Factors Contributing to Recommendation Intention on Full-time and Part-time Job Websites

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Abstract
Websites are the gateway to consumers' purchasing behavior in all industries, and effective website design contributes significantly to companies' competitiveness. This tendency is particularly dominant in recruiting human resources. Consumers browse recruitment websites that aggregate information from many companies, then select and apply for jobs. This study hypothesizes that the required website elements are different for full- and part-time job seekers, a topic that few studies have discussed to date. To this end, an online survey was conducted with men and women in their 20s to 50s, who found employment through a recruitment website in Japan. Factors contributing to the recommendation intention were evaluated using the logistic regression model. As a result, "detailed search according to experience/skills" and "security of personal information" for full-time jobs, and "easy registration/application" and "amount of photos in job information" in the part-time were extracted. The former should emphasize recruitment of suitable candidates, and the latter should emphasize ease of use. If companies are unaware of the important elements, information is congested, making the website difficult to use. It is important to design such websites based on the implications of this study, as consumers will immediately discontinue using the service if they find it unsuitable.

Keywords: AISAS, Recruitment Website, Job Change, Owned Media, Quantity and Quality of Information, Usability, Information Search Function, Reliability

Introduction

Nowadays, websites have become an important point of contact with consumers in all industries. As shown in the AISAS (Attention → Interest → Search → Action → Share) behavior model (Kono, 2009), consumers search for the products/services they are interested in. In general, media are classified into three types: paid media represented by advertising, owned media represented by word of mouth (WoM) via SNS, and owned media represented by corporate websites (Lovett & Staelin, 2016). Of these media, consumers search for both types of owned media. Earned media is more noticeable in terms of its influence on consumer behavior (Bone, 1995; Kato & Tsuda, 2018). This is because WoM, which is posted without commercial intention by consumers who have actually experienced products/services, is highly reliable. However, earned media cannot be directly managed by companies. To improve the quality of earned media, it is extremely important to improve the quality of products/services and experience.

Satisfaction with the experience of the website fosters loyalty to the company, and generates positive WoM (Casaló, Flavián, & Guinalíu, 2008). In addition, click and mortar companies that provide excellent website experiences increase inflows to physical stores (Constantinides, 2004). Therefore, in customer relationship management (CRM), websites are an inseparable consumer contact point (Petre, Minocha, & Roberts, 2006; Venkatesh & Agarwal, 2006).

Currently, in academic research, the factors of effective websites have been studied from the viewpoint of many industries. This study focuses on the recruitment website. In recruitment, websites have a stronger impact on job seekers than printed job advertisements (Baum & Kabst, 2014). A recruitment website is a service that has the function of matching job seekers with companies seeking human resources. Job information is collected from many companies and provided to users. When a user finds job information that suits them, they can apply to a company online. The basic business model is the "posting billing method" in which the cost is collected from the companies when the information is posted, or the "hiring billing method" in which the cost is collected when the hiring is decided. In other words, job seekers can use the service for free. The idea of this study is that although there are common factors in full- and part-time jobs, different factors are required. This point has not yet been fully discussed. Therefore, the factors that contribute to the recommendation intention by employment type were clarified for the aforementioned recruitment website. This study suggests that it is important to consider the design of the website depending on the characteristics of the target consumer even within the same industry.

Effective Factors for Websites

Effective factors for websites have been reported in many industries, and can be broadly divided into the following four categories. The first is quantity and quality of information. Since websites are where official information from companies can be provided, quantity and quality naturally affect satisfaction (Gao, Zhang, Wang, & Ba, 2012; Gillenson & Sherrell, 2002). For example, Amazon's mission is "Earth's most customer-centric company." Its mission is "where customers can find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible prices," which means that their extensive assortment is competitive

(Amazon, 2020). In addition, a study on Airbnb found that information quality, media richness, and rating volume were important precursors of purchasing behavior (Chen & Chang, 2018).

