

**UNIVERSITY OF BAHRAIN  
COLLEGE OF BUSINESS ADMINISTRATION  
GRADUATE STUDIES PROGRAM**



**Attitude towards E-HRM System: An  
empirical study at Ministry of Interior,  
Kingdom of Bahrain**

**A Master Project (MGT 698) submitted in partial fulfillment  
of the requirement for the MBA degree**

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**January, 2016**

## **Declaration**

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I hereby declare that this project is the result of my own work except for quotations, which have been duly acknowledged.

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## **Acknowledgments**

I would like to express my sincere appreciations to the following people who supported me to complete this project. Without this support, the project would not be completed in its present form.

- Professor Minwir Al Shammari - The dean of business administration college and research supervisor for his great efforts in supervising and leading us to accomplish this work.
- Professor Mohammed Al Mosawi – MBA program coordinator who was a great source of support, encouragement and assistance.
- Dr. Ebtihaj Al-A'ali for her guidance and valued suggestions.

Deep thanks to:

- My father and mother for their warm luck wishes.
- My wife and children for their unlimited love, patience and consistent support.
- My friends for their guidance and support.

## **Abstract**

Implementation of electronic human resource management (e-HRM) system presents a variety of challenges to the organizations. Employees' underutilization of new information system challenges organization's efforts to gain benefits from such systems. In spite of the fact that e-HRM system offers important benefits for the organization as whole, organizations will most likely be unable to overcome the resistance of people who do not perceive those advantages as being especially beneficial to themselves. Using a research framework based on Technology Acceptance Model, this study examines the relationship between HR employees' attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) and attitude towards electronic human resource management (e-HRM) system at Ministry of Interior.

An online questionnaire hyperlink was sent to 150 HR employees of Ministry of Interior to their emails in order to find out their perceptions about the e-HRM system and only 118 questionnaires were completed. The questionnaire comprised 36 questions and included variables such as perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, user satisfaction, and attitude towards e-HRM system.

Spearman correlation analysis indicated that HR employees' attitudes have significant positive relationship with attitude towards e-HRM system.

Finally, the study proposes that the organizations have to understand that the employees' attitudes are essential towards electronic human resource management system to able to utilize the system for employees' welfare and play an important role in the improvement of organization.

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# Chapter 1

## 1.1. Introduction

The advancement of information and communication tools has quickly changed our financial and social life, it likewise given us different approaches to achieve tasks better and faster, and has significantly affected the way organizations are managed (Kavanagh et al., 2012). In this chapter will clarifies the problem statement, objectives of the study, significance of the study, and research framework.

There is no doubt that attitude (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) are connected to electronic human resource management system in Ministry of Interior, Kingdom of Bahrain. Researcher provide an extensive review of the literature in terms of research findings from studies that have been trying to measure and understand determinants of attitude towards the use of electronic human resource management (e-HRM) system.

Electronic Human Resource Management (e-HRM) is the (planning, implementation and) application of information system for both networking and supporting at least two individuals in their shared performing of HR activities. Using e-HRM system is a way of implementing HR strategies, policies, and practices. The e-HRM system supports the HR function to satisfy with the HR needs of the organization through web-technology-based channels (Ruel et al., 2004).

## 1.2. Problem Statement

The e-HRM system provides a portal that allows managers, employees, and HR professionals to view, extract, or update information, which is required for managing the HR of the organization. Additionally, with the use of e-HRM system, a small number of HR professionals are needed, because e-HRM eliminates the “*HR middleman*” (LengnickHall & Moritz, 2003). E-HRM is reserved for social and transformational results, to incorporate a completely integrated, organization-wide electronic network of HR related information, services, databases, tools, applications

and transactions. HR department is really needed the electronic human resource management system. E-HRM system can make the work easier and effective. This study will be conducted about the determinants influencing attitude towards using electronic human resource management system. The population of this study is basically limited to Human resource department employees of Ministry of Interior. Accordingly the researcher will study the role of attitude towards electronic human resource management system. Therefore, measures such as perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction will be assessed in a specific context of use among employees in human resource department.

### **1.3. Objectives of the Study**

1. To determine the relationship between HR employee's attitude (perceived ease of use) and attitude towards E-HRM system in Ministry of Interior.
2. To determine the relationship between HR employee's attitude (perceived usefulness) and attitude towards E-HRM system in Ministry of Interior.
3. To investigate the relationship between HR employee's attitude (social influence) and attitude towards E-HRM system in Ministry of Interior.
4. To investigate the relationship between HR employee's attitude (facilitating conditions) and attitude towards e-HRM system in Ministry of Interior.
5. To examine the relationship between HR employee's attitude (user support) and attitude towards E-HRM system in Ministry of Interior.
6. To examine the relationship between HR employee's attitude (user satisfaction) and attitude towards E-HRM system in Ministry of Interior.

### **1.4. Significance of the Study**

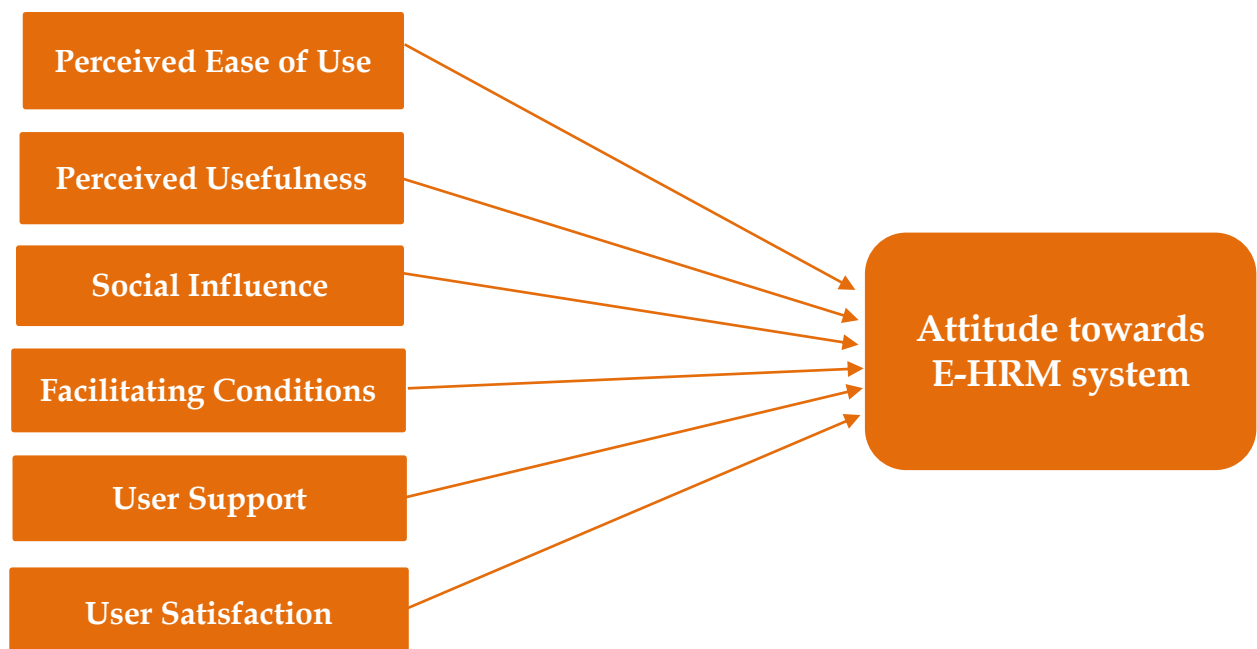
The significance of the present study comes from different contemplations. To begin with, no previous research has looked to examine human resource (HR) department

employees' attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) towards electronic human resource management (e-HRM) system and empirically validate the technology acceptance model at Ministry of Interior. In addition, the findings of this study will furnish the Ministry of Interior with more understanding into HR employees' perception of e-HRM system. Further, this study will prepare for future research on technology acceptance within the ministry context, Kingdom of Bahrain. Particularly, this study adopted and modified a questionnaire to suit the e-HRM system acceptance setting, which may be reused in future research.

## 1.5. Conceptual Framework

Based on the review of literature, Technology Acceptance Model (TAM) is one of the most persuasive models used in studying the user acceptance of technology (Lee et al., 2003). Therefore, the following model adapted from Technology Acceptance Model (Figure 1), and examined in this study:

*Figure 1: The Adapted Research Model from Technology Acceptance Model*



*Source: Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989).*

## **1.6. Summary**

There is a constantly developing interest for organizations to integrate more technology into their human resource practices and they are investing increasing amounts of time, money, and resources in order to do so. If technology is being used in the HR department for delivery of services the attitudes of employees directly involved in its use and may influence the effectiveness of the technology.

Accordingly, a study of the relationship of attitudes of HR employees towards e-HRM system can fill in the gap of lack of current information on the subject in the context of Ministry of Interior, Bahrain and provide much needed insight. This study will also be useful to the organization to know how to improve the employee performance by the use of the system. The literature review in the next chapter will bring forth and synthesize about electronic human resource management system (e-HRM) and determinants of attitude towards technology.

## **Chapter 2**

### **Literature Review**

#### **2.1. Introduction**

This chapter reviews previous literature on electronic human resource management (e-HRM), Technology acceptance model (TAM), and determinants of attitude towards technology. The aim of this review to provide greater understanding of electronic human resource management system, technology acceptance model (TAM), and determinants of attitude towards using electronic HRM (e-HRM).

The review presented in five parts. First definitions of E-HRM are introduced alongside an overview of the most cited studies. The second part discusses the types of e-HRM in organizations. The third part discusses the technologies used in e-HRM. The forth part discusses the technology acceptance model (TAM). Finally, the fifth part define the determinants of attitude toward e-HRM.

