Prioritizing Value of Job Search Websites from Users’ Perspectives

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Abstract—The purpose of this research is to measure and subsequently prioritize the value of job search websites based on the perspectives of users. AHP methodology is utilized to gather and analyze data. A total of 200 job search website users were selected. Based on the finding of this research, the value of job search websites can be divided into the following categories: economic, relational, knowledge and convenient value. The results imply that economic value is the most critical factor. The results provide some potential suggestions for job search service companies in terms of gaining a better understanding of users’ methods.

Index Terms—communication, job search websites, value, customer value, AHP, user

I. INTRODUCTION

Unemployment is a serious problem, and it is thus essential for job seekers to gain information by means of job search websites. Job seekers have a real need to acquire more information through job search websites. What is the most valuable element of a job search website according to the perspectives of job seekers? The concept of “value” has been a point of interest in management literature for a long time. Among the topics related to this concept is the role of customer value in acquiring sustainable competitive advantage [1][2][3]. Measuring customer value is key to gaining the meaning of quality [4][5], while customer-centered management offers guidelines for e-business [2]. The scope of business has been widened considerably as a result of economic and strategic changes and the development of the World Wide Web (WWW). The internet is currently a major resource used for the buying and selling of products, as well as for communication and job searching [6][7]. The web provides opportunities for customers to obtain a variety of goods and services with convenience one could never have previously experienced [8]. In the contemporary competitive employment market, companies are seeking high-quality employees quickly and economically [9]. Lately, job search websites have become one of the most effective e-commerce applications. Although the advent of job boards (e.g., 104 or 1111 job search company) established the Internet as a sources of applicants, the increasing costs of advertising on the web and the decreasing ease of finding qualified candidates has altered the strategic focus of many organizations toward making use of their own websites for recruiting [10].

Selden & Orenstein [11] find that governments with hiring websites which are easy to use receive many more applications per job opening than states with higher quality content on their web pages.

Among the topics connected with this notion, the role of customer value as a source of sustainable competitive advantage has been discussed [1][2][3]. There are new types of mobile services being offered, such as text messaging, web surfing, digital imaging, payments, banking, financial instrument trading, and shopping [12]. It is crucial to understand how job search websites should interact with their customers and offer services in electronic environments [13][14]. Measuring customer value is central to acquiring the key meaning of quality [4][5]. Customer-centered management is a key factor for success and offers a set of guidelines or bases for e-business [2]. A carefully selected customer value proposition is required to create advantageous customer value [16]. Nejati, Shafaei, Salamzadeh & Daraei [17] investigate the website content and annual reports of the world’s top ten universities. Their findings suggest that world-class universities value social responsibility and act accordingly.

Job search website services have occupied important positions in people’s daily lives because of the easy access to information and personalized exchange of information they provide. Social network sites focus on relations between people who share similar interests and provide a means to interact on the internet [18]. It is common for users to look at websites in order to receive future marketing communi-cation [19]. The acceptance of job seekers is also seen as a crucial factor for the success of job search website services. Because of this, it is important to understand the customer value of job search websites and to provide some ideas for researchers and website service providers [20][21]. Measuring and prioritizing the value of job search websites is just the starting point in understanding the usage of these websites. It is thus the focus of this study. Job search websites or companies must understand the importance of users for their marketing approach. To understand the component of value is essential to these companies. To summarize, this investigation takes a look at the value measures and prioritization of job websites from users’ perspectives. This study is organized in the following way: the next following section briefly reviews the value of job websites and their components. Section 3 then
presents the research design and methodology. Finally, the analytical results and conclusions are laid out in sections 4 and 5, respectively.

II. LITERATURE REVIEW

A. Definition and functions of job search websites

This study defines job search websites as those websites which provide useful information for job seekers through the use of the internet and information technology. These websites may apply to many fields such as company websites, government websites, and school websites etc. E-recruiting has motivated companies to rethink their standardized frameworks and to replace them with key personnel processes [22]. The job system allows for three distinct activities: 1. posting resume profiles; 2. posting available jobs; 3. searching for resumes or jobs using specific criteria that limit the search output [23]. The websites provide businesses with opportunities for competitive advantage in terms of cost, innovation, and customer relationships by means of electronic commerce [24]. Yeung & Lu [25] suggest a framework in the form of a two-dimensional grid for analyzing, comparing, and improving the functionality of commercial websites.

B. Value of job search websites

Customer value analysis has the ability to companies’ assessments of their relative importance according to buyers’ perspectives [26]. Practitioners and academics argue that traditional financial statements do not present a full enough view of the company’s values. Corporate annual reports do not truly capture the value of intangible resources associated with the firm’s sustained competitive advantage [27][28]. Ahmed [29] employs four business functionalities: strategic planning, strategic deployment, operational execution and measurement, and adjustment to create superior customer value. Parasuraman & Grewal [30] suggest that value includes four sub-components: acquisition value, transaction value, in-use value, and redemption value. Roos, Roos, Edvinsson & Dragonetti [31] suggest that intellectual capital is the newest development in the field of research. Theories of intellectual capital are rooted in two schools of thought: strategy and measurement. The first is concerned with knowledge creation, acquisition, diffusion, capitalization, conversion, transfer and storage while the second deals with the measuring of intellectual capital. In order to identify the components of value, the data for this study were gathered from job search website users. Content analysis and the analytical hierarchy process were utilized for data collection and analysis.