The second is usability. Usability is an important factor not only in attracting but also retaining consumers (Green & Pearson, 2011). Factors such as being easy to understand, simple to use, easy to find the information on IT company websites (Flavián, Guinalíu, & Gurrea, 2006), perceived website usability on electronic bus ticket sales services (Belanche, Casaló, & Guinalíu, 2012), design that can be judged quickly on tourism websites (Kim & Fesenmaier, 2008), and so on have been highlighted.

The third is the information search function. In terms of the quantity of information, there is a risk that a large amount of information will have a negative effect. When consumers are presented with an amount of information that exceeds their cognitive ability, information overload occurs, rendering accurate selection difficult (Herbig & Kramer, 1994; Scheibehenne, Greifeneder, & Todd, 2010). Although the amount of information processed by consumers and accuracy of decision-making show positive correlations up to a certain value, they decline when this threshold is exceeded (Eppler & Mengis, 2008). If there are too many choices, they are not actively compared, and there is a tendency for the consumer to select one through the elimination method (Timmermans, 1993). In fact, a study on the Japanese automobile industry found that increasing the number of option options did not change consumers' willingness to pay (Kato & Tsuda, 2020). To eliminate information overload, a search function that can quickly extract the desired information from a large amount of information is useful. The effect of the search function that can acquire information according to needs has been confirmed on apparel sales websites (Kim & Niehm, 2009) and travel websites (Bai, Law, & Wen, 2008).

The fourth is reliability. Gaining consumer trust is essential to success in the web-based B2C market (Olsina, Lafuente, & Rossi, 2001; Roy, Dewit, & Aubert, 2001). In particular, security and privacy have a greater impact on consumers' purchase intentions (Ranganathan & Ganapathy, 2002). In addition to content relevance and readability, reliability is also a factor that contributes to purchase intentions on Amazon (Lee & Kozar, 2012).

In a study on recruitment websites, the following four factors have been reported (Eveleth, Stone, & Baker-Eveleth, 2018; Gregory, Meade): quantity and quality of information, usability, information search function, and reliability (Gregory, Meade & Thompson, 2013; Keramati & Salehi, 2013; Priyadarshini, Sreejesh, & Jha, 2019; Sylva & Mol, 2009; Thompson, Braddy, & Wuensch, 2008).

Methodology

This study clarifies the effective factors for each employment type on a recruitment website in Japan. The recommendation intention is adopted as the objective variable as it is a representative index of loyalty and can be determined without depending on the industry. For example, in the automobile industry, which has a long replacement cycle, it is difficult to determine consumers' repurchase intention (Kato, 2019). Even

if the consumer changes jobs, it will be difficult to immediately consider the next use of a recruitment website.

This study used the "Oricon Dataset" (Oricon ME Inc., 2019), provided by Oricon ME Inc. via the IDR Dataset Service of the National Institute of Informatics. As a third-party organization, Oricon regularly conducts satisfaction surveys for people who use the product/services of various industries. The current study used data obtained from the following two surveys : (a) an online survey conducted from March 22 to April 2, 2018 for those who changed jobs using the recruitment website within 3 years from the date of the survey and worked as full-time employees, (b) an online survey conducted from March 25 to April 2, 2018 for those who changed jobs using the recruitment website within 3 years from the date of the survey and worked as part-time employees. The sample size is 1,793 for the former and 3,110 for the latter.