#### **2.2. Electronic Human Resource Management (E-HRM)**

The term e-HRM is used broadly, but a universally accepted definition is still missing. In the literature, e-HRM is often used with terms that carry similar meanings human resource information systems (HRIS), virtual HRM, HR Intranet, web-based HR, computer-based human resource management systems and HR portals (Ruël, Bondarouk & Looise, 2004). Ruël, Bondarouk, & Van der Velde (2007) defined e-HRM as a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support and with the full use of web-technology-based channels. E-HRM is also seen as a collection of knowledge, principles and best-practice approaches to effective human resource management (Walker, 2001). E-HRM has a wide range of uses. It may support particular HR activities, for example recruitment and selection, performance management, compensation and benefits, training and development, health and safety, employee relations, retention and

policies on work-life balance. It may be used to manage employee information across the entire employment cycle (Ensher, Nielson & Grant-Vallone, 2003).

Voermans and Van Veldhoven (2007, p. 887) view e-HRM as reinforcement of the HR function in organisations by using Internet system. Besides Strohmeier (2009) express that e-HRM forms a usually embraced management practice in the meantime and that this is established on the desire of various positive outcome of e-HRM, for example reducing costs, speeding up processes, improving quality, and even gaining a more strategic role for HR within the organisation.

According to Lengnick-Hall & Moritz (2003, p.366) with e-HRM, the managers can get to pertinent information and data for analyses to make decisions and communicate with others without consulting a HR professional. For instance, a manager who needs to make a value pay decision might get to records containing content, sound, and video depicting how best to make the decision. At that point, the manager can get to the records for employees' information by a click of the mouse, the departments (such as finance) are informed with the decision. As the processing times reduced from hours to minutes and paperwork is avoided by the use of technology.

In addition, with e-HRM employees can maintain their own personal data. And it is not necessary to consult human resource experts, they can update their records when their circumstances change to make their own decisions, For instance, if an employee wants to increase his or her investments in a retirement plan can do as such from work or home using the Internet. (Lengnick-Hall & Moritz, 2003, p. 366). Self-service for managers (MSS) and employees (ESS) are the key concepts of these technologies (Lengnick-Hall & Moritz, 2003).

Moreover, e-HRM can possibly influence both efficiency and effectiveness of HR function. As efficiency can be influenced by reducing process durations for handling paperwork, increasing data accuracy, and diminishing HR staff. And effectiveness can be influenced by enhancing the capabilities of both managers and employees to make better, timelier decisions. Additionally e-HRM gives the HR function the choice to create new ways for adding to organizational effectiveness through such means as

knowledge management and the creation of intellectual and social capital (Lengnick-Hall & Moritz, 2003, p. 366). Benefits from e-HRM may help reduce costs and improve productivity, also improve communication, reduce paperwork, and above all increase productivity, also the some ways create an organization without boundaries (Mario Arias, 2005). The utilization of e-HRM system, as it is a way to implement HR strategies, policies and practices, is expected to have an impact on how the HR function operates. Moreover, its goal is to improve the HR system.

### **2.3. Types of e-HRM**

In order to understand how e-HRM influences the work of human resource professionals, it is important to look at the different ways in which human resource management is conducted within organisations. There are three types of E-HRM. These types of E-HRM are firmly identified with the way in which HRM practices develop inside organizations.

Wright and Dyer (2000) mentioned three categories of human resource management.

1. Transactional human resource management (evolved from operational impact – e.g., benefits administration, revising and publishing workplace policies, and investigating workplace issues).
2. Traditional human resource management (evolved from relational impact – e.g., job analysis, recruitment, performance appraisals, and training and development).
3. Transformational human resource management (evolved from transformational impact – e.g., Building culture, Strategic Knowledge management and Strategic Redirection and Renewal).

Bondarouk and Ruël (2006) and Lepak and Snell (1998) also contrast human resource management as operational HRM, relational HRM and transformational HRM. Strohmeier (2007) also identifies different types of e-HRM and refers to them as consequences. These consequences included operational, relational and

transformational consequences. There are clear parallels between the work of Wright and Dyer (2002), Lepak and Snell (1998) and Strohmeier (2007).

Lengnick-Hall and Moritz (2003) convey three development stages in HR department, which starts with the simplest one as publishing information (involves one-way communication from the company to employees or managers based on intranet – e.g., company policies and procedures). Then to Automation of Transactions (paperwork is replaced by electronic input typically intranet along with extranet – e.g., Update information, workflow applications, supply-chain integration) and reaches the highest-level as Transformation (redirects HR activities to strategic focus, e.g., strategic collaborating with line businesses as Walker (2001) introduced).

### **2.3.1. Operational HRM:**

Operational HRM concerns the fundamental HRM activities in the administrative area, for instance salary administration (payroll), and personnel information administration (Bondarouk et al., 2009, p. 579). Whereas IT can influence the operational parts of Human Resource by simplifying operations and mitigating a great part of the administrative load (Lepak & Snell, 1998, p. 219).

It involves basic administrative HR activities such as getting of personnel data and payroll. For operational HRM, the organisations needs to choose whether or not employees will keep their own personal information up to date through an HR website, or to have and administrative staff to do this (Bondarouk & Ruël, 2006). The one-way communication from the organisation to its staff is characteristic of the first form of e-HRM, which involves simply publishing information. Intranets are the primary information delivery medium for this and include generic content such as the organisation's policies and procedures. This is often expanded to include more personalised information such as vacancies. This type of e-HRM is in itself extremely beneficial to organisations as it allows for more cost-effective dissemination of information by cutting down on printing costs. Changes to information can be updated as and when required so that users can access up-to-date, relevant information when needed. Of course, the usability, quality and quantity of

information could hamper the effectiveness of these efforts (Lengnick-Hall & Moritz, 2003).

### **2.3.2. Relational HRM**

Relational HRM concerns the interaction and networking of the various HRM actors (Strohmeier, 2007) and can be viewed as the second, more complex form of e-HRM. Within this type of HRM, there is a choice of whether to conduct more complex HR practices like recruitment and selection using e-HRM, or to use a more traditional paper-based approach such as newspaper advertisements and paper-based application forms (Bondarouk & Ruël, 2006). Relational e-HRM also involves the automation of transactions through the use of intranets and extranets, HR portals, employee self-service and manager self-service, and operates with several application programmes (Lengnick-Hall & Moritz, 2003; Martin et al., 2008). These technologies facilitate relationships between users of the systems. The emphasis of relational HRM is not on the administration of HR processes, but rather on the manner in which HR tools support basic business processes such as performance management and recruitment and selection (Bondarouk & Ruël, 2006).

### **2.3.3. Transformational HRM**

The last type of HRM involves the change of HR function. This is the highest level and the most complex type of HRM. HRM shifts from a value-based to a transformational focus, whereby the human resource capacities are diminished of the operational tasks and diverted towards more strategic activities (Lengnick-Hall & Moritz, 2003).

Within this transformational HRM area, Walker (2001) separates this further into three sorts of work done in transformational e-HRM. These sorts of work include:

1. Strategic partnering with the business.
2. Creating centres of expertise.
3. Administration of service centres.

According to Bondarouk & Ruël (2006, p. 6), when utilizing e-HRM for strategic, and transformational purposes it is possible to make a change-prepared staff through an integrated set of web-based tools which enables the staff to develop in accordance with the organization's strategic choices.

The main goal of e-HRM is to support the organisation and human resource professionals to perform non-strategic, transactional HR activities instantly, more cost-effectively and with less dependence on HR staff. In this manner, HR can move onto the more strategic HR position by leading the intellectual capital (skills, knowledge and capabilities of individuals in the organisation), developing the social capital (relationships between individuals that promote innovation and greater productivity), and with the end goal of creating new products and services, improving customer service and developing greater value (Lengnick-Hall & Moritz, 2003).

The figure below describe the levels of HR services and time spent on these activities by human resource practitioners. Operational administrative activities include functions such as record keeping and payroll. These activities take the majority of an HR professional's time – up to 75%. HR professionals are so hindered by the transactional activities that they have less time to devote to higher-value services. This does not suggest that the transactional activities are not critical and crucial to an organization's accomplishment in dealing with its HR. Fundamental, relational HR functions such as training, recruitment, performance management and compensation are the critical building blocks in people administration. Finally, the most complex level, transformational activities like knowledge management contribute the most – yet not much time is available for these activities (Wright & Dyer, 2000).

Figure 2: Traditional delivery of HR services



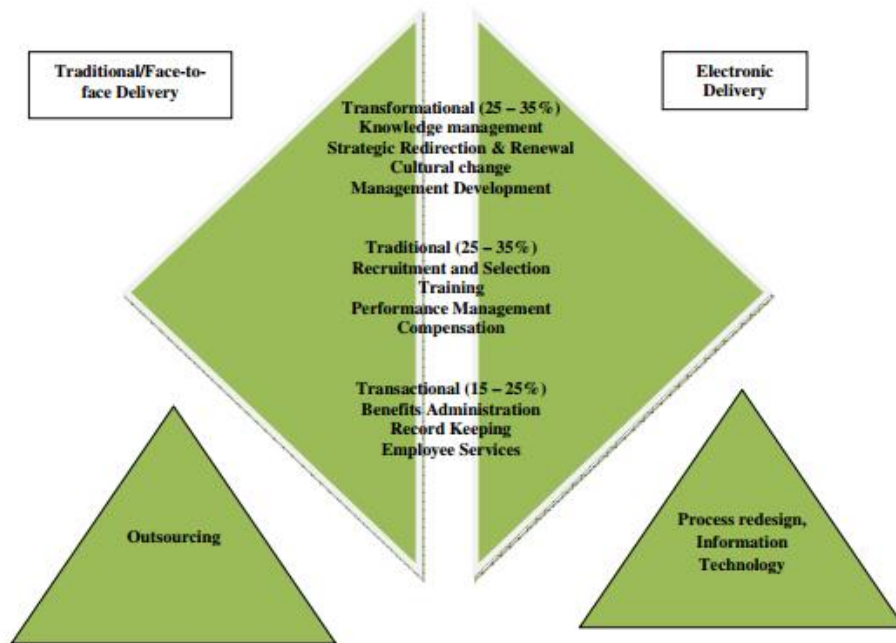
Source: Wright, P. M., & Dyer, L. (2000).

