E-Recruitment Sites: Management Graduates' Perception of an Online Application System

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Abstract

The study intends to examine various factors influencing management graduates' perception of an online application system. A combination of stratified random, and convenience sampling methods was employed in this study. Through anexisting literature questionnaire and self-constructed questionnaire, 256 management graduates from nine campuses in the Rupandehi area provided data for the study on a five-point Likert scale. The research was conducted utilizing a descriptive and causal-comparative approach. Pearson Correlation Analysis and Simple regression equation estimated by the ordinary least square (OLS) method have been used. The empirical result finds that all of the independent variables investigated in the study were shown to have a significant positive relationship with the dependent variable. The outcome of the regression analysis indicates that fairness perceptions have the greatest influence on management graduates' evaluations of an online application system, followed by internet selection image and user-friendliness among the variables examined in this study. However, the outcome demonstrated that perceived efficiency and information provision have no significant effect.

Key words: E-Recruitment, Job Portals, Management Graduates, Online Application System, Perception.

I. Introduction

The digital revolution and globalization have altered the lifestyles of contemporary humans. Nepal cannot lag behind the rest of the world in terms of adopting technology, given the rapid growth of internet-based activities around the globe. As the number of internet users in the world increases, everything is moving online. In 2020, roughly 37.7 percent of Nepal's population had internet connectivity, according to Statista (2022). Tim Berners-Lee brought the Internet to the world in 1990 when he created the WWW (World Wide Web), around 24 years ago. In Nepal, Internet usage was common in 1994. Mercantile initiated a commercial

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email service in Nepal at about the same time. Later in 1995 A.D., private corporations were utilized, and the Internet was opened in Nepal (Techsathi, 2019).

Online recruitment, also known as e-recruitment, cyber recruitment, and internet recruitment, is a formal method of acquiring job-related information via the internet (Galanaki, 2002). According to McCarter and Schreyer (1998), Internet recruitment is "the recruitment process, comprising placing job ads, receiving applicants, and creating the human capital asset." According to Alsultanny and Alotaibi (2015), over 4 million people open their computer browsers daily to search for a job online. E-recruitment has been a blessing for job searchers (Braddy et al., 2008). E-recruitment refers to the use of technology or web-based recruiting methods. The tool may be a job website such as MeroJob, JobsNepal, KantipurJob, KumariJob, etc., or the company's corporate website or intranet.

The evolution of internet recruitment can be traced back to 1994 when Monster.com appeared as the first online platform for companies to engage with potential applicants. Since 2000, JobsNepal has been a dependable source of information regarding job openings and recruitment in Nepal. Throughout its 20-year history, our job search platform has connected many job seekers with companies and let them enjoy the sweetness of work (Shrestha, 2020). According to Lee (2005), internet recruitment merely entails the posting of advertisements on websites that detail how to apply for open positions. College graduates are examining websites for e-recruitment opportunities in greater numbers than ever before, and websites are key instruments in the job search and recruitment process. Websites have a greater impact than print marketing on attracting potential applicants (Almarri, 2015).

E-recruitment is necessary for firms because it performs the vital job of bringing crucial aid into the organization. It has a strategic objective as it focuses on attracting high-quality employees to achieve a competitive edge (Parry & Tyson, 2008). Due to the growing use of the internet, traditional business techniques and tools have been superseded, making the usage of an online application system in the hiring process crucial for our research. Recruiting tactics have also evolved during the same period (Allen et al., 2013). Consequently, this research study helps us determine how e-recruitment sites have changed the views, behaviors, and searches of job seekers. The fast developments in the recruitment process and HR operations have had a significant impact on company practices (Joos, 2008).

Despite the convenience of online job applications, companies have seen that many applicants abandon them before completion. High application abandonment rates can result in the loss of top candidates, a negative impact on the employer's reputation, and an increase in recruitment expenses (Sylva &Mol, 2009). Web form abandonment continues to be a problem despite numerous studies that have identified factors that may influence

applicant perception and behavior when interacting with an organization's website (Zielinski, 2016).