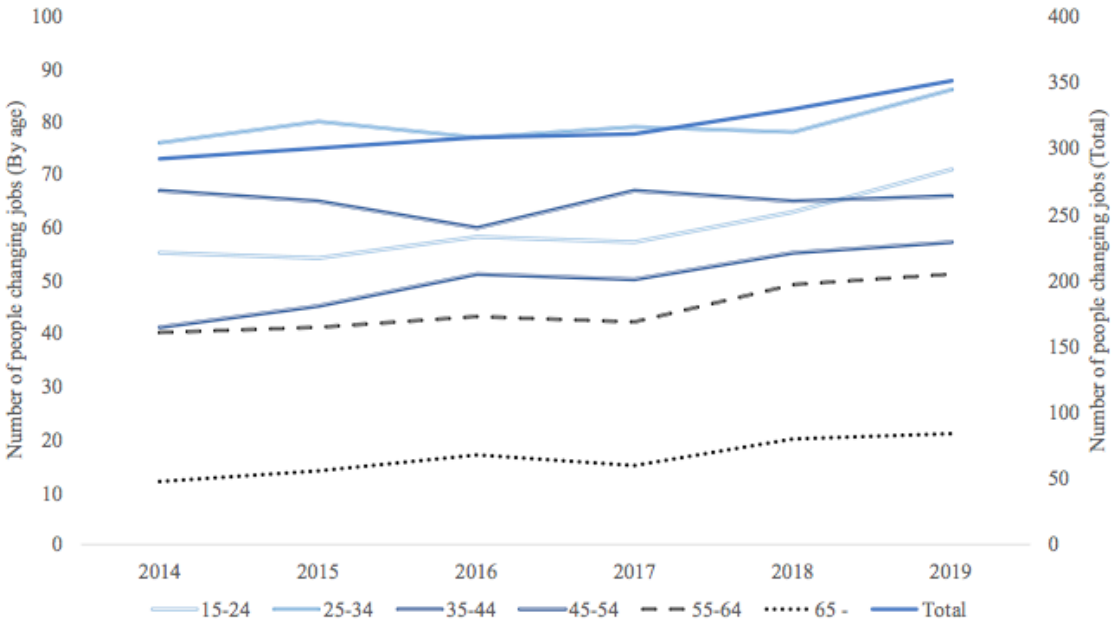

Figure 1: Changes in the number of people who have changed jobs by age group. (Statistics Bureau of Japan, 2020)

Gender	Age	Raw Data		Employment type balanced data		Japanese Population (unit: thousand)		Weighted Data	
		Number	Rate	Number	Rate	Number	Rate	Number	Rate
Male	20s	331	7.6%	235	7.1%	6,516	10.6%	211	10.6%
	30s	405	9.4%	359	10.9%	7,275	11.8%	236	11.8%
	40s	498	11.5%	462	14.0%	9,373	15.2%	304	15.2%
	50s	257	5.9%	226	6.8%	8,160	13.2%	264	13.2%
Female	20s	1,280	29.6%	907	27.5%	6,113	9.9%	198	9.9%
	30s	786	18.1%	575	17.4%	7,028	11.4%	228	11.4%
	40s	538	12.4%	366	11.1%	9,147	14.8%	296	14.8%
	50s	236	5.4%	170	5.2%	8,118	13.2%	263	13.2%
Total		4,331	100.0%	3,300	100.0%	61,730	100.0%	2,000	100.0%

Table 2: Respondent attributes.

Item	Breakdown	Number	Item	Breakdown	Number
Gender	Male	1,015		Kyusyu	116
	Female	985	Marriage	Unmarried	996
Age	20s	409		Married	1,004
	30s	464	Industry	Restaurant	471
	40s	600		Manufacturer	314
	50s	527		Service	316
Area	Hokkaido	69		Construction	258
	Tohoku	64		Education	201
	Kanto	1,086		Hospital	172
	Chubu	203		Retail	161
	Kinki	388		Finance	107
	Chugoku	58	Employment	Full time	1,046
	Shikoku	16		Part time	954

Table 3: Number of people by industry and employment type.