Now the HR function has needed to assume a more strategic role in the organisation. The best way to achieve this is to ease a great part of the weight of transactional human resource activities keeping in mind the end goal to free up time for HR to focus on traditional and transformational HR activities. This is done either by outsourcing some of the human resource function such as recruitment and selection, payroll, and benefit administration, however what might be more pertinent to this study, is to use information technology in the form of e-HRM (Wright & Dyer, 2000).

Lepak and Snell (1992) recommended that HR could meet the challenge of becoming more strategic and additionally more customer focused and cost efficient by using information technology. Bussler and Davis (2001) suggested that the utilization of technological arrangements in HR make it strategic and proactive.

Furthermore e-HRM systems help in arranging time for the HR work so that there can be greater concentration on high-value strategic activities (Wright & Dyer, 2000). This is depicted in figure 3 below:

Figure 3: E-enabled delivery of HR services



Source: Wright, P. M., & Dyer, L. (2000).

## 2.4. E-HRM and Technology

There are numerous web based information systems used for human resource management purposes. The system which is well known and understood by many is human resource information systems (HRIS), followed by enterprise resource planning (ERP) systems. E-HRM is an extension of these technologies, adding strategic value to the organization, through automation and information. As indicated by Ruël et al. (2004), there is a vital distinction between HRIS and e-HRM. HRIS are expected for the HR department, where users of this technology are largely HR professionals who use the system to improve HR department operations, with the point of enhancing service to the business.

E-HRM is viewed as a “way of doing HRM” (Ruël et al., 2007: 281). Florkowski and Olivas-Luján (2006) defined seven major HR technologies in use, which they cluster into two major groupings – software targeting HR staff as primary end-users versus applications directed at HR’s internal customers.

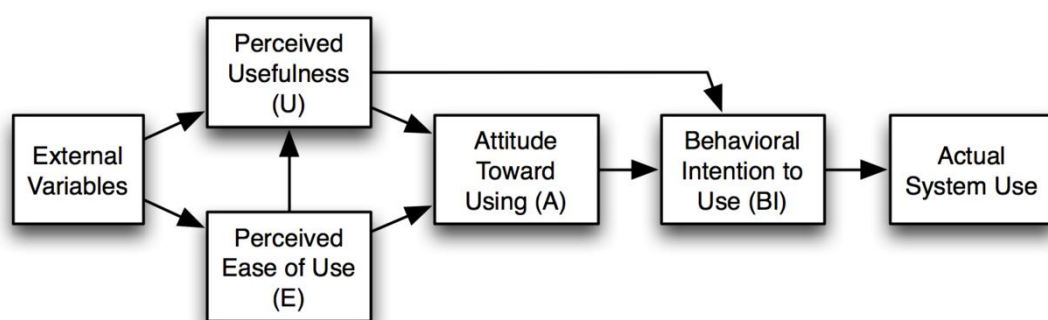
Marnewick and Labuschagne (2005:145) stated that the definite objective of an enterprise resource planning (ERP) system is that data should just be entered once. ERPs are all about integration and real-time access to data. One of the primary drivers of enterprise resource planning has been the integration of the technology from the different HR functions (Keebler, 2001).

## 2.5. Technology Acceptance Model (TAM)

The Technology Acceptance Model was particularly created with the essential purpose of identifying the determinants involved in computer acceptance in general; secondly, to examine various information technology usage behaviors; and thirdly, to provide a strong theoretical explanatory model (Davis, Bagozzi, & Warshaw, 1989).

Technology Acceptance Model (TAM) is one of the most persuasive models used in studying the user acceptance of technology (Lee et al., 2003). According to TAM (Davis, 1989), perceived usefulness (PU) and perceived ease of use (PEU) of technology are two main determinants of technology usage. PU defined as the degree to which a person believes that using the system will improve his or her job performance and PEU defined as the degree to which a person believes that using the system will be free of effort. TAM (Figure 4) recommends that technology use is set by a behavioral intention to use a system, where the intention to use the system is jointly set by a person's attitude toward using the system and its perceived usefulness.

*Figure 4: Technology Acceptance Model*



*Source: Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989).*

The TAM is rooted in the theory of reasoned action (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975), which is used to predict and study user behaviors over a wide variety of areas. According to the theory of reasoned action (TRA), a person's work of a specified behavior is controlled by his or her behavioral intention to perform the behavior, and behavioral intention is depend on the person's attitude and subjective norms (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975).

Following the understanding of Theory of Reasoned Action (TRA), the Technology acceptance Model (TAM) investigates the elements that influence the behavioral intention to use technology or computer systems and proposes a causal linkage between two key variables perceived usefulness and perceived ease of use and users attitude, behavioral intention, and actual system adoption and use (Davis, 1986). Perceived usefulness is defined as "*the prospective user's subjective probability that using a specific application system will increase his or her job performance within an organizational context,*" while perceived ease of use refers to "*the degree to which the prospective user expects the target system to be free of effort*" (Davis et al., 1989, p. 985).

TAM is a path model that identifies the effect of external factors for example system design characteristics, user characteristics, task characteristics, nature of the development or implementation process, political influences, organizational structure, and so on (Ajzen & Fishbein, 1980). The TAM proposes that the use of technology depends on behavioral intention, which is viewed as being jointly depend on user's attitude toward using the technology and the perceived usefulness of the technology (Davis et al., 1989).

Davis (1986) introduction of the model, numerous studies have been directed utilizing it in a variety of information technology usage settings, testing its usefulness and adjusting it in different situations. Past research on the TAM has to a great extent concentrated on personal computer usage or relatively simple software applications such as email, word processing programs, spreadsheet software, and the Windows operating system (e.g., Chau, 1996; Davis, 1993; Davis et al., 1989; Doll, Hendrickson, & Deng, 1998, Mathieson, 1991).

Recently, in accordance with the development of the Internet and Internet-based technologies, uses of the TAM have been made in the areas of organizational environments (e.g., Hu, Chau, Sheng, & Tam, 1999, Igarria, Zinatelli, Cragg, & Cavaye, 1997; Venkatsh & Davis, 1996), ecommerce (e.g., Jiang, Hsu, & Klein, 2000), telemedicine (e.g., Chau & Hu, 2002; Karahanna, Straub, & Chervany, 1999), and digital library systems (e.g., Davies, 1997; Hong, Thong, Wong, & Tam, 2002).

The reason why Technology Acceptance Model (TAM) is chosen in this research is because it has been tested empirically and upheld through validations, replications and applications (Venkatesh, 2000; Lee, 2010). TAM is one of the most powerful, strong and niggardly model for predicting user acceptance particularly in information system setting (Bueno and Salmeron, 2008). According to Vankatesh (2000), the niggardliness of TAM joined with its predictive power makes it simple to apply to various circumstances. Furthermore, the types of attitude towards technology discussed further in this chapter.

## **2.6. Determinants of attitude towards technology**

Attitude is illustrated to be individual's positive or negative behavior towards a new concept or new technology and has been known to be a driver of consumer utility or technology adoption (Fishbein & Ajzen, 1975). As appeared in empirical studies identified with the expansion of technological innovations, attitude shows one's belief about the assessment and outcome of a given behavior (Li, 2004).

Accordingly, Technology Acceptance Model based on the theory of reasoned action (TRA) adage that the use of an information system is controlled by the behaviour intention, but on the other hand, the behavioral intention is controlled by the person's attitude towards the use of the system and also by his perception of interest. From the depiction about TAM, examined different factors influencing the user's attitude towards the use of technology. Therefore in this section the types of attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) are discussed in more detail.

### **2.6.1. User Satisfaction with E-HRM**

There is a positive relationship between user satisfaction and attitude towards E-HRM system. User satisfaction is a subjective assessment of the different uses of practices of an information system based on a pleasant/unpleasant continuance (Seddon, 1997). There are broad literatures on end-user satisfaction with Information Technology. A meta-analysis approach is used by Mahmood (2000) to blend and verify the construct of IT end-user satisfaction. It is broadly acknowledged that satisfaction with IT as a pointer of IT use which is seen as a key driver of IT success. Zeithaml, Berry and Parasuraman (1996) highlighted that high satisfaction (as perceived by the customer) generally bring about favorable behavioral intentions while low satisfaction prompts to unfavorable behavioral intentions.

In addition, in an empirical research from an online survey of 518 customers Carlson and O'Cass (2010) found that customer's assessments of satisfaction with a web site have a significant positive attitude towards it. Next in this section perceived usefulness and perceived ease of use relationship with attitude towards e-HRM system discussed.

### **2.6.2. Perceived Usefulness and Perceived Ease of Use**

There is a positive relationship between perceived usefulness, perceived ease of use and attitude towards E-HRM. Studies have shown that ease of use and usefulness were linked with attitude toward using technology. Perceived Usefulness is of great importance as to the acceptance of E-HRM technology by organizations. HR professionals are always interested in how E-HRM technology improves the working environment particularly in HR capacity as to costs reduction, time management, and task execution. Perceived usefulness is one of the Technology Acceptance Model primary core determinants for computer acceptance behavior and its importance has been recognized in technology adoption (Agarwal & Prasad, 1997). Plenty of real proofs to support the positive effect of perceived usefulness on the adoption of technologies (Venkatesh & Davis, 2000). Perceived Ease of Use follows the degree of difficulty in understanding, learning, or applying the technology. It also follows the

degree to which a new technology is perceived as better than the substitutes. In this connection, the HR employee's perception that using E-HRM will include least exertion or that E-HRM will be easy to deal with, is an important factor in E-HRM adoption. In light of Technology Acceptance Model, perceived ease of use prompts to intention, which thus produces the actual individual utilization behavior. Similarly, the variables user support, social influence and facilitating conditions influence the user's attitude towards technology will be discuss further.