Organizations increasingly use websites to deliver job-related information to candidates (Allen et al., 2013). People's levels of comfort when connecting with people or organizations using more advanced methods vary, and as a result, their perspectives on e-recruitment sites may vary (Birgelen et al., 2008). Importantly, nothing is known regarding applicants' opinions toward e-recruitment because research in this area has only begun (Thompson et al., 2008). To the best of this author's knowledge, there is no study analyzing the effect of e-recruitment sites on the perceptions of online job applications among job seekers. Therefore, this study investigates the impact of e-recruitment sites on management graduates. Consequently, this study will strive to address the following research issues by referring to the facts of existing situations:

- Is there any relationship between user-friendliness, perceived efficiency, information provision, fairness perceptions, internet selection image and management graduates' perception of an online applicationsystem?

- Whether there is an effect of user-friendliness, perceived efficiency, information provision, fairness perceptions, and internet selection image on management graduates' perception of an online applicationsystem?

The main objectives of this study are as follows:

- To measure the relationship between user-friendliness, perceived efficiency, information provision, fairness perceptions, internet selection image and management graduates' perceptions of an online application system.

- To examine the effect of user-friendliness, perceived efficiency, information provision, fairness perceptions, and internet selection image on management graduates' perceptions of an online application system.

II. Theoretical Framework

Sylva and Mol (2009) investigated applicant impressions of web-based procedures based on field research of 1,360 applications to a multinational financial services business seeking employment in the United Kingdom, the Netherlands, and Belgium. Each response was evaluated using a seven-point Likert scale. To examine the construct validity of the measures, confirmatory factor analysis (CFA) was carried out (efficiency, user-friendliness, information provision, process fairness, and Internet selection image). External (as opposed to internal), Belgian (as opposed to Dutch), and Internet-savvy (as opposed to less knowledgeable) candidates were more satisfied with the online application procedure and its features. Nonetheless, it was discovered that the website's features, perceived efficiency, and user-friendliness were by far the most influential factors in determining applicant satisfaction.

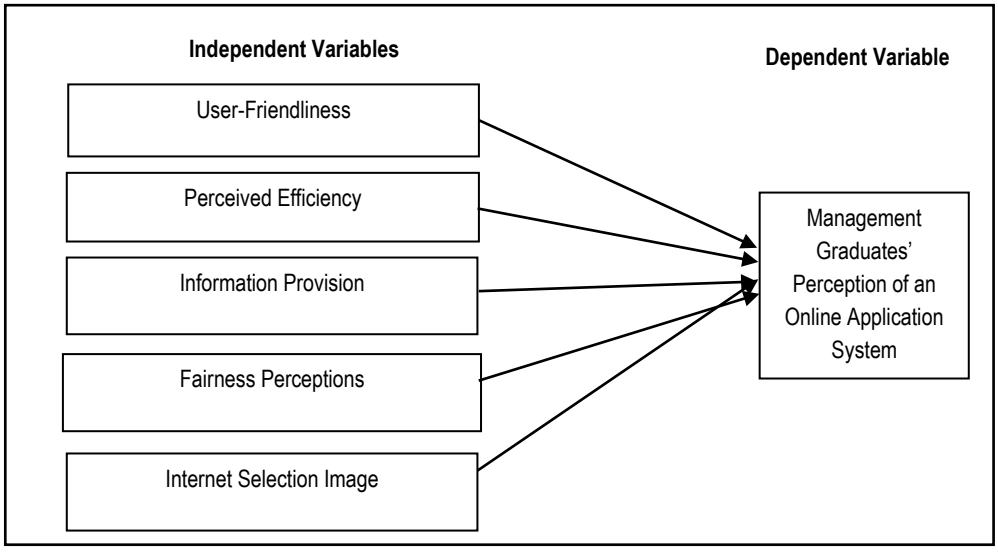
In the context of Nepal in a more recent period, Poudel (2018) examined the behavioral intentions of job seekers to use online recruitment services. A total of 56 respondents were selected using a purposive sampling method, which consisted of final-year master-level students studying in two business schools in Kathmandu. The data were analyzed using descriptive statistics and multiple linear regressions using SPPS. The relationship between behavioral intention to use an online job search system and its determinants was analyzed using a scatter plot and multiple regression analysis. The unified theory of acceptance and use of technology (UTAUT) was used as the basic foundation of the study. The results revealed that applicants considered perceived usefulness, time taken to apply for a job, outcome expectancy, and being updated with career information as important factors that affect their intention to apply for a job.

