



## Company, Job, and Perceived Advantage Influence on Job Hunting: Evaluating Glassdoor Job Hunting platform

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### Abstract

The current research aims to investigate how features for Job Application Portals (JAP) such as company information, job information, and relative advantage affect job hunting. A cross-sectional field survey of 480 new graduates with IT and applied scientific degrees was conducted in the intended research environment for comparative purposes, which included tech businesses in the EU, US, and Asia samples of job application portal users. Using the Smart PLS software 3.0, partial least square structural equation modeling (PLS-SEM) results revealed that company information, job information, and relative advantage all have a favorable significant impact on job hunting. This research is novel to propose and test a unique theoretical framework in a unique data context to bring key policy directions as well as theoretical and practical ramifications in the field.

#### Keywords

Job Information, Company Information, Relative Advantage, Job Hunting

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## 1. Introduction

The modern generation of job searchers appears to be more conscious of the importance of job application portals for firms than previous generations. Many people are waiting for organizations that share their commitment online through job application portals etc (Boğan et al., 2020). As a result, advertising statements emphasizing a firm's commitment to attracting young people have resulted in increased use of job application portals, attracting more people for jobs (Guzzo et al., 2022). Candidates claimed that they use a job application portal for recruiting, the original purpose of creating a job application portal was to search for jobs (Khan and Noorizwan Muktar, 2020).

Job Hunting relates to the desire to learn more about a company and possibly gain a question-and-answer session with them (Djurdjevic et al., 2019). It shows that the person wants to learn something about the company, ask the customer, and give the customer an opportunity (Khan & Noorizwan Muktar, 2020). When conducting a search on firms and employment, job searchers come across both inside (i.e., content maintained and transmitted by the company) and outside (i.e., knowledge not managed or transmitted by the company) data (Guzzo et al., 2022).

Job application portal have grown in popularity in recent years. People can frequently use these sites to exchange personal details exhibiting activities, and other demographics (e.g., age, race, language, job preference) (Lin & Wang, 2020). Because of the attractiveness and ability to access such personal details, many businesses in the EU, US, and Asia have begun to screen job seekers using job application portal. Despite the fact that this phenomenon is growing in popularity, there exists a scarcity of research on how candidates react to the usage of job application portal (Bailey et al., 2021; Raza et al., 2020; Sundararaj & Rejeesh, 2021).

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The present study responded to bridge this research gap and looked at how the company information, job information, and relative advantage affect the job hunting in the job application portal. The basic concept for investigating qualified candidates' responses to the use of a job application portal (Lin & Wang, 2020). As a whole, the process refers to how a candidate views the procedures and methods used to hire employees.

For various reasons, examining candidates' perceptions of process of companies using the job application portal in the perceived selection is crucial (Kang & Hwang, 2022). A recent study on candidates' perceptions of the process suggests that candidates make organizational qualities based on the selection process, therefore companies with demanding selection methods are considered to be less appealing (Wang et al., 2020). As a result, when the process is poorly viewed, best levels suffer. In reality, there is a dearth of research in the industry that looks at how applicants react to different screening procedures (Djurdjevic et al., 2019; Kleanthous et al., 2022; Williams, 2019).

The current study investigates that job application portal features for application submissions like company information, job information, relative advantage affect job hunting. The current study established on organizational justice theory. Organizational justice theory refers as how applicants react to organizations using job application portal (Madera, 2012). Organizational justice is dealing with the perceived selection of objectives and processes in firms, such as workplace rules, encounters, and protocols. Current study made a conceptual and theoretical advance by testing this unique relationship in given theoretical framework. Another major advance made by current research is contextual in nature by using profiles and data of consumers and users from diverse regions for increased generalizability of the study findings. The study aims to achieve following research objective;

what features of job application portal such as company information, job information, relative advantage are associated with job hunting.

This paper is split into five sections: the first part includes the introduction, the second part contains the literature review, the third part contains the methodology, such as how and where to collect data, and the fourth part contains detailed data analysis, and the fifth part contains the discussion. The implications of the research, future recommendations, and conclusion are presented in the final section.

## 2. Literature Review

The research focus on job application portal features for application submissions like company information, job information, relative advantage are associated with job hunting. The current study established on organizational justice theory. Organizational justice theory refers as “ how applicants react to organizations using job application portal ” (Madera, 2012). Even though organizational justice is generally split into 3 subgroups: distributive (i.e., the fairness about what one obtains as a result of decisions), procedural (i.e., the perceived fairness of structured decision-making procedures), and interactional (i.e., the impact on the interpersonal benefit received throughout processes installations), recent studies suggest that a sense of fair play is more significant predictors of responses than a value of justice (Abuelhassan & AlGassim, 2022). Organizational justice is dealing with the perceived selection of objectives and processes in firms, such as workplace rules, encounters, and protocols.