### **2.6.3. User Support**

There is a positive relationship between user support and attitude towards E-HRM. User Support contend with the technical support and help given to users in the light of working with the information systems in the organization. The importance of user support to the success of user computing has been emphasized in many researches (Amoroso and Cheney, 1991; Igbaria et al. 1997). In the working environment, we hold that technical support to users of the E-HRM system is critical. Studies have demonstrated that an individual's attitude is influenced by different constructs or external variables, which may be system features, training, documentation, and user support. Therefore, user support is sure to impact the attitude towards E-HRM.

### **2.6.4. Social Influence**

There is a positive relationship between social influence and attitude towards E-HRM. Venkatesh et al. (2003) define Social Influence as *"the extent to which an individual perceives that important others believe he or she should use the new system"* (p. 451). Previous studies shown that Social influence has been an important factor that affects individuals' attitudes and intentions toward a certain behavior.

### **2.6.5. Facilitating Conditions**

There is a positive relationship between facilitating conditions and attitude towards E-HRM. Venkatesh et al. (2003) describe Facilitating Conditions as *"the extent to which an individual thinks that an organizational and technical infrastructure exists to support use of the system"* (p. 453). In the study, the facilitating conditions entail the necessary

support from the HR and IT department to provide training and help to the employees. Additionally, facilitating conditions incorporate the technical infrastructure that offers a highly accessible and responsive system to the users. It is hypothesized that Facilitating conditions usually have a direct effect on intention and use of information system. Chan argued that facilitating conditions have a positive impact on user satisfaction; and this relationship was confirmed in their study. Liang et al., (2010) determined that the facilitating conditions have significant influences on information technology use.

## **2.7. Summary**

The use of technology in HR (e-HRM) is well established for the purposes of enhancing HR operational processes and allowing distributed access to employees and managers. The technology acceptance model created to identify the determinants of attitude towards technology acceptance and, to examine various information technology usage behaviors. In this paper the main focus on the user's attitude towards electronic human resource management (e-HRM) system. In view of the literature review, it was decided to use Technology Acceptance Model instrument in this research to develop a conceptual model and to measure the attitudes level. The next chapter will discuss the research methodology used for this research.

## **Chapter 3**

### **Research Methodology**

#### **3.1. Introduction**

This chapter provides justifications of the methodology used in this study. The research design and analytic path of the research have a specific methodological direction based on its research objective and framework. The proposed framework (figure 1) look at scientific investigation to quantify the relationships between HR employees' attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user Satisfaction) and attitude towards e-HRM system. The goal of this chapter is to justify and explore the quantitative research methodology to be used in this study (3.2 to 3.9).

#### **3.2. Research Design**

According to Grove, S., & Gray, J. (2014, p.45) a research design is *“a blueprint for the conduct of a study that maximizes control over factors that could interfere with the study's desired outcome. The type of design directs the selection of a population, procedures for sampling, methods of measurement, and plans for data collection and analysis”*.

For this research, the researcher employed Correlation research design; test for statistical relationships between variables. As the researcher wanted to investigate the relationship between employees' attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) and attitude towards electronic human resource management (e-HRM) system in Human Resource Department at Ministry of Interior. Therefore, the researcher employed quantitative research approach. Quantitative methods can measure particular attributes through organized data gathered techniques from large representative sample, so that the outcome can be anticipated to the whole population (Davis, 2000). Consequently, the proposed model have been tested and interpreted in chapter 4. In addition, the remainders of the following sections discuss operational

and conceptual definitions of variables, population of the study, sampling design and procedure, scale and measurement, scale reliability, and data analysis methods.

### **3.3. Operational and Conceptual Definitions of Variables**

The operational definition of variables is a definition expressed in terms of particular criteria for testing or measuring, these terms must allude to empirical standards (Cooper and Schindler, 2008 p.59).

For the assessment of HR employees' attitudes towards electronic human resource management system, TAM is a path model that identifies the effect of external factors for example system design characteristics, user characteristics, task characteristics, nature of the development or implementation process, political influences, organizational structure, and so on (Ajzen & Fishbein, 1980) was adopted as the evaluation criteria in this research.

According to (Davis et al., 1989), the use of technology can be operationalized through measuring the employee's attitude towards using the technology and perceived usefulness of the technology.

In this study, the attitude towards e-HRM system was operationalized through six variables easy to use the system, the system is useful, society support the use of system, have the facilities to use the system, organization support the use of the system, and the users' expectations from the system use.

The conceptual definitions of variables are summarized in Table 1.

Table 1: Conceptual Definitions of Variables and Sources

| Construct                   | Conceptual Definition                                                                                                    | Sources                                                                                                                                                                                                                                               |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Perceived Ease of Use (PEU) | It is used as the degree to which a person believes that using a particular system would be easy for him or her.         | (Davis, 1989; Davis et al., 1989; Venkatesh and Davis, 2000; Adams et al., 1992; Agarwal & Karahanna, 2000; Karahanna, 276 Technology Acceptance Model 3 and a Research Agenda on Interventions Agarwal, & Angst, 2006; Venkatesh et al., 2003, 2007) |
| Perceived Usefulness (PU)   | It is used as the degree to which a person believes that using specific system would enhance his or her job performance. | (Davis, 1989; Davis et al., 1989; Venkatesh and Davis, 2000; Adams et al., 1992; Agarwal & Karahanna, 2000; Karahanna, 276 Technology Acceptance Model 3 and a Research Agenda on Interventions Agarwal, & Angst, 2006; Venkatesh et al., 2003, 2007) |
| User Satisfaction           | User's satisfaction and opinion about the outcome of a specific system.                                                  | (Davis, 1989; Davis et al., 1989; Igbaria & Nachman, 1990; Ives et al., 1983; Melone, 1990; Shane, 2009)                                                                                                                                              |

|                                            |                                                                                                                                     |                                                                               |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <b>User Support</b>                        | It addresses the technical support and help given to users in the light of operating the information systems in the organization.   | (Davis, 1989; Davis et al., 1989; Igbaria et al., 1995; Igbaria et al., 1997) |
| <b>Facilitating Conditions (FC)</b>        | The degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system. | (Davis, 1989; Davis et al., 1989; Venkatesh et al., 2003)                     |
| <b>Social Influence (SI)</b>               | The degree to which an individual perceives that important others believe he or she should use the new system.                      | (Davis, 1989; Davis et al., 1989; Venkatesh et al., 2003)                     |
| <b>Attitude towards using e-HRM system</b> | An individual's overall affective reaction to using a system.                                                                       | (Davis, 1989; Davis et al., 1989; Venkatesh et al., 2003)                     |

### 3.4. Population of the Study

The research population was included HR employees of Ministry of Interior who are the user of electronic human resource management (e-HRM) system. The explanation for this selection is to ensure that the respondents had enough time to interact with e-HRM system and build their perceptions and assessments based on the interaction. The population is 260 employees (using the electronic human resource management system) from human resource department as the data was retrieved from Human Resource department management at MOI.

### 3.5. Sampling Design and Procedure

In this study, Simple Random sampling method used under the probability sampling to select the respondents. Because the principle of simple random sampling is that, every object has the same probability of being chosen. Moreover, it is an unbiased surveying technique. A larger sample size of 150 HR employees was taken. An online questionnaire was developed by using Google Docs and its hyperlink was sent to 150 randomly selected HR employees of Ministry of Interior to their emails and was requested to fill the questionnaire. The random selection was done by using the Microsoft Excel application, the sampling frame (the employees' information) was putted into spreadsheet, added a new column within the spreadsheet named it random\_number, "`= RAND()`" typed in this new column's cell. Then "*Enter*" was pressed a random number was appeared in the cell, copying and pasting this cell into the other cells in this column a random number in each row was got, the records were sorted by random\_number column and the first employees' information was chosen according to sample size. The sampling frame was available, as the detailed information about each employee was retrieved from the Ministry of Interior human resource management system. The completely filled out questionnaires were 118 and the response rate was 78.67%. This can be found in table 2 as shown below.

*Table 2: Response Rate of Questionnaire*

| Statement                            | No. of Questionnaires |
|--------------------------------------|-----------------------|
| Number of Questionnaires Distributed | 150                   |
| Number of Questionnaires Retrieved   | 118                   |
| <b>Response Rate</b>                 | <b>78.67%</b>         |

### **3.6. Scale and Measurement**

By clicking on a hyperlink, respondents was directed to the online survey, which consist of a predetermined set of questions, being the same for all respondents, thereby reducing bias and increasing reliability (De Vaus, 2001; Van Selm and Jankowski, 2006). According to Sekaran (2003), questionnaire will introduce the research topic and inspire the respondents to directly answer. The Likert scale design is used to examine how strongly respondents agree and disagree with statements on five point scale (Cavana et al, 2001).

- a) 1 = Strongly disagree
- b) 2 = Disagree
- c) 3 = Neither agree nor disagree
- d) 4 = Agree
- e) 5 = Strongly agree

The structure of the questionnaire based about the objectives of the present study, followed by a set of personal questions in order to gain an insight into the demographics of the sample population. In this research the quantitative method were used, whereby questionnaire were distributed to the sample which supports the study find the relationship between attitudes towards electronic human resource management. A set of questions developed which comprised of eight (8) parts. Section A (Background Information), Section B (Attitude toward using e-HRM system), Section C (Perceived Ease of Use), Section D (Perceived Usefulness), Section E (Social Influence), Section F (Facilitating Conditions), Section G (User Support), and Section H (User Satisfaction).

### **3.7. Data Collection Procedure**

After obtaining Ministry of Interior Human resource management permission to conduct this research study, the online questionnaires hyperlink was sent to the

randomly selected employees to their emails. The respondents was given one month time to fill the questionnaire. A covering letter describing the purpose of the study, instructions and confidentiality assurance was included in the questionnaire.