Gamage and Ekanayaka (2019) studied the impact of electronic recruitment on job applicants' intentions. A representative sample was chosen randomly. The study included a self-administered questionnaire for 60 final-year undergraduates. 57 of 60 responded to the questionnaire. Data were analyzed using SPSS 23.0 (SPSS). Frequency, correlation, and regression analyses were used to assess advanced hypotheses. The study found a substantial, positive, and moderate link between perceived usefulness and e-recruitment intention. A job seeker's intention to employ e-recruitment was positively correlated with the perceived ease of use. No significant association was discovered between perceived trust and job seekers' propensity to employ e-recruitment.

In this study, based on a thorough review of the literature, the theoretical framework has been presented:

Figure 1

Theoretical Framework



Source: Sylva and Mol (2009)

Prakash and Nair (2019) conducted a study to determine the factors that influence the perception of fresh graduates towards job portal sites. Data for the study was collected through a convenience sampling technique from 233 fresh graduates in Kerala on a five-point Likert scale through a self-administrative questionnaire. The questionnaire was built by incorporating various variables like productivity, user-friendliness, efficiency, convenience, quick response, corporate preference, information provision, security, privacy, service quality, extended services, and career opportunities from previous research. Factor analysis was used to analyze the data. The results obtained revealed that factors such as efficiency, productivity, user-friendliness, extended services, and information provision influence the perception of fresh graduates.

Introduction of Variables

Independent Variables

This includes the variable that affects the management graduates' perception of an online application system. The characteristics such as user-friendliness, perceived efficiency, information provision, fairness perceptions, and internet selection image can affect management graduates' perceptions of an online application system.According to Brahmana and Brahmana (2013), user-friendliness is understood when a job seeker can easily operate an online job website or portal without facing difficulties.The user's perception of the system's utility and overall website attractiveness (Sylva &Mol, 2009). User-friendliness is the degree to which users believe an e-recruitment website's online application process is a convenient way to complete a job application. Similarly, Perceived efficiency is defined as the efficiency of time, cost, and energy that assists employees in finding employment opportunities as well as undergoing online recruitment selection processes (Sylva & Mol, 2009). Likewise, the information provision is described as a communication style in which job seekers can acquire and interpret the information currently offered by the site (Sills, 2014).As part of the applicant's values and expectations, information provision has been identified as a crucial aspect in employment-related scenarios. Moreover, Fairness Perceptions are defined as procedural justice that influences satisfaction with e-recruitment (Thielsch et al., 2012). Lastly, an Internet selection image is defined as a candidate's image or opinion towards the companies that use the technology of the internet for recruitment and selection purposes (Sylva &Mol, 2009).These factors are independent variables that can affect the management graduates' perceptions of an online application system

Dependent Variable

Management graduates' perception of an online application system is the dependent variable. Perceptions are defined by Kardes et al. (2008) as "views entailing the evaluation of the probability or likelihood that a product includes a certain feature or benefit, while consumers also maintain beliefs about the importance of a particular attribute or benefit. It is regarded as a jobseeker'sperspective on an employer based on their interaction with the organization's web-based recruitment procedures (Sylva &Mol, 2009). Thus, in the context

of this study, management graduates' perceptions refer to job seekers' beliefs about the key characteristics of an online application system.