Various multidisciplinary studies such as work motivation theory, action theory, theory of reasoned action and task-contingent decision-making have contributed to Davis’ Technology Acceptance Model (TAM) [38]. Nysveen, Pedersen & Thorbjonsen [20] suggest that there are four general influences on usage intention: motivational influences, attitudinal influences, normative pressure, and perceived control. Ahmed [29] suggests four business functionalities: strategic planning, strategic deployment, operational execution and measurement, and modification to create superior value for customers. Parasuraman & Grewal [30] suggest that value is made up of four sub-components: acquisition value, transaction value, in-use value, and redemption value. Leppaniemi & Karjaluoto [39] propose that consumers’ willingness to receive mobile advertisements are determined by four factors: the role of marketing mix, development of technology, one-to-one marketing medium and regulatory factors. Cheng, Han & Song [40] state that security is key to obtaining trust. Also, playfulness is an important factor in the way in which consumer perceive online shopping. According to Lin [41], job seekers’ attitudes, subjective norms, and perceived behavioral control all have an impact on their use of job-search websites within the context of the extended theory of planned behavior. De Goede, Vianen and Klehe [42] suggest that effective website design should not make use of cultural stereotypes when assessing organizations. This relationship should ideally be moderated by the person-industry fit of the job seeker.

It is of utmost importance to have an understanding of the customer value of job search websites. Although the significance of customer value is referred to, the growing body of research related to customer value is quite disjointed [43]. Although many studies have been done on customer value, little is actually known about studying the value of job search websites. In summary, it is important to fully explore the value of job search websites. The purpose of this study is to prioritize the value of job search websites in order to help formulate customer value.

III. METHODS

In order to identify the components of value, the data for this study were gathered from job search website users. Content analysis and the analytical hierarchy process were utilized for data collection and analysis.

A. Sample and data collection

Purposeful sampling was made use of the collection of data. To explore the content and value of job search websites, an AHP questionnaire was administered, concentrating on value formulation from users’ experiences of job search websites including 104, 1111, yes123 etc.
C. Value of job search websites

Some ideas from the literature and interview records such as users’ opinions are adopted. Four main factors are developed with the use of the above conceptual framework.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic value</td>
<td>Reduce fit time</td>
<td>[23]</td>
</tr>
<tr>
<td></td>
<td>Increase searching efficiency</td>
<td>[4][5][15]</td>
</tr>
<tr>
<td></td>
<td>Reduce transportation costs</td>
<td>[30][47]</td>
</tr>
</tbody>
</table>

D. Degree of mutual agreement and reliability

Twelve themes are examined to analyze the extent of mutual agreement by three separate coders. As mentioned above, in 12 themes of four factors, the mutual degree of researcher and coder 1 is 8/12, coder 2 is 9/12 and coder2 and coder is 8/12, using a formula of reliability \( n(average\ mutual\ degree)/1+(n-1)(average\ mutual\ degree) \). The pretest reliability of this study is 0.87(3 * 0.694/1+3*0.694). This reliability is deemed acceptable. The content of coding will be discussed in the following section.

E. Analytical Hierarchy Process

The data in this study is analyzed by means of a multi-criteria decision making approach known as the analytical hierarchy process (AHP). The Analytical Hierarchy Process, developed by professor Saaty [48], deals with many of the issues mentioned above. Saaty [49] argues that AHP may be described as a combination of logic and intuition, and makes use of our potential to rank choices. The AHP methodology is comprised of four steps: develop the hierarchical structure; assign different levels of relative importance to each of the selection criteria for the various elements of value of job search websites; prioritize the alternatives under each criterion; rank the contribution of each alternative to value. The AHP
provides a very easily adaptable method of modeling decision hierarchies. The hierarchy of lower levels of sub-criteria may be increased. The second step in applying the AHP is giving weights to each criterion and then dividing this assigned weight between the sub-criteria. Pair wise comparison processes can improve the accuracy of these weights. Software (Expert Choice) is put to use. The judgment inconsistency coefficient should be below 0.1. 200 individuals were chosen to complete the AHP questionnaire. Seventy-two percent of the respondents were female, while twenty-eight percent were male.

IV. RESULT

This study attempts to identify the value content of job search websites for users in Taiwan. The results are presented below.