One of the basic ideas in the theory is that people establish a fairness strategy before they're even exposed with and just evidence, and that once formed, this reasoning is difficult to change. This initial step establishes a fairness criteria depending on the first particular justice seen while also establishing a general fairness approach (Sun et al., 2022). This shows that the earliest information needed has the biggest impact on overall fairness perceptions, resulting in a baseline condition. The broad fairness factor has an impact on later justice decisions (Roch et al., 2019). Thus, organizational justice theory provides a theoretical base for proposed framework of salient features of job application portal leading job hunting. The proposed framework is presented in Figure 1.

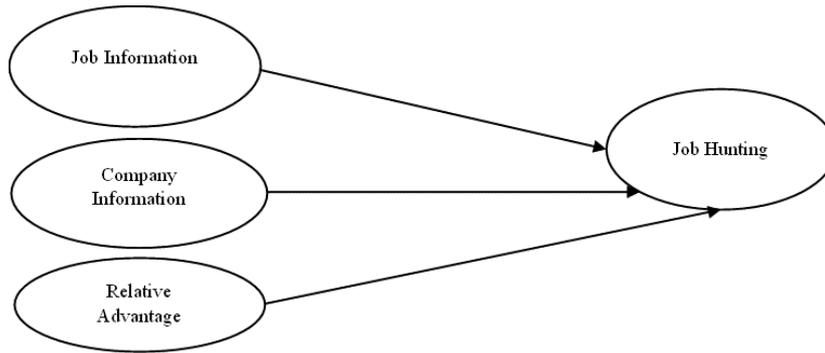


Figure 1: Proposed Framework

### 2.1. Job Information

Most investigations of this transformation have focused on online especially as it applies and use because researchers first noted that job application portal and job applications trends are changing the structure of jobs (Kang & Hwang, 2022; Kleanthous et al., 2022). According to a nationwide poll conducted in 2020, persons with resources to make and industries had a greater rate of Internet access and adoption (Lin & Wang, 2020). Even though some research findings continue to look at differences in access, especially as evaluated by channel capacity (Kang & Hwang, 2022; Proudfoot Et Al., 2018). On the other side, the scholarly works have primarily changed their attention from availability and use to injustices in abilities, strengths, and understand to make proper use of internet media (Alferidah & Jhanjhi, 2020; Boğan et al., 2020). Kleanthous et al. (2022), for instance, discovered recently that years of knowledge are connected with more daily internet utilization, reversing social networking sites divide issues, as well as that persons with greater economic factors are better at the extraction of useful information from digital media. Raza et al. (2020) agree that concentrating on qualified use of internet age is critical, noting that the rise of job application portal is intensifying the use of participatory online activities, which necessitate a variety of digital skills, and that a lack of them risks social, cultural, and economic exclusion. The emphasis on digital disparity overlooks the enormous role of social media in reshaping the labor industry's layout and reshaping the environment in which job seekers and businesses perceive. Sun et al. (2022), demonstrates how job application portal create new online “settings” in which employees exhibit oneself to hiring managers, and how its characteristics serve as “furniture, de'cor, physical layout, and other background elements” for job seeker activities (Lin & Wang, 2020; Roch et al., 2019). People's desires to work for a company are influenced considerably by their opinions of the firm's social performance, which sends a positive signal to the company's stakeholders, including customers, owners, and job candidates (Guzzo et al., 2022). Company's social performance has an impact on job seekers' motivation (Djurdjevic et al., 2019). That is, job seekers do not have enough time during the early stages of recruitment to pick which positions to apply for and which to reject. Thus, job information can be an important determinant of job hunting. It is hypothesized that;

**H1:** Job information is positively associated to job hunting.

### 2.2. Company Information

Companies have just lately begun to investigate novel applications of job application portal. Job application portals are being investigated as search tools for speeding up cooperation and improving reference control (Alferidah & Jhanjhi, 2020). Using the job application portal individuals discover job vacancies at different organizations and which vacancy is suitable for you, you can apply for it. People who are in the early phases of their job hunt do not have the same connection to a company as current employees (Kleanthous et al., 2022). As a result, job seekers will not have the chance to attain