Hypotheses

The research hypothesis is a result prediction stated in the form of a statement that has not yet been tested. The following hypotheses are made to see if the hypothesized relationships in the theoretical research framework are true:

H_1: There is a significant relationship between user-friendliness and management graduates' perception of an online application system.

H_2: There is a significant relationship between perceived efficiency and management graduates' perception of an online application system.

H_3: There is a significant relationship between information provision and management graduates' perception of an online application system.

H_4: There is a significant relationship between fairness perceptions and management graduates' perception of an online application system.

H_5: There is a significant relationship between internet selection image and management graduates' perception of an online application system.

H_6: There is a significant effect of user-friendliness on management graduates' perception of an online application system.

H_7: There is a significant effect of perceived efficiency on management graduates' perception of an online application system.

H_8: There is a significant effect of information provision on management graduates' perception of an online application system.

H_9: There is a significant effect of fairness perceptions on management graduates' perception of an online application system.

H_{10}: There is a significant effect of internet selection image on management graduates' perception of an online application system.

III. Research Methodology

Research Design

Descriptive research design and Causal Comparative research design were used for this study.

Population and sample size

The population of this study was the final year master-level students of private, community, and constituent campuses of Rupandehi district who belong to varied specializations like accountancy, marketing, banking, and finance.There were altogether nine campuses providing master's degree courses specialized in accountancy, marketing, banking, and finance in the Rupandehi district.Data was collected from nine campuses Thus, the population of the study is 707. The information was gathered from the administration department of the concerned campuses. This study's sample size was calculated using a formula developed by Yamane (1967).

$n= N/1+Ne^2$

Where, N is Population size, n is the sample size, e ismargin of error.

The total sample size was determined by taking into account both the confidence level and the margin of error. By assuming 95% confidence level and 5% margin of error, the sample size was:

n = N/1+Ne = 707/1+707(0.05)= 707/1+707*0.002 = 707/1+1.7675 =707/2.7675 =255.46

Thus the sample for this study was 256.

Simplistic allocation was used for the proportional allocation of the sample. This is a proportional allocation that maintains a steady sampling fraction throughout the population (Thompson, 2012).

$n_h= n*N_h/N$

Where, $n_h$isa proportional allocation of the sample, N_h isthe population of each campus, N isthe population size, and n is the sample size

Table 1

Campuses, Number of Students, and Proportional Allocation of the Sample

Campuses	Number of Students(N_h)	Proportional Allocation of the Sample (n_h)
Butwal Multiple Campus	96	35
Rammani Campus	34	12
New Horizon College	54	19
Sky International College	30	11
LumbiniBanijya Campus	278	100
Bhairahawa Multiple Campus	120	44
Siddhartha Gautam Buddha Campus	50	19
Western Mega College	25	9
PharsatikarYogyodaya Multiple Campus	20	7
Total	707	256

Source: Field survey (2022)

Sampling Technique

A combination of stratified random, and convenience sampling methods was employed in this study.

Nature and Sources of Data Collection

The study has used Primary data. Closed-end structured questionnaire was designed given the data requirements.Some of the items in the questionnaire were used from the studies of Chowdhury and Srimannarayana (2013) and some were self-constructed.Five pointsLikert scale ranging from (5) “Strongly Agree” to (1) “Strongly Disagree” was used.The survey was disseminated electronically. It was spread electronically on social networking sites. In addition, the students were instructed to distribute the survey to their peers.

Methods of Data Analysis

Various statistical instruments and methods were utilized to analyze the survey results. The study employed both descriptive and inferential statistics. Using Microsoft Excel and SPSS 22.0, the questionnaire's collected data was processed and evaluated. In descriptive statistics, the mean and standard deviation were computed. Cronbach's Alpha was utilized to calculate and determine the dependability of the employed instruments. As part of inferential statistics, correlation analysis, regression analysis were performed for the discussion and findings.