### **3.8. Scale Reliability**

Reliability, where the research findings with it studied phenomenon, should reach the same conclusion, independent of the researcher. The Cronbach's Alpha coefficients were computed by using SPSS version 23.0 software to determine the reliability of the instrument to ensure the items are available. The reliability analysis was conducted to test the internal consistency of the measuring instruments. In chapter four more detailed about the Cronbach's Alpha test is presented.

### **3.9. Data Analysis Techniques**

The collected data was analysed statistically by using SPSS 23.0 IBM software. To accomplish the research objectives the following statistical tests was utilized:

1. To accomplish the research objectives 1 to 6:

Spearman's rank correlation statistical method was used to analyse the relationship between types of attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support and user satisfaction) and the attitude towards electronic human resource management system variable (Ordinal scale).

Additionally, percentages was used for demographic data analysis.

### **3.10. Summary**

The researcher employed quantitative research approach in this study. Moreover, for the assessment of HR employees' attitudes towards electronic human resource management (e-HRM) system Technology Acceptance Model adopted as the evaluation criteria. An online questionnaire developed by using Google Docs and its hyperlink was sent to the sample size of 150 randomly selected HR employees of MOI. The completely filled out questionnaires were 118 and the response rate was

78.67%. The Cronbach's Alpha coefficients computed by using SPSS version 23.0 software to determine the reliability of the instrument to ensure the items are available. To accomplish the objectives of the study Spearman's rank correlation coefficient method was used to analyse the relationship between types of attitude and attitude towards e-HRM. In the next chapter, we will present the results and findings of this research.

## Chapter 4

### Results and Findings

#### 4.1. Introduction

This chapter presents the results of the data collection from the respondents of the questionnaire. These results are based on the respondents that were accessible for the research, this might not be the results for the organization but based upon the respondents the results, and a recommendation will be shared.

#### 4.2. Demographic Profiles of Respondents

Figure 5 below shows the respondent's gender and one can clearly see that the majority of the respondents i.e. 63% were male, and 37% were female. It also shows that there was a mix of people in terms of respondents for the survey.

*Figure 5: Gender Distribution of Sample*

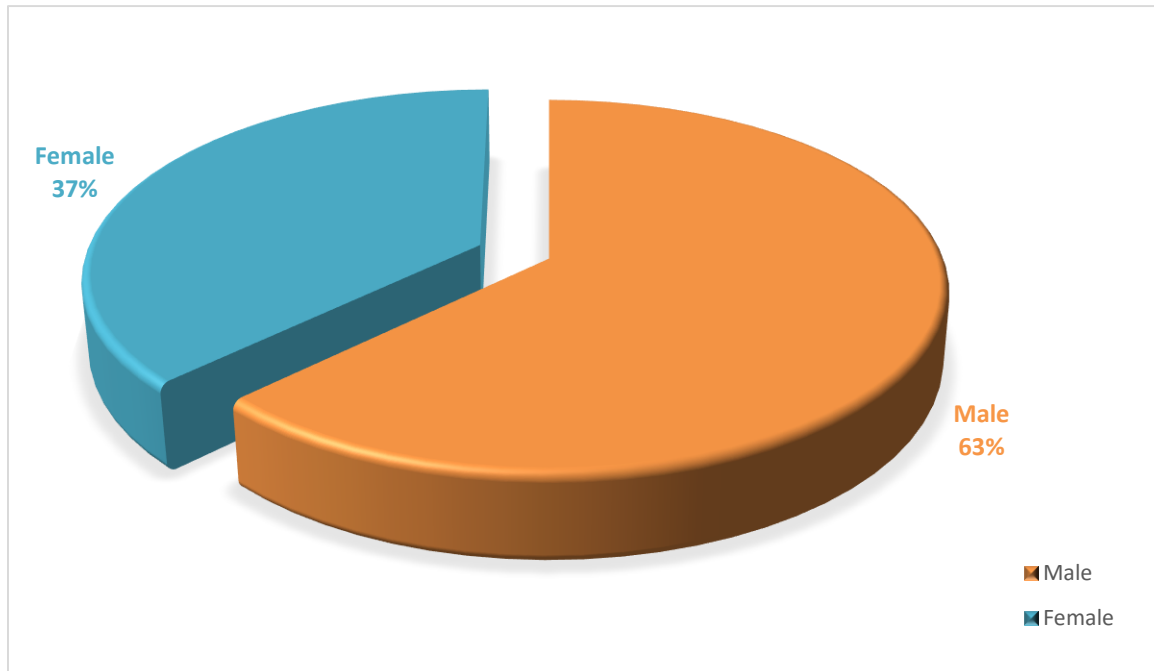


Figure 6 below shows the percentage of respondent's age that was part of the questionnaire. Based on the analysis one can say that the majority of the respondents were in the age of 21 to 30 years i.e. 58% while the least percentage of respondents were above 41 years i.e. 2%. This shows that the questionnaire respondents consisted of a mixed group of respondents.

*Figure 6: Age Distribution of the Sample*

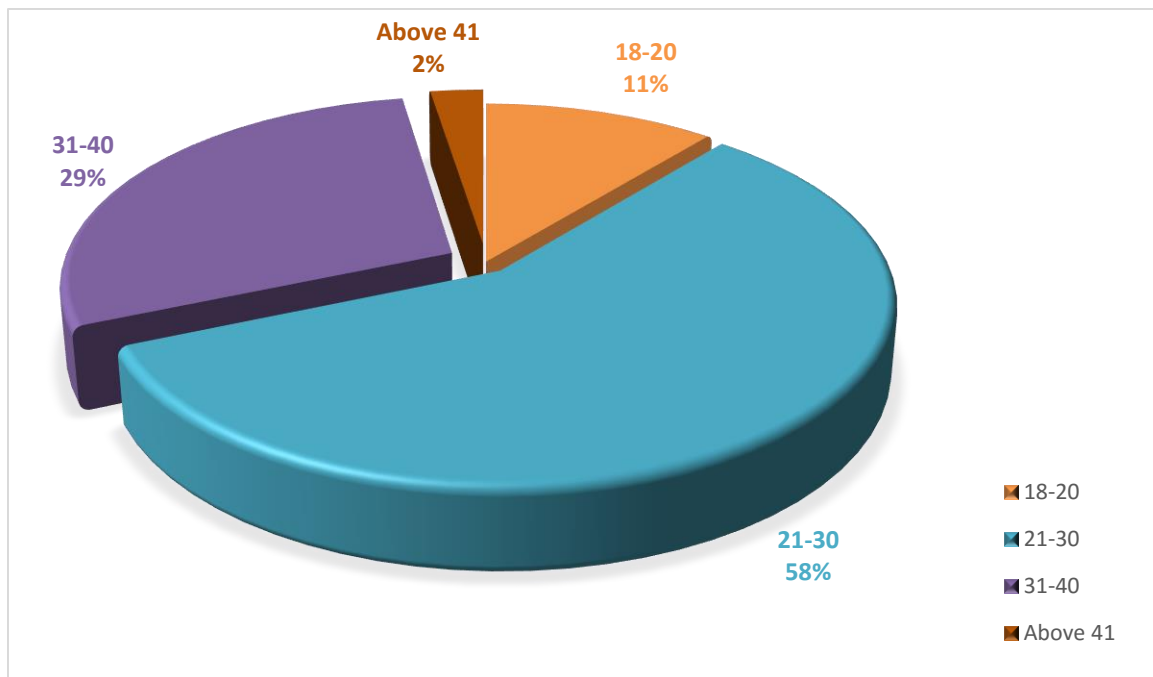


Figure 7 below shows the number of years the respondents of the questionnaire have been working in the organization. The analysis of the data collection shows that the majority of the respondents in this study were employees who have been working for at least for 1 to 3 years i.e. 40%.

*Figure 7: Number of Years of Work Experience of Respondents*

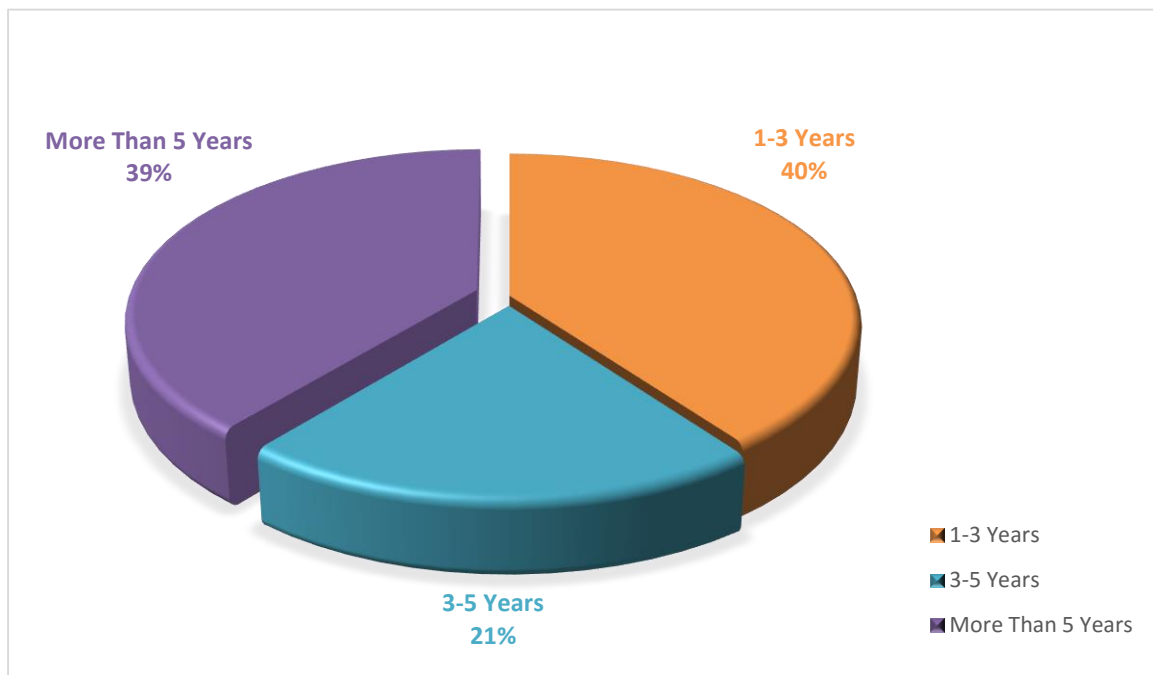


Figure 8 below shows the number of years of computer experience as indicated by the questionnaire respondents. Based on the analysis the researcher can say that the majority of the respondents i.e. 54% have more than 10 years of experience using computers, while only a small percentage of respondent i.e. 9% have 1 to 5 years of computer using experience. Since the majority of respondents have more than 10 years of computer experience, the responses will be more reasonable in regards to users' attitudes towards e-HRM system.