first-hand opinions of a particular employer's political situation and will be forced to do so through other means. Job searchers, in particular, spend time and effort acquiring information about possible employers before deciding to apply for a position (Khan & Noorizwan Muktar, 2020). In reality, research shows that the characteristics of businesses about which jobseekers seek information are a good predictor of job hunting. When job applicants have minimal understanding of a company, they are compelled to seek out information from a variety of sources in order to learn more about it and assess if it would be a suitable fit for them (Raza et al., 2020). Over the last 2 decades, information regarding potential employers' organizational characteristics has become significantly more available to job seekers. This covers both connected institutional material seen on business websites and less official, external data collected in conversations, internet forums, and social networking sites (Lin & Wang, 2020; Proudfoot et al., 2018; Roch et al., 2019; Sun et al., 2022; Williams, 2019; Zhang et al., 2018). Firms are encouraged to control perceptions, and applicants understand this. As a result, job seekers regard external information as more reliable (Madera, 2012; Raza et al., 2020). So, when looking for a job, people are more likely to look for and pay attention to different kinds of information related to companies which ultimately becomes source of inspiration for their employment decisions. Based on above literary support it is hypothesized that;

**H2:** Company information is positively associated to job hunting.

### **2.3. Relative Advantage**

Relative advantage summarizes the possible benefits and long-term advantages of online job seekers. Finding a decent deal, in terms of low cost for searching online, can add to the sense of usefulness (Raza et al., 2020). The perceived utility of obtaining from job application portal can also be influenced by the benefits of searching jobs. Job application portal offers application software and other useful features to help people make finding jobs. Some activities, on the other hand, may not be as accessible as they are in a typical industry (Lin & Wang, 2020; Moslehpour et al., 2018; Raza et al., 2020; Sun et al., 2022). Job seekers attitudes regarding finding jobs may be influenced by job application portal. The individuals' idea that a given innovation will enhance their performance is referred to as the perceived usefulness of technologies (Bailey et al., 2021). It is frequently acknowledged as a key component in users' adaption to new technologies. People adjust to a given technology due to specific motives, according to the organizational justice theory (Abuelhassan & AlGassim, 2022). According to this notion, perceived usefulness is a consumer's external motive that motivates them to weigh the benefits of a certain technology (Kleanthous et al., 2022). The study characterized perceived utility as job application portal capacity to assist job seekers in finding jobs. When people understand that technology is useful, they are more likely to think positively about it. As a result, perceived usefulness has a major impact on users' views about job search (Enaizan et al., 2020). Apps create better-perceived utility than standard apps (Guzzo et al. (2022). According to Bailey et al. (2021), perceived utility influences attitudes toward utilizing job application portal and job seekers to use them. Based on this literature and theory support it is hypothesized that;

**H3:** Relative advantage is positively associated with job hunting.

## **3. Methodology**

Based on a detailed Based on a detailed assessment of the literature and the organizational justice theory, the conceptual framework was established as presented in figure 1, and hypotheses are presented in the literature section.

### *Participants and Procedure*

A letter outlining the study's objectives was written and given to the participants. New graduates with IT and applied scientific backgrounds using job application portals to apply for jobs. Throughout the research, it was promised that no personally identifying information will be used, published, or shared

with any third party. A total of 700 job seekers were approached through email, with a cover message outlining the study's goals and requesting their willingness to participate voluntarily in this study. The researchers were able to gather the responses of 550 job seekers who gave consent to participate in the study. The data collection procedure began on April 13, 2021, and by June 05, 2021, 480 completed questionnaires had been collected with a 68 % of final response rate.

#### *Measures of the Study*

A 24-item questionnaire was devised to analyze the job application portals features for application submissions like company information, job information, and relative advantage are associated with job hunting. A 3-item scale of job information was adopted by (Madera & Chang, 2011). Item included in this scale i.e. “which type of employee was most important for using job application portal to investigate applicant?”. The results were recorded by a “7-point Likert scale ranging from 1= Strongly Disagree to 7 = strongly agree”. 3-item company information was adopted by (Madera & Chang, 2011). Item included in this scale is “Does your company have a formal policy to use job application portal for recruiting purposes? The results were recorded by a “7-point Likert scale ranging from 1= Strongly Disagree to 7 = strongly agree”. A 5-item scale of relative advantage was adopted by (Moslehpour et al., 2018). Item included in this scale is “Using job application portal would make it easier to do submit my application”. The results were recorded by a “7-point Likert scale ranging from 1= Strongly Disagree to 7 = strongly agree”. A 6-item scale of job hunting was adopted by (Madera, 2012). Item included in this scale i.e. “The likelihood that I would apply for the firm’s job is high”. The results were recorded by a “7-point Likert scale ranging from 1= Strongly Disagree to 7 = strongly agree”.