IV. Results and Conclusion

Respondents' Demographic Profile

This section attempts to provide participant profiles for participants in the study sample. This study is based on the responses of 256 management graduates from nine campuses in the district of Rupandehi. The demographic component contains the respondents' gender, age, and marital status.

Table 2

Demographic Profile of the Respondents

	Frequency	Percent
Gender		
Male	132	51.6
Female	124	48.4
Total	256	100
Age		
18-24 years	48	18.8
25-30 years	208	81.3
Total	256	100
Marital Status		
Married	84	32.8
Unmarried	172	67.2
Total	256	100

Table 2 displays the gender distribution of responders. There were 51.6 percent male responders and 48.4 percent female responders in total. Thus, the data indicates that male and female respondents participated equally in the survey. Similarly, the age group of responses is presented in the table. Among all responses, 81.3 percent are between the ages of 25 and 30. Similarly, 18.8 percent of respondents are between the ages of 18 and 24. In addition, the table displays respondents' marital status, revealing that 67.2percent of respondents are unmarried and 32.8percent are married.

Descriptive Statistics

Descriptive statistics statistically describe the properties of the data among the selected variables. In descriptive statistics, the mean and standard deviation of all variables are

calculated. Frequency and percentage calculations were performed to characterize the variables.

Table 3

Descriptive Statistics of Independent Variables and Dependent Variable

Variables	Mean	Std. Deviation	N
Management Graduates' Perception of an Online Application System	4.0083	0.79497	256
User-Friendliness	3.7625	0.69632	256
Perceived Efficiency	3.7625	0.70059	256
Information provision	3.7663	0.70088	256
Fairness Perceptions	3.6836	0.83514	256
Internet Selection Image	3.8484	0.78105	256

The mean value of Management Graduates' Perception of an Online Application System is greater than 4.0083, with a standard deviation of 0.79497, as shown in Table 3. (Labeled agree on the measurement scale.) Similarly, the mean score for user-friendliness is 3.7625, the mean score for perceived efficiency is 3.7625, and the mean score for information provision is 3.7663, indicating that the response of graduates to the user-friendliness, perceived efficiency, and information provision of an online application system is positive. Similarly, the mean value of fairness perceptions is 3.6836, which indicates that the responses of graduates regarding the online application system in terms of fairness perceptions are skewed toward agree, indicating that the responses of management graduates are favorable toward the fairness perceptions of an online application system. In conclusion, the mean value of the internet selection image is 3.8484 with a standard deviation of 0.78105, indicating that the response of management to the internet selection image of an online application system is favorable.

Reliability Test

Cronbach's Alpha is the reliability test for items on a variable. Reliability is the degree to which results are constant over time and an accurate representation of the entire population under study. If the study's results can be replicated using a similar procedure, the research

instrument is deemed dependable.Reliability represents the internal consistency of the study's constructs. If the Alpha (α) value is larger than 0.70, then the construct is trustworthy (Nunnally, 1978).

Table 4

Reliability Statistics

Variables	Cronbach's Alpha	No. of items
User-Friendliness	0.863	5
Perceived Efficiency	0.833	5
Information Provision	0.866	6
Fairness Perceptions	0.888	5
Internet Selection Image	0.885	5
Management Graduates' Perception of an Online Application System	0.939	8
Overall	0.965	34

Table 4 displays that Cronbach's alpha value for variables was found to be between $0.9 > \alpha \geq 0.8$ (good) and $\alpha \geq 0.9$ (excellent). It indicates that the data are trustworthy for further study.

Correlation Analysis

The correlation matrix table explains dependent and independent variable correlations.