Figure 8: Number of Years of Computer Experience of Respondents

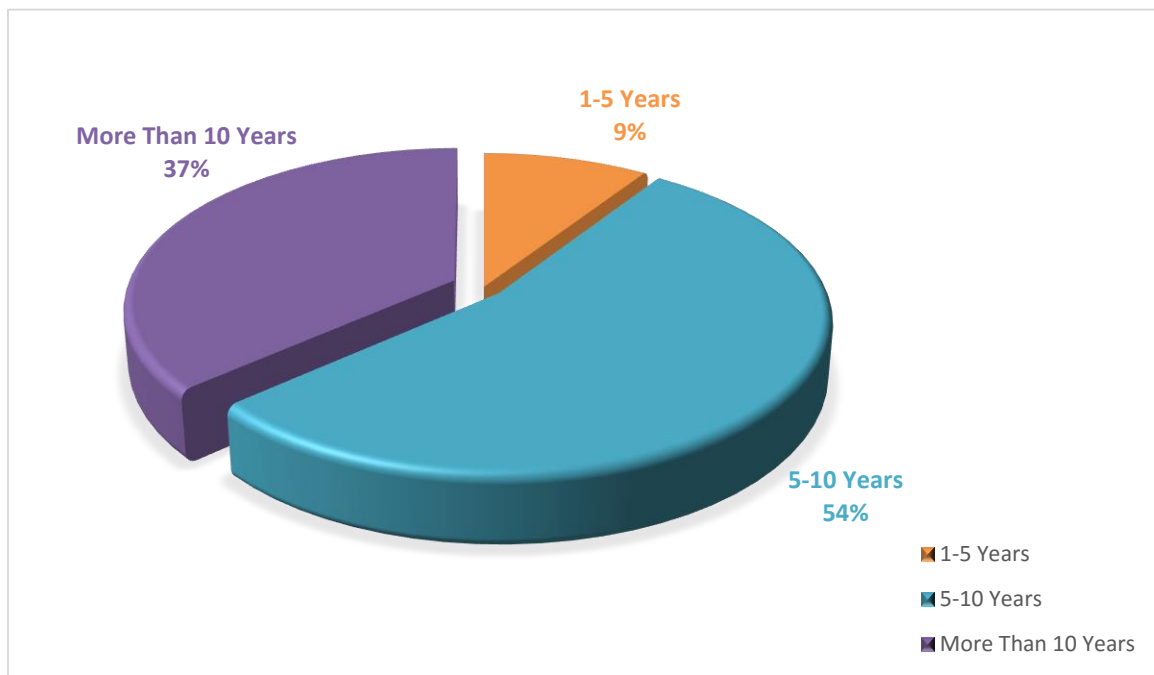
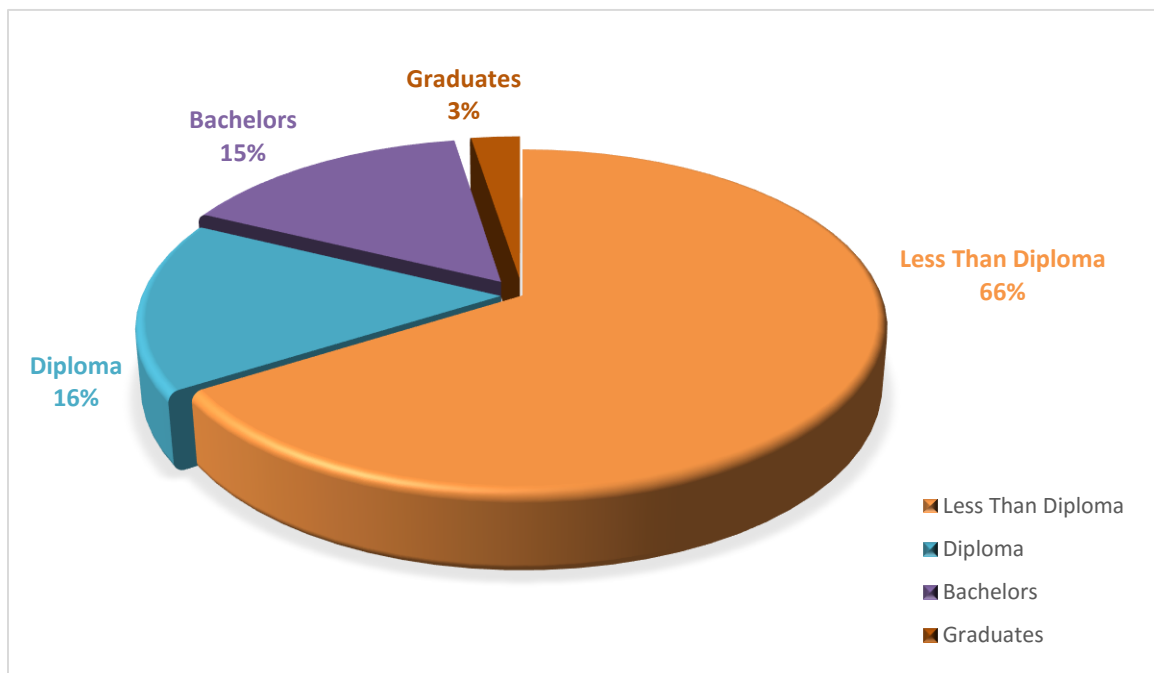


Figure 9 below shows the education level of the respondents. Based on the analysis of the data it noticed that the majority of the respondents were less than diploma holder i.e. 66%, while the least percentage of respondents were graduates i.e. 3%.

Figure 9: Educational Level Distribution of the Sample



### 4.3. Reliability Analysis

The first test carried out on the data was the reliability test table 3 below shows the summary of reliability analysis. Reliability is the extent to which a variable (or set of variables) is persistent in what is intended to measure (Hair et al., 2005). The Cronbach's Alpha value used to test the reliability of the items measuring each variable: attitude towards electronic human resource management system, perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction. A reliability measure coefficient reflects how well items in a set are positively correlated to one another. Accordingly, the internal consistency method was used in this study to examine the reliability of each variable. The internal consistency of each item was tested for inter-correlation and computing Cronbach's Alpha by using SPSS software.

A Cronbach's alpha value of 0.70 or above implies strong scale reliability (Cronbach, 1951). Based on test results, all values exceeded the required minimum value of 0.70.

*Table 3: Summary of Reliability Analysis*

| No. | Variables                     | Number of Items | Cronbach's Alpha | Mean        | Std. Deviation |
|-----|-------------------------------|-----------------|------------------|-------------|----------------|
| 1   | Perceived Ease of Use         | 6               | .810             | 4.18        | 0.70           |
| 2   | Perceived Usefulness          | 6               | .851             | 4.25        | 0.70           |
| 3   | User Support                  | 4               | .763             | 4.06        | 0.73           |
| 4   | Social Influence              | 3               | .785             | 4.17        | 0.71           |
| 5   | Facilitating Conditions       | 4               | .788             | 4.10        | 0.73           |
| 6   | User Satisfaction             | 4               | .721             | 4.12        | 0.69           |
| 7   | Attitude towards e-HRM system | 4               | .809             | 4.01        | 0.38           |
|     | <b>Total</b>                  | <b>31</b>       | <b>.789</b>      | <b>4.13</b> | <b>0.66</b>    |

#### 4.4. Level of attitudes towards e-HRM system at Ministry of Interior

##### 4.4.1. Perceived Ease of Use

Table 4 below depicts the Mean and Standard Deviation for attitude in terms of Perceived Ease of Use. The values were calculated based on the answers from the respondents.

*Table 4: Mean and Standard Deviation of Perceived Ease of Use*

| <i>Statement – Perceived Ease of Use</i>                             | <i>Mean Score</i> | <i>Standard Deviation</i> |
|----------------------------------------------------------------------|-------------------|---------------------------|
| Learning to work with E-HRM system would be easy for me.             | 4.25              | 0.71                      |
| I would find it easy to get E-HRM system to do what I want it to do. | 4.20              | 0.71                      |
| My interaction with E-HRM system would be clear and understandable.  | 4.08              | 0.70                      |
| I would find E-HRM system to be flexible to interact with.           | 4.08              | 0.65                      |
| It would be easy for me to become skillful at using E-HRM system.    | 4.25              | 0.73                      |
| I would find E-HRM system easy to use.                               | 4.17              | 0.72                      |
| <b>Total</b>                                                         | <b>4.18</b>       | <b>0.70</b>               |

Based on the data collected from the respondents the mean of the data after the calculation was 4.18. This means the respondents demonstrate optimal level of attitude towards e-HRM system in terms of perceived ease of use. In other words the respondents in HR department at Ministry of Interior show positive attitude towards e-HRM system. Hence the researcher could comprehend that the employees perceive that e-HRM system is easy to use and facilitate work tasks and responsibilities. In addition, employees' perception of that e-HRM system is easy to use leads to develop and promote the use of e-HRM system in the organization.

