekers, e-recruitment need to have the same degree of believability and credibility as conventional recruiting systems (Banerjee & Tiwari, 2013).

2.5 Challenge of E-recruitment

According to Nasreem et al., (2016), the benefits of e-recruitment are accompanied with a variety of drawbacks. Employers may get more unqualified applicants as a result of

increased exposure. Internet recruiting increase the workload of Human Resource staff' through requiring them to analyse more resumes, send more e-mails, and install pricey software to monitor applications. Secondly, many people who visit job sites are only browsing but not actively seeking for work. Similarly, certain candidates, particularly those from lower socioeconomic categories and from specific locations of the globe, may have restricted internet access. Additionally, privacy is another possible downside of this new method: although sharing information obtained from individuals who apply to job boards or even corporate websites has become a routine, it is carried out in ways that raise ethical concerns and a breach of discriminatory laws (Mshanga, 2020).

According to scholars (i.e., Okolie&Irabor, 2017; Omolawal, 2015), screening and confirming the skill mapping and legitimacy of millions of resumes is a troublesome and time-consuming task for businesses. Many parts of the globe have minimal internet penetration, lack access, and have little knowledge of the internet. Organizations cannot rely exclusively and completely on the internet recruiting strategies. Employers and workers in countries such as India and Nigeria still prefer face-to-face interactions over online communication.

Other important e-recruitment problems include the amount and quality of applicants utilizing web-based technologies, a lack of awareness about e-recruitment among the Human Resource staff, and a lack of commitment to e-recruitment among senior management. Organizations using e-recruitment systems, for example, have received a large number of applications from unqualified candidates. At the same time, a lack of knowledge of e-recruitment among HR professionals and a lack of commitment among senior managers have hampered the adoption of e-recruitment in some organizations. Furthermore, since many organizations' recruitment sites show privacy statements that clarify how the information provided by the applicants will be maintained and utilized, e-recruitment has generated fears among prospective candidates regarding privacy and security of their personal information.

Data security, on the other hand, remains a key concern, especially when it comes to online testing and recruiting choices (Omolawal, 2015). The quality, verifiability, and accountability of applicants' data are also key concerns for managers who utilize an e-recruitment system, (Mshanga, 2020). Furthermore, according to Robertson (2001), the lack of personal interactions during the online application process limits the flow of communication between potential employees and employers, resulting in frustration on the part of job candidates and missed opportunities for employers of sharing or gathering additional information. Online testing, according to Storey (2007), poses difficulties such as applicants' responses to the testing, the equivalence of online and pencil-and-paper assessments, unfavourable effect, and candidate identity protection. Thus, companies should carefully consider the effect of online selection techniques as well as their strengths and weaknesses before using them.

## 2.6 The E-recruitment Landscape

As observed by Barber, (2006), the internet caused a major change to the recruitment landscape by acting as a medium between an employer and job seekers. The online recruitment popularly known as e –recruitment has made employers and employment candidates become more sophisticated, interactive and connecting globally and easily.

According to the Institute for Employment Studies [IES] (2020) assessment of 50 companies adopting e-recruitment, the following were the main motivational factors for adopting the e-recruitment:

(i)   Enhance the company's profile and image

(ii)   Lower hiring expenses

(iii)   Lighten the administrative load

(iv)   Provide the hiring staff with better tools.

Therefore, it is said that the usage of e-recruitment trends points to a shifting environment in which future applicants will be linked to the main system and involved in the hiring process (See Figure 2). The function of HR in this paradigm is seen more of a facilitative one, in addition to the claimed advantages such cost reductions, theoretically giving recruiters time to engage in the strategic concerns around resourcing."

Figure 2: The e-recruitment landscape
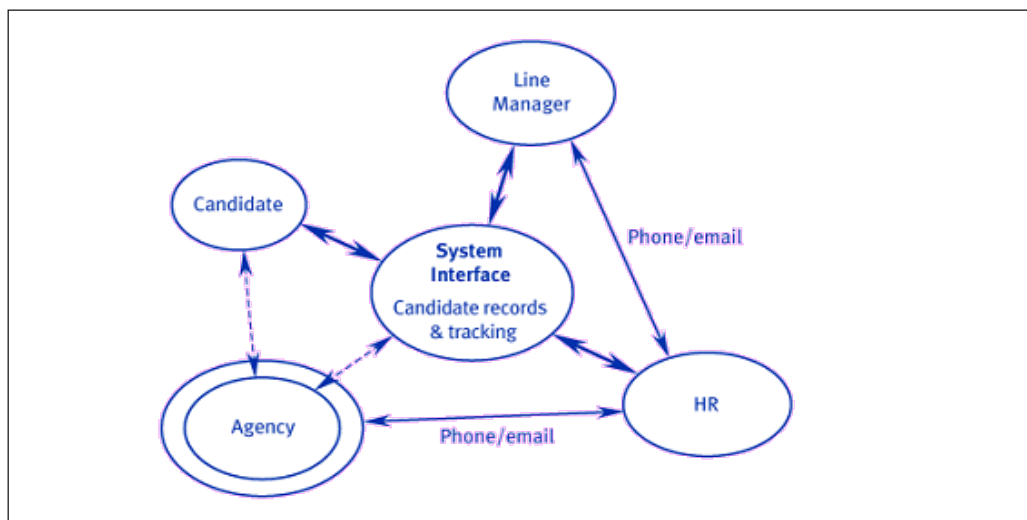
3.0 Methodology