Industry	Full-time		Pull-time		Total	
	Number	Ratio	Number	Ratio	Number	Ratio
Restaurant	44	4.2%	427	44.8%	471	23.6%
Manufacturer	260	24.9%	54	5.7%	314	15.7%
Service	152	14.5%	164	17.2%	316	15.8%
Construction	162	15.5%	96	10.1%	258	12.9%
Education	90	8.6%	111	11.6%	201	10.1%
Hospital	133	12.7%	39	4.1%	172	8.6%
Retail	98	9.4%	63	6.6%	161	8.1%
Finance	107	10.2%	0	0.0%	107	5.4%
Total	1,046	100.0%	954	100.0%	2,000	100.0%

As shown in Figure 1, the job change market in Japan is expanding. By age group, the majority are in their 20s to 40s. This study targeted 4,331 people in their 20s to 50s, as shown in Raw Data in Table 1. Next, to evaluate full- and part-time equally, 1,650 people from each employment type, a total of 3,300 people, were extracted via random sampling. Weighting was then performed according to the distribution of Japanese population statistics (Statistics Bureau of Japan, 2019), and 2,000 people were extracted. It should be noted that since the target number of people was insufficient for men and women in their 50s, repeated extraction was performed.

Table 2 reports the attributes of the 2,000 respondents. There are eight industries: restaurant, manufacturer, service, construction, education, hospital, retail, and finance. As shown in Table 3, the distributions of full- and part-time differ greatly by employment type. Manufacturers account for the highest proportion of companies recruiting for full-time positions, while restaurants have the highest proportion of part-time positions.

The survey data used herein cover following 10 items: (1) recommendation intention, (2) gender, (3) age, (4) residential area, (5) marital status, (6) changed job to a new industry, (7) elapsed time since changing jobs, (8) satisfaction with the features of the website, (9) satisfaction with the job, (10) WoM experience about the job change. As

shown in Table 4, all variables were made into dummy variables. For (1) and (8), a score of 8 or more took the value of 1. As shown in Table 5, item (8) is composed of 10 items corresponding to the four categories of quantity and quality of information, usability, information search function, and reliability, which were adopted in previous studies. (1) and (8) were evaluated on a scale of 1 to 10 (e.g., 1: very unsatisfied, 10: very satisfied).

A logistic regression model was adopted as the evaluation method. As shown in Table 4, since there are many explanatory variables, the variables were selected using the stepwise method. Dummy variable criteria were not used when building the model. In this way, a model for each employment type was constructed, and was used to evaluate the factors that contribute to the recommendation intention. The analysis environment was R, which is statistical analysis software, and the stepwise method used the stepAIC function of the MASS package.

Table 4: Variable list and descriptive statistics value.