Table 5

Correlation between Dependent and Independent Variables

Variables	Management Graduates' Perception of an Online Application System	User-Friendliness	Perceived Efficiency	Information Provision	Fairness Perceptions	Internet Selection Image
Management Graduates' Perception of an Online Application System	1					
User-Friendliness	.585**	1				
Perceived Efficiency	.582**	.616**	1			
Information Provision	.675**	.686**	.701**	1		
Fairness Perceptions	.707**	.634**	.581**	.707**	1	
Internet Selection Image	.737**	.494**	.579**	.649**	.620**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Table 5 shows the correlation result between all the variables under study. The Pearson product correlation of management graduates' perception of an application system with user-friendliness, perceived efficiency, and information provision is found to be moderately positive and statistically significant (r = 0.585, r = 0.582, r = 0.675). Likewise, the Pearson product correlation of management graduates' perception of an application system with fairness perceptions and internet selection image is found to be highly positive and statistically significant (r = 0.707, r = 0.737). Moreover, the p-value of all the independent variables is 0.000 which is less than a 1 percent significance level, so all the hypotheses H1, H2, H3, H4 and H5 are accepted.

The correlation coefficient between management graduates' perception of an application system and user-friendliness is 0.585 ($0.585^2 = 0.342$), which indicates that 34.2 percent of the variation in management graduates' perception of an application system is explained by user-friendliness. Similarly, the correlation coefficient between management graduates' perception of an application system and perceived efficiency is 0.582 ($0.582^2 = 0.338$), which indicates that 33.8 percent of the variation in management graduates' perception of an application system is explained by perceived efficiency. Likewise, the correlation coefficient between management graduates' perception of an application system and

information provision is 0.675 ($0.675^2 = 0.455$), which indicates that a 45.5 percent variation in management graduates' perception of an application system is explained by information provision. Moreover, the correlation coefficient between management graduates' perception of an application system and fairness perceptions is 0.707 ($0.707^2 = 0.499$), which indicates a 49.9 percent variation in management graduates' perception of an application system is explained by fairness perceptions. Furthermore, the correlation coefficient between management graduates' perception of an application system and the internet selection image is 0.737 ($0.737^2 = 0.543$), which indicates 54.3 percent of the variation in management graduates' perception of an application system is explained by the internet selection image.

Test of Multicollinearity

One of the predictor variables in a set of multiple regression models is multicollinear if it can be predicted linearly from another predictor variable. Multicollinearity among independent variables can be measured by examining the variance inflation factor (VIF) and the tolerance.

As a rule of thumb, worrying levels of multicollinearity in the variables correspond to a variance inflation factor (VIF) greater than 10. The reliability of regression results declines as the VIF grows larger; hence, there is perpetual discussion over what value of VIF constitutes a concern.

Table 6

Multicollinearity Test

Variables	Tolerance	VIF
User-Friendliness	.460	2.175
Perceived Efficiency	.451	2.215
Information Provision	.317	3.153
Fairness Perception	.420	2.383
Internet Selection Image	.508	1.970

From Table 6, we can see that all of the VIFs are less than 10, with the vast majority falling below a VIF of 5. This indicates that multicollinearity is not a major issue in this study.

Regression Analysis

Regression analysis is used to figure out how a dependent variable is related to and affected by one or more independent variables and to estimate the mean value of the dependent variable.

Table 7

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815[a]	.664	.658	.46517

a. Predictors: (Constant), UF, PE, IP, FP, ISI

b. Dependent Variable: MGP

Table 7 provides an overview of a regression model. R is a basic correlation between a dependent variable's actual value and its projected value. R2 represents the correlation coefficient. This test determines the fraction of the total variance in the dependent variable that can be attributed to the independent variable. R2 is 0.664 percent, indicating that 66.44percent of the dependent variable is predicted by independent variables and 33.6percent of the dependent variable is explained by other variables not addressed in this study.

Table 8

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	107.059	5	21.412	98.955	.000[b]
Residual	54.095	250	.216		
Total	161.154	255			

a. Dependent Variable: MGP

b. Predictors: (Constant), UF, PE, IP, FP, ISI

Based on Table 8 of the ANOVA, the P-values are less than 0.05, or the 5 percent threshold of significance, which indicates that we reject the null hypothesis and accept the alternative hypothesis, i.e., we can conclude that the model is significant. This indicates that the combination of independent variables (user-friendliness, perceived efficiency, information provision, fairness perceptions, and internet selection image) significantly predicts the dependent variable (perception of an online application system by management graduates). This demonstrates that the model and data are well-suited for

understanding the perspective of an online application system among management graduates.