#### 4.4.2. Perceived Usefulness

Table 5 below depicts the Mean and Standard Deviation for attitude in terms of Perceived Usefulness. The values were calculated based on the answers from the respondents.

*Table 5: Mean and Standard Deviation of Perceived Usefulness*

| <i>Statement – Perceived Usefulness</i>                                   | <i>Mean Score</i> | <i>Standard Deviation</i> |
|---------------------------------------------------------------------------|-------------------|---------------------------|
| Using E-HRM system improves the quality of the work I do.                 | 4.24              | 0.74                      |
| Using E-HRM system gives me greater control over my work.                 | 4.19              | 0.68                      |
| Using E-HRM system in my job enables me to accomplish tasks more quickly. | 4.23              | 0.77                      |
| Using E-HRM system improves my job performance.                           | 4.21              | 0.74                      |
| Using E-HRM system would make it easier to do my job.                     | 4.30              | 0.66                      |
| I would find E-HRM system useful in my job.                               | 4.31              | 0.61                      |
| <b>Total</b>                                                              | <b>4.25</b>       | <b>0.70</b>               |

Based on the data collected from the respondents the mean of the data after the calculation was 4.25. This means the respondents demonstrate optimal level of attitude towards e-HRM system in terms of perceived usefulness. In other words the respondents in HR department at Ministry of Interior show positive attitude towards e-HRM system. Hence the researcher could comprehend that the employees perceive that e-HRM system is important and useful in all processes and functions of human resource department. In addition, employees' perception of that e-HRM system is useful leads to develop and promote the use of e-HRM system in the organization.

#### 4.4.3. Social Influence

Table 6 below depicts the Mean and Standard Deviation for attitude in terms of Social Influence. The values were calculated based on the answers from the respondents.

*Table 6: Mean and Standard Deviation of Social Influence*

| <i>Statement – Social Influence</i>                                                     | <i>Mean Score</i> | <i>Standard Deviation</i> |
|-----------------------------------------------------------------------------------------|-------------------|---------------------------|
| People who are important to me think that I should use the E-HRM system.                | 4.20              | 0.71                      |
| The senior management of this organization has been helpful in the use of E-HRM system. | 4.19              | 0.66                      |
| In general, the organisation has supported the use of E-HRM system.                     | 4.12              | 0.76                      |
| <b>Total</b>                                                                            | <b>4.17</b>       | <b>0.71</b>               |

Based on the data collected from the respondents the mean of the data after the calculation was 4.17. This means the respondents demonstrate optimal level of attitude towards e-HRM system in terms of social influence. In other words the respondents in HR department at Ministry of Interior show positive attitude towards e-HRM system. Hence the researcher could comprehend that the employees perceive that the society supports the use of e-HRM system.

#### 4.4.4. Facilitating Conditions

Table 7 below depicts the Mean and Standard Deviation for attitude in terms of Facilitating Conditions. The values were calculated based on the answers from the respondents.

Table 7: Mean and Standard Deviation of Facilitating Conditions

| <i>Statement – Facilitating Conditions</i>                                               | <i>Mean Score</i> | <i>Standard Deviation</i> |
|------------------------------------------------------------------------------------------|-------------------|---------------------------|
| I have the resources necessary to use E-HRM system.                                      | 4.05              | 0.66                      |
| I have the knowledge necessary to use E-HRM system.                                      | 4.21              | 0.70                      |
| A specific person (or group) is available for assistance with E-HRM system difficulties. | 4.08              | 0.78                      |
| I can access the necessary documentation on E-HRM system to use it.                      | 4.04              | 0.77                      |
| <b>Total</b>                                                                             | <b>4.10</b>       | <b>0.73</b>               |

Based on the data collected from the respondents the mean of the data after the calculation was 4.10. This means the respondents demonstrate optimal level of attitude towards e-HRM system in terms of facilitating conditions. In other words the respondents in HR department at Ministry of Interior show positive attitude towards e-HRM system. Hence the researcher could comprehend that the employees perceive that the organization provides the facilities to use e-HRM system.

#### 4.4.5. User Satisfaction

Table 8 below depicts the Mean and Standard Deviation for attitude in terms of User Satisfaction. The values were calculated based on the answers from the respondents.

Table 8: Mean and Standard Deviation of User Satisfaction

| <i>Statement – User Satisfaction</i>                                                            | <i>Mean Score</i> | <i>Standard Deviation</i> |
|-------------------------------------------------------------------------------------------------|-------------------|---------------------------|
| E-HRM tools provide current information that is beneficial to employee related decision making. | 4.14              | 0.69                      |
| E-HRM tools are essential to the role of HR practitioners becoming more strategic.              | 4.11              | 0.62                      |
| Fewer errors occur when I use E-HRM.                                                            | 4.06              | 0.79                      |
| E-HRM information and decision-making tools restrict my ability to make decisions.              | 4.17              | 0.66                      |
| <b>Total</b>                                                                                    | <b>4.12</b>       | <b>0.69</b>               |

Based on the data collected from the respondents the mean of the data after the calculation was 4.12. This means the respondents demonstrate optimal level of attitude towards e-HRM system in terms of user satisfaction. In other words the respondents in HR department at Ministry of Interior show positive attitude towards e-HRM system. Hence the researcher could comprehend that the employees perceive that the organization's e-HRM system meets users' expectations.

#### 4.4.6. User Support

Table 9 below depicts the Mean and Standard Deviation for attitude in terms of User Support. The values were calculated based on the answers from the respondents.

*Table 9: Mean and Standard Deviation of User Support*

| <i>Statement – User Support</i>                                                                                    | <i>Mean Score</i> | <i>Standard Deviation</i> |
|--------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------|
| Whenever I have questions concerning E-HRM, I receive support quickly.                                             | 4.05              | 0.65                      |
| Our organization has specialists to assist me with problems associated with E-HRM System.                          | 4.06              | 0.73                      |
| I can gain assistance from other users of the E-HRM system to deal with problems associated with the E-HRM system. | 4.09              | 0.73                      |
| I receive training about how to use the E-HRM system from employees or IT specialist in my organization.           | 4.03              | 0.82                      |
| <b>Total</b>                                                                                                       | <b>4.06</b>       | <b>0.73</b>               |

Based on the data collected from the respondents the mean of the data after the calculation was 4.06. This means the respondents demonstrate optimal level of attitude towards e-HRM system in terms of user support. In other words the respondents in HR department at Ministry of Interior show positive attitude towards e-HRM system. Hence the researcher could comprehend that the employees perceive that the organization provides continuous assistance and support to users of e-HRM system.

#### 4.4.7. Attitude towards E-HRM system

Table 10 below depicts the Mean and Standard Deviation for attitude towards e-HRM system. The values were calculated based on the answers from the respondents.

*Table 10: Mean and Standard Deviation of Attitude towards E-HRM system*

| <i>Statement – Attitude towards e-HRM system</i>                           | <i>Mean Score</i> | <i>Standard Deviation</i> |
|----------------------------------------------------------------------------|-------------------|---------------------------|
| I believe it is a good idea to use an e-HRM System.                        | 4.22              | 0.46                      |
| The use of e-HRM System will make the work more interesting.               | 3.91              | 0.35                      |
| I like working with e-HRM system.                                          | 3.91              | 0.32                      |
| The use of e-HRM system is an improvement for the organization in general. | 4.00              | 0.38                      |
| <b>Total</b>                                                               | <b>4.01</b>       | <b>0.38</b>               |

Based on the data collected from the respondents the mean of the data after the calculation was 4.01. This means the respondents demonstrate optimal level of attitude towards e-HRM system. In other words the respondents in HR department at Ministry of Interior show positive attitude towards e-HRM system. Hence the researcher could comprehend that the users believe that the e-HRM system benefits the organization.

#### 4.5. Correlation Analysis between determinants of attitude and attitude towards e-HRM system

Table 11 below depicts the Relationship between attitude (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) and attitude towards e-HRM system. Based on the data collected from the respondents and after the analysis, one can say that attitude towards e-HRM system and user support have a strong positive relationship whereas facilitating conditions, social influence, perceived ease of use and user satisfactions have a

moderate relationship. Furthermore attitude towards e-HRM and perceived usefulness have a weak relationship.

Table 11: Relationship between Determinants of attitude and attitude towards e-HRM system