No	Variable	Description (Dummy variable)	Breakdown	Full-time		Part-time		Total	
				Mean	SD	Mean	SD	Mean	SD
1	Recommendation	Recommendation intention		0.143	0.351	0.155	0.362	0.149	0.356
2	Female	Gender	Female	0.278	0.448	0.727	0.445	0.493	0.500
3	Age_20s*	Age	20s	0.160	0.366	0.254	0.435	0.205	0.403
4	Age_30s		30s	0.285	0.452	0.174	0.379	0.232	0.422
5	Age_40s		40s	0.311	0.463	0.288	0.453	0.300	0.458
6	Age_50s		50s	0.245	0.430	0.284	0.451	0.264	0.441
7	Area_Hokkaido	Residential area	Hokkaido	0.023	0.150	0.047	0.212	0.035	0.183
8	Area_Tohoku		Tohoku	0.026	0.159	0.039	0.193	0.032	0.176
9	Area_Kanto*		Kanto	0.585	0.493	0.497	0.500	0.543	0.498
10	Area_Chubu		Chubu	0.108	0.311	0.094	0.292	0.102	0.302
11	Area_Kinki		Kansai	0.170	0.376	0.220	0.415	0.194	0.396
12	Area_Chugoku		Chugoku	0.032	0.175	0.026	0.160	0.029	0.168
13	Area_Shikoku		Shikoku	0.009	0.092	0.007	0.085	0.008	0.089
14	Area_Kyusyu		Kyusyu	0.048	0.213	0.069	0.254	0.058	0.234
15	Marriage	Marital status	Marriage	0.518	0.500	0.484	0.500	0.502	0.500
16	Industry_Restaurant*	Job change industry	Restaurant	0.042	0.201	0.448	0.498	0.236	0.424
17	Industry_Manufacturer		Manufacturer	0.249	0.432	0.057	0.231	0.157	0.364
18	Industry_Service		Service	0.145	0.353	0.172	0.377	0.158	0.365
19	Industry_Construction		Construction	0.155	0.362	0.101	0.301	0.129	0.335
20	Industry_Education		Education	0.086	0.281	0.116	0.321	0.101	0.301
21	Industry_Hospital		Hospital	0.127	0.333	0.041	0.198	0.086	0.280
22	Industry_Retail		Retail	0.094	0.292	0.066	0.248	0.081	0.272
23	Industry_Finance		Finance	0.102	0.303	0.000	0.000	0.054	0.225
24	Time_6months*	Elapsed time	6months	0.343	0.475	0.436	0.496	0.388	0.487
25	Time_1year	since changing jobs	1year	0.240	0.427	0.242	0.429	0.241	0.428
26	Time_2year		2year	0.221	0.415	0.204	0.403	0.213	0.410
27	Time_3year		3year	0.196	0.397	0.117	0.322	0.159	0.365
28	Feature01	Satisfaction with	Number of job information	0.169	0.375	0.201	0.401	0.185	0.388
29	Feature02	the features of the website	Accuracy of job information	0.134	0.341	0.154	0.361	0.144	0.351
30	Feature03		Amount of photos	0.102	0.303	0.122	0.327	0.112	0.315
31	Feature04		Information update frequency	0.122	0.328	0.144	0.351	0.133	0.339
32	Feature05		Ease of registration	0.118	0.322	0.193	0.395	0.154	0.361
33	Feature06		Ease of application	0.188	0.391	0.281	0.450	0.233	0.423
34	Feature07		User-friendly design	0.118	0.322	0.161	0.368	0.139	0.346
35	Feature08		Detailed search according to experience/skills	0.120	0.325	0.150	0.357	0.134	0.341
36	Feature09		Detailed search according to work location	0.116	0.320	0.168	0.374	0.141	0.348
37	Feature10		Security of personal information	0.118	0.322	0.127	0.333	0.122	0.327
38	JobSatisfaction1	Satisfaction with the job	Job Description	0.128	0.334	0.197	0.398	0.161	0.368
39	JobSatisfaction2		Amount of work	0.119	0.323	0.188	0.391	0.152	0.359
40	JobSatisfaction3		Training system	0.098	0.298	0.136	0.343	0.117	0.321
41	JobSatisfaction4		Salary	0.103	0.304	0.165	0.371	0.133	0.339
42	JobSatisfaction5		number of days off	0.172	0.378	0.256	0.437	0.212	0.409
43	WoM01	Word-of-mouth experience	Talk positive contents in real	0.233	0.423	0.210	0.407	0.222	0.416
44	WoM02	about the job change	Talk negative contents in real	0.053	0.223	0.067	0.250	0.060	0.237
45	WoM03		Listen positive contents in real	0.104	0.306	0.124	0.329	0.114	0.317
46	WoM04		Listen negative contents in real	0.049	0.215	0.083	0.276	0.065	0.247
47	WoM05		Talk positive contents in digital	0.062	0.242	0.057	0.231	0.060	0.237
48	WoM06		Talk negative contents in digital	0.018	0.134	0.017	0.128	0.018	0.131
49	WoM07		Listen positive contents in digital	0.065	0.247	0.082	0.274	0.073	0.260
50	WoM08		Listen negative contents in digital	0.027	0.161	0.047	0.212	0.037	0.188

*: Dummy variable criteria

Table 5: Evaluation features of the website.

No	Category	Feature
1	Quantity and quality of information	Amount of job information
2		Accuracy of job information
3		Amount of photos in job information
4		Information update frequency
5	Usability	Ease of registration
6		Ease of application
7		User-friendly design
8	Information search function	Detailed search according to experience/skills
9		Detailed search according to work location
10	Reliability	Security of personal information

Table 6: Results of logistic regression model.