## **4. Data Analysis and Results**

### **4.1. Measurement Model**

The measurement and structural model were evaluated using SmartPLS2. According to the model assessment available in Table 1, respondents' male gender was 60% and female were 40%. The age of respondents 20-24 was 54% and above 24 was 46. Qualification of participants of IT graduates was 58% and applied science was 42%. Lastly, job searching through the online job application portal Glassdoor was 56% and Indeed was 44%.

Table 1: Demographic Profile

<b>Demography</b>	<b>Description</b>	<b>No. of Responses</b>	<b>%</b>
Gender	Male	290	60
	Female	190	40
Age	20-24	260	54
	Above 24	220	46
Qualification	IT	280	58
	Applied Science	200	42
Job Application Portal	Glassdoor	270	56
	Indeed	210	44

Moreover, the measurement model was used to examine the coherence of the measurements by “Cronbach's Alpha (CA) and Composite Reliability (CR)” (Raeder et al., 2008) presented in Table 2. “CA and CR values more than 0.7” were found in all investigation items, indicating that they met the reliability criterion (Ramayah et al., 2018). The constructs' convergent validity was then determined using “factor loadings and Average Variance Extracted” (Ramayah et al., 2018). All factor loading of the research constructs exceeded the minimum criterion of 0.70 in both experiments, and the AVE was greater than 0.50 (Raeder et al., 2008).

Table 2: Composite reliability, Cronbach’s Alpha and AVE values

Constructs	CA	Rho-A	CR	AVE
Job information	0.707	0.719	0.836	0.630
Job Hunting	0.868	0.885	0.904	0.654
Relative Advantage	0.826	0.832	0.878	0.592
Company Information	0.815	0.836	0.829	0.688

*CR=composite reliability; AVE=average variance extracted*

Moreover, all study methods' discriminant validity must be proven. Fornell and Larcker (1981) described discriminant validity as “the extent to which a particular latent variable differs from other latent variables.” It was calculated by looking at the correlation between the analysis of variance item and the exact number of AVE (Raeder et al., 2008). Raeder et al. (2008), is recommended that latent variables with a value of “0.50 or above” be employed to prove discriminant validity, shown in table 3.

Table 3: Discriminant Validity

	Job Information	Job Hunting	Relative Advantage	Company Information
Job Information	0.794			
Job Hunting	0.505	0.809		
Relative Advantage	0.397	0.592	0.769	
Company Information	0.268	0.238	0.164	0.698

#### 4.2. Structural Model

This section discusses the structural model as it relates to the obvious measurement model relationships (Raeder et al., 2008). To emphasize the interdependence of the links, the proposed model for the study employs a structural model.

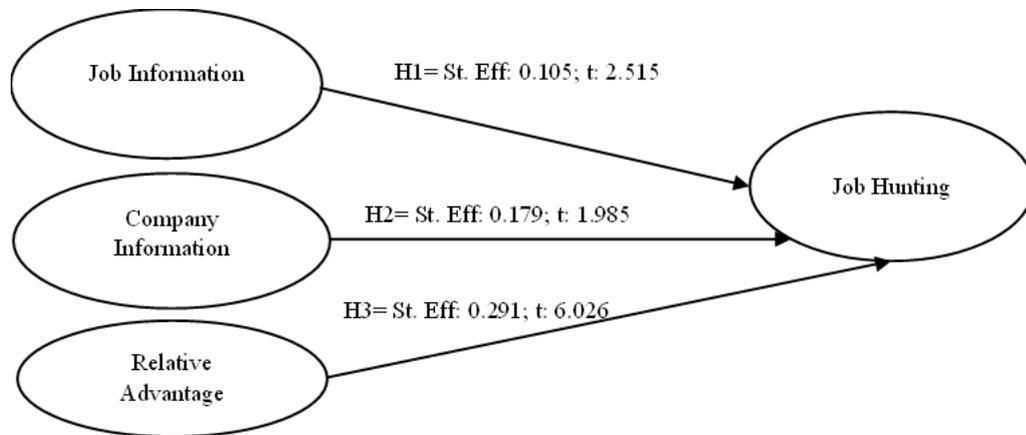


Figure 2: Assessment of PLS Bootstrapping and Standardized effect

The structural model in PLS looks at the direct relationship between the offered hypotheses and their t-values and regression coefficients; an indirect effect is the same as a standardized beta value in regression analysis, according to Ramayah et al. (2018). The t-values and beta values of the regression coefficients are used to determine significance; according to Hair et al. (2017), t-values more than “1.64” are statistically significant and are then used to make conclusions about the suggested hypothesis. The model's two main purposes are to examine direct linkages and to verify projected interactions between components using a structural model, as shown in Figure 2.