Table 9

Coefficient Analysis

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	.318	.185		1.720	.087
UF	.115	.062	.101	1.864	.064
PE	.041	.062	.036	0.664	.507
IP	.119	.074	.105	1.606	.109
FP	.274	.054	.288	5.093	.000
ISI	.428	.052	.420	8.174	.000

The simple regression equation is:

MGP= 0.318 + .115UF+.041PE+.119IP+.274FP+.428ISI+ε

Table 9 depicts that the dependent variable management graduates' perception of an online application system was regressed on predicting variable user-friendliness to test hypothesis H6. The coefficient of regression user-friendliness acquired the value of ($\beta1$ = 0.115, t = 1.864, p = 0.064 < 0.10). P-value of 0.064 which is higher than the significant level of α = 0.05, but is lower than the significant level of α = 0.10. This indicates the variable of user-friendliness has a significant influence on management graduates' perception of an online application system if using the significant level of 0.10. From the above regression equation it is found that the value of unstandardized beta coefficients of user-friendliness is 0.115 which infers that every unit change in user-friendliness will cause a 0.115 unit change in management graduates' perception of an online application system.

Similarly, the dependent variable management graduates' perception of an online application system was regressed on the predicting variable perceived efficiency to test hypothesis H7. The coefficient of regression for perceived efficiency has the value of ($\beta2$ = 0.041, t = 0.664, p = 0.507 > 0.05). This indicates that the p-value of 0.507 is higher than the significant level of α = 0.05. Therefore, the variable of perceived efficiency has no significant effect on management graduates' perception of an online application system. From the above regression equation, it is found that the value of unstandardized beta coefficients of perceived efficiency is 0.041, which infers that every unit change in perceived efficiency will cause a 0.041 unit change in management graduates' perception of an online application system.

Likewise, the dependent variable management graduates' perception of an online application system was regressed on predicting variable information provision to test hypothesis H8. The coefficient of regression for information provision acquired the value of ($\beta 3 = 0.119$, $t = 1.606$, $p = 0.109 > 0.05$). This indicates that the p-value of 0.109 is higher than the significant level of $\alpha = 0.05$. Therefore, the variable of information provision has no significant effect on management graduates' perceptions of an online application system. From the above regression equation, it is found that the value of the unstandardized beta coefficients of information provision is 0.119, which implies that every unit change in information provision will cause a 0.119 unit change in management graduates' perception of an online application system.

Moreover, the dependent variable, management graduates' perception of an online application system, was regressed on predicting variable fairness perceptions to test hypothesis H9. The coefficient of regression for fairness perceptions acquired the value of ($\beta 4 = 0.274$, $t = 5.093$, $p = 0.00<0.05$). This indicates that the p-value of 0.000 is lower than the significant level of $\alpha = 0.05$. Therefore, the variable of fairness perceptions has a significant effect on management graduates' perceptions of an online application system. From the above regression equation, it is found that the value of the unstandardized beta coefficients of fairness perceptions is 0.274, which infers that every unit change in fairness perceptions will cause a 0.274 unit change in management graduates' perception of an online application system.

Finally, the dependent variable management graduates' perception of an online application system was regressed on predicting variable internet selection image to test hypothesis H10. The coefficient of regression fairness perception acquired the value of ($\beta 5 = 0.428$, $t = 8.174$, $p = 0.00 < 0.05$). This indicates that the p-value 0.000 is lower than the significant level of $\alpha = 0.05$. Therefore, the variable of internet selection image has a significant effect on management graduates' perception of an online application system. From the above regression equation, it is found that the value of the unstandardized beta coefficients of the internet selection image is 0.428, which infers that every unit change in the internet selection image will cause a 0.428 unit change in management graduates' perception of an online application system.