Variable	Full-time				Part-time			
	Odds Ratio	SE	p-value		Odds Ratio	SE	p-value	
(Intercept)	0.025	0.213	0.000	***	0.013	0.287	0.000	***
Industry_Service					2.626	0.311	0.002	**
Feature01	2.475	0.292	0.002	**	2.872	0.282	0.000	***
Feature02	1.894	0.306	0.037	*				
Feature03					2.170	0.304	0.011	*
Feature05					2.437	0.278	0.001	**
Feature06					4.722	0.315	0.000	***
Feature07	1.996	0.332	0.038	*				
Feature08	4.962	0.328	0.000	***				
Feature09	2.563	0.331	0.004	**				
Feature10	4.238	0.310	0.000	***				
JobSatisfaction1	2.995	0.275	0.000	***	2.691	0.384	0.010	*
JobSatisfaction2					0.439	0.387	0.033	*
JobSatisfaction3					3.111	0.340	0.001	**
JobSatisfaction4					2.063	0.324	0.026	*
WoM01	4.591	0.251	0.000	***	3.295	0.282	0.000	***
WoM04	0.092	0.784	0.002	**	0.506	0.507	0.178	
AIC	520.773				484.459			
McFadden	0.420				0.443			
Adj.McFadden	0.392				0.409			

Results and Discussion

As shown in Table 6, in both cases, McFadden's pseudo-R squared exceeded 0.4, confirming the validity of the model. The factor common to the two employment types is the most basic, that is, the amount of job information (Feature 01). In full-time, the odds ratio of detailed search according to experience/skills (Feature08) and security of personal information (Feature10) are remarkably high at 4 or more. Full-time job seekers tend to be professional and look for jobs with better conditions. Therefore, it is important to be able to search for companies that match experience and skills in detail. Given that satisfaction with job description (Job Satisfaction 1) also contributes, it is clear that this factor should never be overlooked in website design. In addition, since it is common to search for a new job while continuing the current job, compliance with personal information is an indispensable factor. As other factors, accuracy of job information (Feature02), user-friendly design (Feature07), and detailed search according to work location (Feature09) are features that appear only in full-time.

On the other hand, in part-time, the odds ratio of ease of application (Feature 06) is 4 or more, which is the largest factor and the ease of registration (Feature 05) also contributes. The reason is that part-time job seekers tend to have lower commitments than full-time job seekers. In other words, part-time job seekers need the process of searching for a job to be as easy and convenient as possible. Furthermore, amount of photos in job information (Feature 03) is a feature of part-time only. In full-time, we search for conditions that match one's skills and experience in detail, but in part-time, visual information that conveys the atmosphere of the workplace is important.

From other viewpoints, positive WoM (WoM01) in real life has a large -positive effect, while hearing negative views (WoM04) has a large negative effect. From this result, it can be understood that even now that IT has developed, WoM via acquaintances in the real world has a greater influence than digital WoM. Gender, age, place of residence, industry, and so on were not significantly affected.

The limitation of this study is that the evaluation is based only on the survey results at one time point. Effective factors of websites may change due to technological progress and social changes. Evaluation at multiple time points is a topic for future research.

Conclusion

This study clarified the factors contributing to the recommendation intention by employment type on a recruitment website in Japan. As a result of evaluation using a logistic regression model, detailed search according to experience/skills and security of personal information were effective for full-time, and ease of registration/application and amount of photos in job information were effective for part-time. Full-time job seekers are looking for better condition jobs with expertise, so the detailed search function is effective. In addition, strict management of personal information is extremely important because they seek/change jobs while working in their current company. On the other hand, part-time has a lower commitment than full-time, so ease of procedure and visual information that conveys the atmosphere are required. In this way, this study suggests that it is important to consider the design of

the website depending on the target consumer characteristics even in the same industry.

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