<table>
<thead>
<tr>
<th>Main dimension</th>
<th>Sub-dimension</th>
<th>weight</th>
<th>rank</th>
<th>Total weights</th>
<th>rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic value</td>
<td>Reduce fit time</td>
<td>0.320</td>
<td>2</td>
<td>0.097 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase searching efficiency</td>
<td>0.362</td>
<td>1</td>
<td>0.110 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduce transportation costs</td>
<td>0.318</td>
<td>3</td>
<td>0.096 4</td>
<td></td>
</tr>
<tr>
<td>Relational value</td>
<td>Increase customer satisfaction</td>
<td>0.369</td>
<td>1</td>
<td>0.075 8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase human relationships</td>
<td>0.323</td>
<td>2</td>
<td>0.066 10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expand corporate social capital</td>
<td>0.308</td>
<td>3</td>
<td>0.063 11</td>
<td></td>
</tr>
<tr>
<td>Knowledge value</td>
<td>Assist knowledge inquiry</td>
<td>0.352</td>
<td>2</td>
<td>0.076 9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transmit information rapidly</td>
<td>0.388</td>
<td>1</td>
<td>0.084 6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assist e-learning</td>
<td>0.259</td>
<td>3</td>
<td>0.056 12</td>
<td></td>
</tr>
<tr>
<td>Convenient value</td>
<td>Assist career planning</td>
<td>0.341</td>
<td>2</td>
<td>0.094 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Satisfy life needs</td>
<td>0.304</td>
<td>3</td>
<td>0.084 6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Collect various information</td>
<td>0.355</td>
<td>1</td>
<td>0.098 2</td>
<td></td>
</tr>
</tbody>
</table>

*Inconsistency index<0.1; N=200

Table III. PRIORITIZATION OF VALUE OF JOB SEARCH WEBSITES

The results indicate that the value of job search websites may be ranked in the following order: convenient value, economic value, relational value and knowledge value. Economic value, i.e. the means to both improve work efficiency and reduce cost, is the most important factor among these value dimensions. Job seekers need more time to acquire information. If a job search website can provide convenience value, users will certainly prefer it. Convenient value is the second most important factor. The website may provide career planning information and satisfy certain life needs for job seekers. Useful information can make it easier for job seekers to deal with a complex world. Relational value should also be taken into consideration by developing social capital and human relationships between job seekers and companies. It may also improve customer relationships with employers to further improve operational effectiveness. Finally, knowledge value refers to the fact that businesses could provide more information to customers to help to improve their knowledge.

V. CONCLUSION AND MANAGERIAL IMPLICATIONS

A. Conclusion and suggestions

This study explores the value of job search websites from the perspective of users. One aim of this study is to investigate the construction of value of job search website indicators. The research collected data from 200 users of job search websites. Content analysis and analytical hierarchy process were utilized to collect and analyze the data. As the results indicate, the study divides the value of job search websites into four separate dimensions: Economic value, Relational value, Knowledge value, and convenient value. The research also developed 12 indicators for the value assessment. Economic value is the most important value according to users’ perspectives. The results give suggestions to increase competitive advantage. In order to create useful indicators which can be measured, this study collected data from job seekers.

This study also suggests, with prioritization, how service companies of job search websites utilize their resources to create customer values. Following the guidelines proposed in this study could help job search website service companies to gain improve their customer service strategies and gain competitive advantage. First, companies should extend the service field of convenience to their users. Second, they should provide job seekers with more real time information. Third, these companies can develop customized service packages for the various needs of their users. Fourth, job search website companies could conduct service innovation that will help job seekers search for work more efficiently. Finally, they should continuously evaluate and communicate about the value of customers [50], explore new processes from customer value [51] and ensure and increase users’ satisfaction [52]. These indicators also provide guidelines for resource allocation for job search website service companies. The findings referring to the content of customer value of job search websites according to job seekers’ perspectives are thus crucial.

B. Managerial implications and future research

Measuring value also can be used to help formulate strategies in website companies. These indicators offer an evaluation basis for investors of job search websites in many countries and may also allocate some resources. Burgess, Sellitto & Wenn [53] investigated website
features in a regional city in Australia and found that promotional content is the most highly valued website feature. All participants benefited from such websites. Even small dot.com businesses can be successful in Taiwan. Globalization provides extensive opportunities for job search websites to widen their operations on an international level [54]. This study is merely exploratory and is a first attempt to investigate the customer value of job search websites. More revision is required as the work has some flaws. The analysis should be extended longitudinally to check the progress and development of customer value.

To strengthen the findings, a replication of this AHP study including gender difference issues is needed [55]. Human resources are strategic assets globally. This study would be more valuable if the topic could include cross-cultural factors and address international issues. Finally, it would be interesting to investigate the relationship between the value of job search websites and customer satisfaction.

REFERENCES


Chung-Chu Liu is now an Associate Professor of Department of Business Administration at National Taipei University in Taiwan. He had gotten Ph.D. of Business Administration at National Taiwan University. His main research areas are organizational behavior, and human resources management. His search interests include business performance management, organizational behavior, human resource management, website, digital capital, and e-learning etc. He has published articles in Expert Systems with Applications, Journal of Business and Psychology, International Journal of Technology, Policy and Management, International Journal of Mobile Communications, International Journal of Innovation and Learning, and Social Behavior and Personality etc.