3.1 Research Design

The study employed a cross-sectional research design because it is more effective for developing concepts more clearly and establishing priorities through respondents. The design also helps in attaining objectivity and precision and ensuring that the data collected were relevant.

3.2 Study Area

This study was conducted in Dodoma City in Tanzania. The questionnaires were compiled using Google sheets and distributed to various job seekers via a link on social media such as Twitter, Facebook, and Instagram. and LinkedIn. These questionnaires provided job

seekers with the opportunity of expressing their views via Google sheet. The influence of the Government of Tanzania to shift her Capital City to Dodoma and the decision to elevate Dodoma to a city status has attracted many job seekers to go and stay in Dodoma looking for employment opportunities. This motivated researcher to select Dodoma as the study area.

3.3   Sampling Frame and Sample Size

The sampling frame of this study included a list of job seekers from different Higher learning institutions in Tanzania at the time the study was carried out. The researcher checked on the completeness and current nature of the sample frame by ensuring that the population for the study is constituted by only job seekers in Dodoma municipality.

The sampling unit of this study was the individual job seekers from different higher leaning intuitions.

The sample size was computed using the following sample estimation formula of the unknown population formula **(**Infinite population**)** :

$$n = \frac{(Z^{\alpha}/2)^2 P(1-P)}{\lambda^2}$$

Where by

n = sample size

p = maximum possible proportion of people. (50%)

Critical value (1.96), confidence interval 95%

λ^2 = Maximum error (5%)

$$n = \frac{(1.96)^2 \, 0.5(1-0.5)}{0.1^2} = 96$$

5% of the non-response = 4.8

Sample size = 96 + 4.8= 100.8

Therefore = Sample size = 100

3.4   Sampling Procedures

The study adopted probability and non-probability sampling designs. the public service recruitment secretariat official staff were purposively selected depending on their roles and their availability during data collection. On the other hand, both a simple random probability sampling technique was used. This method was selected because it stresses that each unit or person in the population has an equal chance of being included in the sample.

2.5   Data Types and Collection

In this study, a cross-sectional design, which involves collecting data just once at a certain moment in time was used. Job seekers provided primary data through structured interviews

and structured questionnaires with both closed and open-ended questions. Because of its cost-effectiveness and efficacy in capturing empirical data in this study, the questionnaire was used as a key method for collecting data from respondents (Kombo& Tromp, 2011). To strengthen the validity of the results, the questionnaire was pretested to a group of job searchers and then questions were reviewed based on the concerns, which were raised. The online Google sheet was used to collect information from the respondents. The researcher used this data collection method to reach more respondent within a short time. In addition, the method is less costly than the physical data collection.

The researcher also, administered interview using a check list as a tool for collecting data from purposively selected Public Service recruitment Secretariat officials. the method involved face to face oral-verbal stimuli and oral verbal response (Kothari, 2017). In this study, interview check list was prepared in advance to guide an interview with key respondents. The method enabled the researcher to obtain in depth information of different issues regarding challenges facing job seekers using Ajira portal in Dodoma City.

Secondary data were collected through a review of documents relating to Ajira portal, and records from the PS –R Secretariat.

2.6 Data Processing and Analysis

2.6.1 Data Processing

Data collected through open ended interview and documentary review were coded and close interpreted. The collected data were edited to detect errors and omissions and entered into Microsoft Excel to generate figures and tables.

2.6.2 Data Analysis

Inferential statistics specifically correlation, regression and ANOVA methods were used in analysing quantitative data whereas content analysis, narrative analysis, and discourse analysis were used to analyse qualitative data. . A computer software statistical package for social science IBM SPSS statistics 25 version was used to process and analysis the collected data.

2.6.3 Data Presentation

The analysed data were presented by using tables, figures, percentages and word reporting system used to present discussions of the findings, recommendations, and conclusions.