Discussion

This study is an attempt to analyze the various factors affecting management graduates' perception of an application system. The findings of the inferential statistics answer the research questions and identify significant variables that affect management graduates' perceptions of an application system. The results of the correlation analysis showed that there is a significant and positive relationship between user-friendliness, perceived efficiency, information provision, fairness perceptions, internet selection image, and management graduates' perceptions of an online application system. However, correlation doesn't provide enough statistical evidence to conclude the study. Therefore, the result of the regression analysis answers the set of research questions. The multiple regression analysis was run to test the significant effects of user-friendliness, perceived efficiency, information provision, fairness perceptions, and internet selection image on management

graduates' perceptions of an online application system. According to the regression analysis, explanatory variables explain 66.4 percent of the dependent variables in the study, leaving 33.6 percent unexplained or with errors. Similarly, the ANOVA result showed that the F-test is significant at a 5 percent level of significance, which means the overall model is statistically significant. However, only three of the five variables are statistically significant at the 5% level of significance. Those three variables are user friendliness, fairness perceptions, and internet selection image. The finding of user friendliness is consistent with the findings of Sylva and Mol (2009); Sinar et al. (2003); Thompson et al. (2008); and Teoh et al. (2013). Likewise, the results of fairness perceptions are consistent with the findings of Sylva and Mol (2009); Bauer et al. (1998); Bell (2004); and Gilliland (1994). Similarly, the finding of the internet selection image is consistent with the findings of Sylva and Mol (2009).

On the contrary, at the 5% level of significance, perceived efficiency and information provision are not statistically significant. The results for perceived efficiency contradicted the findings of Sylva and Mol (2009) and Liljander et al. (2002), as they concluded that the perceived efficiency variable has a significant effect on management graduates' perceptions of an online application system. Likewise, the result of information provision contradicted the findings of Teoh et al. (2013), as they concluded that college students' attitudes regarding online recruitment are strongly correlated with the amount of information made available to them; but this study is supported by the findings of Sylva and Mol (2009), who found that information provision is not a significant predictor of applicant satisfaction.

Conclusion and Implications

This section summarizes the study's findings and offers a concluding thought on the "perception of an online application system among management graduates." The findings of the study indicated that out of five variables, perceptions of fairness, user-friendliness, and internet selection image have the greatest significant influence on management graduates' perceptions of an online application system, while perceived efficiency and information provision have the least significant influence. Therefore, it can be stated that the majority of management graduates in the Rupandehi area are concerned about user-friendliness, perceived fairness, and the internet selection image of online applications. Therefore, the career section and recruitment portals of an organization's website should be user-friendly and beneficial to job seekers. All candidates should receive equal consideration. The hiring manager should not consider biases while selecting candidates for open positions. And personal data and information submitted by candidates while applying for a post should be kept confidential.

The study's findings and conclusions will aid researchers and academics in identifying areas of unresolved inquiry and in the development of models with improved predictive capability. As an illustration, the r-square is 66.4 percent. However, 33.6 percent is still unaccounted for. To eliminate mistakes and create models with high predictive potential, researchers can include new independent variables. To do that, the researcher must find fresh, independent possibilities that might affect management graduates' opinions of an online application system. If the addition of those factors to the model increases the value

of the adjusted r-square, the researcher can conclude that they have identified valuable variables that increase the predicting power of the model.

For job seekers, the result and conclusion of the study will assist in deciding which online application systems have the most comprehensive technical capabilities, efficiency, and information available for both job seekers and recruiters before using an online application system. This will allow job seekers to know which and what kind of online application systems are best before using them.

The study's findings will motivate employers and recruiters to increase procedural justice and interpersonal treatment of job seekers and applicants. This is because job seekers want employers to treat all applicants and job seekers equally, and this is what the study's findings will urge employers and recruiters to do. Additionally, this study helps employers and recruiters increase technological readiness to reduce errors and delays and provide quicker responses.

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