Table 4: Hypothesis Testing

S.N	Path	$\beta$ - Value	Sample Mean	Standard Deviation	T value	P-value	
1.	Job Information -- Job Hunting	0.105	0.042	2.515	2.515	<b>0.012</b>	Supported
2.	Company Information -- Job Hunting	0.179	0.078	3.359	1.985	<b>0.05</b>	Supported
3.	Relative Advantage -- Job Hunting	0.291	0.048	6.026	6.026	<b>0.000</b>	Supported

As presented in Table 04, hypothesis 1 of this research job information feature on job hunting ( $B = 0.105$ ,  $p < 0.012$ ), so this hypothesis is accepted. Second hypothesis shows company information impact on job hunting ( $B = 0.179$ ,  $p < 0.05$ ), so this hypothesis is also accepted. Third hypothesis shows a relative advantage impact on job hunting ( $B = 0.291$ ,  $p < 0.000$ ), so this hypothesis was also approved by the study findings.

## 5. Discussion and Conclusion

The goal of this study is how job application portal features for application submissions like company information, job information, and relative advantage affect job hunting.

Moreover, demographic data revealed that males are more attention to a searching job through job application portal such as Glassdoor and Indeed. While job-related details, such as present and prior companies. Participants viewed organizations that used job application portal as selection techniques as being less fair, which resulted in a decrease in job hunting. Company information and job information have been empirically investigated and have shown significant impact on job hunting, no study has attempted these factors in the light of job application portal as a screening method. Thus, current study made a significant advance to the body of knowledge by articulating a comprehensive and unique framework and empirically testing it is relevant comparative data.

### 5.1. Theoretical Implications

These findings can be explained theoretically using the organizational justice theory approach. The findings imply that company information, job information, and relative advantage influence job hunting from candidates when using job application portal. This is significant since the hiring process typically involves different procedures and institutional processes. The findings of this study show that using job application portals as a typical selection tool needs improvements to avoid biasedness. So future scholars may look into more theories explaining this phenomenon for better hiring and selection procedures.

Some other important conclusion of the present study are that evaluations are a critical process that impacts candidate responses to a job application portal-based selection process, and what this indicates for upcoming current theories and selection techniques. Individuals identify that utilizing job application portals for job choice is a general event that affects job hunting, implying that there is a conceptual link between the usage of job application portals for particular jobs and job hunting. Adoption of organizational Justice theory in given social networks related constructs and framework is a major theoretical advance made by the current study. This has opened several further avenues for future utilization of justice theories in digital innovation and social media related literature.

### 5.2. Practical implications

According to the present study, employing a job application portal for selecting applicants has a detrimental influence on job hunting in the recruitment process. As a result, businesses should exercise caution when requesting or pushing job recruits to join their job application portal. Organizations should be aware that if candidates utilize the job application portal as part of their screening process, they may receive unfavorable feedback. According to findings, applicants respond

positively when companies provide information and evidence about how data is obtained and how the data will be used consistently and methodically. Companies may be able to recruit candidates by changing their impressions of the hiring process, such as increasing job intentions. Furthermore, it is questionable whether or not using job application portal to evaluate and choose applicants is reliable and genuine. Looking to hire candidates firms should be careful about depending on job application portal to is for selections until the trustworthiness and authenticity of the material from these sites is investigated. Since personal data that is generally secured by employment rules are exposed on social networks, the present study has substantial legal consequences for employers. As a result, if organizations use data basis on religion, gender, handicap, and/or maternity, disproportionate effect issues may arise. The findings of this research are useful for HR managers, social media recruiters and website managers, online job seekers and other stakeholders in the business and entrepreneurship domain.

### **5.3. *Limitations and Future Research***

The present study, like all others, has flaws that need to be addressed in future research efforts. The study considers only one glassdoor job application portal, hence, extending findings from one industry to another may be challenging. Future research could cover a wide range of subjects related to the phenomenon under investigation for better generalizability. Secondly, despite the possibility that future researchers may adopt a longitudinal study design to more reliably establish causation as the data of the current study were obtained in a cross-sectional style. Investigators should look into characteristics that may moderate the impacts in future studies to get more meaningful results. Finally, researchers can employ the mediating effect in future experiments to improve results. Furthermore, the degree to which candidates have a social media profile and the data they publish could be a factor. Not everyone posts personal data from social media profiles, choosing to focus on achievement material gathered on applications.

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