4.0 Findings

This section presents, analyses and discusses the study findings. The section begins with the presentation of demographic characteristics of the respondents including age, sex, education, and experience of the respondents in their field.

4.1. Demographic Profile of Respondents

This section provides information on the respondents' backgrounds, as well as the diversity of their profiles. This part was designed to look at the demographics of the respondents in terms of age, marital status, gender, and educational attainment.

4.2 Gender of Respondents

Table 1 shows that, 56 per cent of the total respondents were males and 44 per cent females. This gender status implied that, the information collected was equally represented from both genders. Grouping respondents according to their gender had a great influence on the information provided by the respondents.

Table 1: Demographic Characteristic of the Respondents

Sex	Frequency	Percentage (%)
Male	56	56
Female	44	44
Age		
18-30	52	52
31-45	28	28
45-60	20	20
Level of Education		
Certificate	6	6
Diploma	14	14
Bachelor's Degree	53	53
Master's Degree	25	25
Others	2	2
Total	**100**	**100**

Source: Field Survey, (2022)

4.3 Age of Respondents

The results in Table1 show that, 52 per cent of the respondents were between 18-30 years; 28 per cent were between 31-45 years, and only 20 per cent were between 45-60 years. The results imply that most of the job seekers seeking for employment at Ajira portal were within the maturity and productive age, hence they could work hard to quickly develop their organization, and they could easily understand matters about the organizational culture.

4.4 Educational Level of Respondents

According to the results in Table 1, the respondents' educational attainment was high. The fact that the majority of the participants have university education is shown by their highest degree. Over half (54%) of the respondents had a bachelor's degree, 24 per cent had masters, 5 per cent had a certificate, 14 per cent had ordinary diploma, and the remaining 3 per cent had other degrees such a PhD or other professional studies.

4.5 Job Seekers Perception on the E-recruitment in Tanzania

The study sought to examine the job seeker's perception on the usage of Ajira Portal. The summary results of the two-dimensional retrospective analysis, e recruitment, and job seekers perspectives on Employment Portal is shown in Table 2. The coefficient of connection between the two variables is defined by r-value. For the use of e-recruitment, the value of r square helps in predicting the variance expressed in a dependent variable (opinion of job seekers).

Table 2: Model Summary

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.896[a]	0.802	0.615	0.34445

Source: Field Survey, (2022)

In order to evaluate the research question in the current study, a multiple regression analysis was taken to examine the relationship between the independent variable (perceived ease use of the technology, perceived usefulness of the technology, and the perceived credibility of the technology) and dependent variable, which is the adoption of e-recruitment. The scores show that, the $R2$ score was 0.802, implying that the dependent variables can be predicted by the independent variables by 80.2 per cent.

In other words, the perceived ease use of the technology, the perceived usefulness of the technology, and the perceived credibility of the technology can be a strong determinant of the adoption of an e-recruitment in Tanzania. Furthermore, the findings show the contribution of each variable in the equation where the perceived usefulness of the technology has the beta value of 0.698; the perceived credibility of the technology B=0.237; and perceived credibility of the technology B=0.268)

Table 3: Correlation Matrix

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
1 (Constant)	18.517	2.923		6.335	.000
Perceived usefulness of the technology	.664	.072	.698	9.213	.000
Perceived ease of use the technology	.155	.030	.237	5.185	.000
Perceived credibility the technology	.169	.040	.268	4.201	.000

Source: Field Survey, (2022)

4.6 The Challenges Facing Job Seekers in Using Ajira Portal

Technological issues cited by the respondents as among the major challenges facing them when using the e-recruitment. Hiring process involves filling out an application. Some applicants either may not want to devote time or may be apprehensive about the security of an online application, particularly if they are using a mobile device to complete a long application. During the submission procedure, it is always possible that your application system could run low or lose data. The rate of no response from the company is also a great challenge facing job seekers. In addition, the vacancies posted are not suitable for all types of jobs,

Figure 3: Challenges facing job seekers on using Ajira Portal
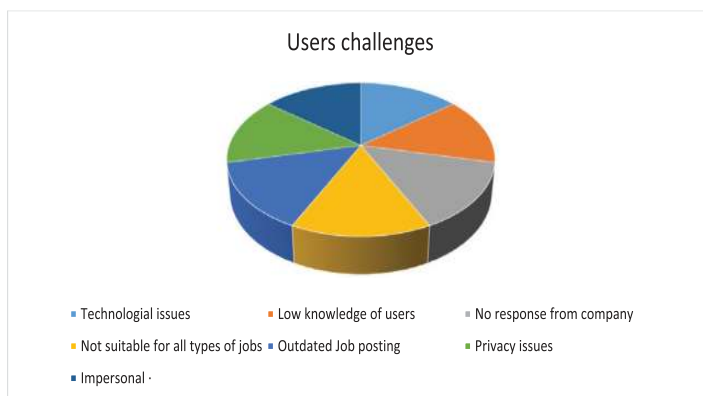
Source: Field Survey, (2022)

5.0 Discussion

The current study examined job seekers' perception toward the adoption and use of e-recruitment in Tanzania. The study used the perceived ease of use, perceived usefulness, and perceived credibility of the technology as the determinants of the users' perception towards the adoption and use of the technology. The study findings have shown that there is significant relationship between the adoption, the use of e-recruitment, and job seekers perception towards the use of Ajira Portal.

The adoption of e-recruitment has been noted to have been influenced by perceived ease of use of job seekers. Job seekers enjoys using the system, which has an element of ease of use. The benefits include the ease in identifying job advertisements and securing employment faster. These benefits will motivate job seekers to adopt and continue using e-recruitment. These results are consistent with the results of previous studies. The ease of use of e-recruitment has an impact on personnel. Employees in the private sector, as well as organizations in the public sector, benefit from e-recruitment. Candidates submit resumes to a central database, which is subsequently filtered and sent to candidates based on their requirements. Employers and candidates both benefit from the usage of pre-screening tools at this stage. E-recruitment, according to Mahmood& Ling (2017), gives greater work opportunities and different techniques of finding jobs via the internet, resulting in simplicity of use. According to Franco and Roldan (2005), the ease of use of the system is likely to be responsible for the rapid rise of e-recruitment because job searchers merely need to publish their résumé to the websites. As revealed by (Tangaza et al., 2017), e-recruitment sites are perceived as simple to use, transparent, and intelligible.

The adoption and use of the e recruitment also has a significant relationship with the perceived usefulness by job seekers. This means that, e-recruitment system has a high perceived usefulness. The findings are consistent with the findings in a study by (Tangaza et al., 2017; Teoh et al., 2013) who revealed that perceived usefulness of the system is very important for job-seekers as it indicates detailed job information which leads to better decision making.

The study findings revealed further that since its inception in 2007 in Tanzania, e – recruitment has been facing a number of challenges in the pathway to achievement. As revealed from documentary review, the overarching goal of establishing Ajira portal was to facilitate the recruitment process. However, the study noted some challenges facing job seekers including technological related issues, low e-recruitment knowledge of users and impersonal nature of the e- recruitment process. Similar findings were reported by other studies elsewhere. For example, Irabor and Okolie (2017) revealed challenges on the part of applicants in using web-based tools, where the lack of knowledge of e –recruitment led to a failure of meeting the requirement and deadline of application. Shrivastava and Shawa (2004) also reported accuracy, verifiability and accountability of candidate's data as the main concerns for using effective e – recruitment system.

The issue of impersonal nature of the process was also reported in a study by Bhuntel and Rathee (2017) who revealed that the lack of personal touch caused difficulty for employers to assess the candidates' credibility because applicants can easily exaggerate some aspects about themselves in the application.

6.0 Conclusion and Recommendations

In the light of the foregoing findings and discussion e, this study concludes that the perceived ease of use of the technology, perceived usefulness of the technology, and the perceived credibility of the technology are the determinants for the adoption and use of the e- recruitment technology by job seekers in Tanzania. The study also revealed that, technological issues, hiring process which involves filling out an application, the rate of no response from the company are the great challenges facing job seekers. We have noted generally that online recruitment is becoming one of the crucial methods for recruitment and selection in Public Service Tanzania. Nevertheless, despite the identified challenges on effective use, the method is still relevant in today's modern world. The use of e – recruitment is highly recommended since it provides the applicant the advantage of ease of use. Candidates can easily send their resumes and be filtered by system itself and sends feedback accordingly.

Therefore, in view of the study findings and discussion thereof, the following recommendations have been put forwards:

(i) The Government of Tanzania should continue using and supporting Ajira Portal since the system reduces administrative burden and cost, simplifies the process, it is to ease to use, increases speed in short listing and giving feedback to applicants.

(ii) The Ajira Portal should improve some tools and applications so as to allow candidates access the system quickly and easily.

(iii) There should be a clear feedback system between Ajira Portal recruiters and applicants.

(iv) As the findings of the study indicated, the internet is extensively used by job seekers, consequently internet suppliers should invest in establishing sufficient e-recruitment infrastructure which is much improved as compare to traditional infrastructure

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