|                                                                |                               |                         | Attitude towards e-HRM system | Perceived Ease of Use | Perceived Usefulness | Social Influence | Facilitating Conditions | User Support | User Satisfaction |
|----------------------------------------------------------------|-------------------------------|-------------------------|-------------------------------|-----------------------|----------------------|------------------|-------------------------|--------------|-------------------|
| Spearman's rho                                                 | Attitude towards e-HRM system | Correlation Coefficient | 1.000                         |                       |                      |                  |                         |              |                   |
|                                                                |                               | Sig. (2-tailed)         |                               |                       |                      |                  |                         |              |                   |
|                                                                |                               | N                       | 118                           |                       |                      |                  |                         |              |                   |
|                                                                | Perceived Ease of Use         | Correlation Coefficient | .490**                        | 1.000                 |                      |                  |                         |              |                   |
|                                                                |                               | Sig. (2-tailed)         | 0.000                         |                       |                      |                  |                         |              |                   |
|                                                                |                               | N                       | 118                           | 118                   |                      |                  |                         |              |                   |
|                                                                | Perceived Usefulness          | Correlation Coefficient | .370**                        | .683**                | 1.000                |                  |                         |              |                   |
|                                                                |                               | Sig. (2-tailed)         | 0.000                         | 0.000                 |                      |                  |                         |              |                   |
|                                                                |                               | N                       | 118                           | 118                   | 118                  |                  |                         |              |                   |
|                                                                | Social Influence              | Correlation Coefficient | .496**                        | .642**                | .617**               | 1.000            |                         |              |                   |
|                                                                |                               | Sig. (2-tailed)         | 0.000                         | 0.000                 | 0.000                |                  |                         |              |                   |
|                                                                |                               | N                       | 118                           | 118                   | 118                  | 118              |                         |              |                   |
|                                                                | Facilitating Conditions       | Correlation Coefficient | .531**                        | .655**                | .506**               | .737**           | 1.000                   |              |                   |
|                                                                |                               | Sig. (2-tailed)         | 0.000                         | 0.000                 | 0.000                | 0.000            |                         |              |                   |
|                                                                |                               | N                       | 118                           | 118                   | 118                  | 118              | 118                     |              |                   |
|                                                                | User Support                  | Correlation Coefficient | .711**                        | .675**                | .550**               | .691**           | .776**                  | 1.000        |                   |
|                                                                |                               | Sig. (2-tailed)         | 0.000                         | 0.000                 | 0.000                | 0.000            | 0.000                   |              |                   |
|                                                                |                               | N                       | 118                           | 118                   | 118                  | 118              | 118                     | 118          |                   |
| User Satisfaction                                              | Correlation Coefficient       | .419**                  | .643**                        | .703**                | .634**               | .654**           | .616**                  | 1.000        |                   |
|                                                                | Sig. (2-tailed)               | 0.000                   | 0.000                         | 0.000                 | 0.000                | 0.000            | 0.000                   |              |                   |
|                                                                | N                             | 118                     | 118                           | 118                   | 118                  | 118              | 118                     | 118          |                   |
| **. Correlation is significant at the 0.01 level (2 - tailed). |                               |                         |                               |                       |                      |                  |                         |              |                   |
| *. Correlation is significant at the 0.05 level (2 - tailed).  |                               |                         |                               |                       |                      |                  |                         |              |                   |

## 4.6. Summary

The internal consistency of each item was tested for inter-correlation and computing Cronbach's Alpha by using SPSS software. Based on the data collected from the respondents the mean of the data after the calculation was above 4.00. It means the respondents demonstrate optimal level of attitude towards e-HRM system in terms of perceived ease of use, perceived usefulness, social influence, facilitating conditions, users support, and user satisfaction. In other words, the respondents in HR department at Ministry of Interior show positive attitudes towards e-HRM system. Based on the correlation analysis the attitude towards e-HRM system and user support have a strong positive relationship whereas facilitating conditions, social influence, perceived ease of use and user satisfactions have a moderate relationship. In the next chapter, we will discuss the results of this research and present some conclusions and recommendations.

## **Chapter 5**

### **Discussion, Conclusions and Recommendations**

#### **5.1. Introduction**

This chapter presents and discusses the results of the data collected from the respondents via the questionnaire. Additionally based on the analysis of results, conclusions were drawn and then based on these analysis recommendations were made.

#### **5.2. Discussion**

In order to obtain the research results, Statistical Package for the Social Sciences (SPSS) version 23.0 software used to analyse the questionnaire. In this research, SPSS used because it has many features and properties that can provide appropriate results, these results lead to achieve research purpose by providing several statistics for each element in the research questionnaire. Hence, SPSS is useful to get the correlational relationships between questionnaire elements.

This study attempts to find out the relationship between determinants of attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) and attitude towards electronic human resource management system in Human Resource department at Ministry of Interior Bahrain. In this study attitude is limited and referring to perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction. In this study, the targeted population selected from Human resource department at Ministry of Interior. Researcher had distributed 150 questionnaires, and only 118 questionnaires returned which provided clear answers. Implies all of 118 questionnaires are suitable to use in this study.

The total number of participants were 150 with response rate of 78.67%. The sample included 63% male and 37% female of the participants. Based on the age, there were 11% of 18-20, 58% of 21-30, 29% of 31-40, and 2% of above 41 years old. Based on work

experience, there were 40% of 1-3, 21% of 3-5, and 39% of more than 5 years of work experience. Based on education level there were 66% of less than Diploma holder, 16% of Diploma holder, 15% of Bachelor degree holder and 3% of Graduates. Based on computer experience there were 9% of 1-5, 54% of 5-10, and 37% of more than 10 years of computer experience. As a result, the study achieved a good distribution in terms of gender, age, educational level, work experience and computer experience.

The analyses outcome indicated that all attitudes of employees have positive relationship with attitude towards electronic human resource management system (e-HRM). The results show that the levels of attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) towards electronic human resource management system are high. Besides that, it also proved by looking the correlation results whereby among variables; perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction have a significant relation with attitude towards electronic human resource management system.

Further, the findings of the present study clearly indicate that there is a significant relationship between HR employees' attitudes towards e-HRM system in Ministry of Interior. The variables selected for this study clearly show their relationship with e-HRM system. The present finding is further in accordance with the past researches, which show that employee's attitude is directly significant to the perceived ease of use in e-HRM system acceptance (Abukhazam and Lee, 2010; Rogers, 1983; Davis et al, 1989; Ajzen and Fishbein, 1980; Moore and Benbasat, 1991; Tan and Teo, 2000).

E-HRM has a wide range of uses it may support particular HR activities, for example recruitment and selection, performance management, compensation and benefits, training and development, health and safety, employee relations, retention and policies on work-life balance. It may be used to manage employee information across the entire employment cycle (Ensher, Nielson & Grant-Vallone, 2003).

Additionally e-HRM gives the HR function the choice to create new ways for adding to organizational effectiveness through such means as knowledge management and

the creation of intellectual and social capital (Lengnick-Hall & Moritz, 2003, p. 366). Whereas benefits from e-HRM may help reduce costs and improve productivity, also improve communication, reduce paperwork, and above all increase productivity, also the some ways create an organization without boundaries (Mario Arias, 2005).

Technology Acceptance Model (TAM) is one of the most persuasive models used in studying the user acceptance of technology (Lee et al., 2003). According to TAM (Davis, 1989), perceived usefulness (PU) and perceived ease of use (PEU) of technology are two main determinants of technology usage.

Moreover, Technology Acceptance Model is a path model that identifies the effect of external factors for example system design characteristics, user characteristics, task characteristics, nature of the development or implementation process, political influences, organizational structure, and so on (Ajzen & Fishbein, 1980). According to TAM the use of technology depends on behavioral intention, which is viewed as being jointly depend on user's attitude toward using the technology and the perceived usefulness of the technology (Davis et al., 1989).

TAM as a model of measuring and predicting user acceptance of new technology has been tested in different settings. It has been tested on IT acceptance in North America, Switzerland, and Japan (Straub, Keil & Brenner 1997). It has likewise been tested with government employees (Roberts & Henderson 2000), web systems and e-commerce (Chen & Tan 2004; Lederer et al. 2000; Moon & Kim 2001; Yi & Hwang 2003), electronic supermarkets (Henderson & Divett 2003), and even in agricultural sectors (Flett et al. 2004). TAM is broadly used and has been seen as legitimate in various settings.

Consequently, the internal consistency of each item was tested for inter-correlation and computing Cronbach's Alpha by using SPSS version 23.0 software. A Cronbach's alpha value of 0.70 or above implies strong scale reliability (Cronbach, 1951). Based on test results, all values exceeded the required minimum value of 0.70.

Based on the objectives of the study, Spearman's rank correlation coefficient used to identify and test the strength of relationship between HR employees' attitudes

(perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) and attitude towards e-HRM system, all objectives are found positively significant. In chapter four it was found that perceived ease of use positive significant ( $P=0.490$ ,  $p < 0.01$ ). In fact perceived ease of use follows the degree of difficulty in understanding, learning, or applying the technology. In this connection, the HR employee's perception that E-HRM system will be easy to deal with, is an important factor in E-HRM system adoption. In light of Technology Acceptance Model, perceived ease of use prompts to intention that thus produces the actual individual utilization behaviour.

Followed by Perceived Usefulness positive significant ( $P=0.370$ ,  $p < 0.01$ ). Perceived Usefulness is of great importance as to the acceptance of E-HRM technology by organizations. HR professionals are always interested in how E-HRM technology improves the working environment particularly in HR capacity as to costs reduction, time management, and task execution. Perceived usefulness is one of the Technology Acceptance Model primary core determinants for computer acceptance behavior and its importance has been recognized in technology adoption (Agarwal & Prasad, 1997). Plenty of real proofs to support the positive effect of perceived usefulness on the adoption of technologies (Venkatesh & Davis, 2000).

Similarly, Social Influence positive significant ( $P=0.496$ ,  $p < 0.01$ ). Previous studies shown that Social influence has been an important factor that affects individuals' attitudes and intentions toward a certain behavior. Karjaluoto et al. (2002) contended that the social influence strongly affected attitude and behavior towards online banking.

Likewise Facilitating Conditions positive significant ( $P=0.531$ ,  $p < 0.01$ ). Liang et al., (2010) determined that the facilitating conditions have significant influences on information technology use.

In the same way the User Support positive significant ( $P=0.711$ ,  $p < 0.01$ ). User Support contended with the technical support and help given to users in the light of working with the information systems in the organization. The importance of user support to

the success of user computing has been emphasized in many researches (Amoroso and Cheney, 1991; Igbaria et al. 1997).

And User Satisfaction positive significant ( $P=0.419$ ,  $p< 0.01$ ). Carlson and O'Cass (2010) found that customer's assessments of satisfaction with a web site have a significant positive influence on attitudes towards the web site in an empirical research from an online survey of 518 customers.

### **5.3. Conclusions**

This study was carried out in Human Resource Department of Ministry of Interior. Electronic Human Resource practices provides a more productive and strategic way of working to achieve the organization objectives. These days, considerable technological systems have risen, guaranteeing to cover almost every traditional human resource activity; not only complementing it, but also often even substituting it (Martin, Alexander, Reddington, & Pate, 2006). In order to meet the demands of today's knowledge-based economy, it is necessary for organizations to maximize the potential and productivity of their employees, a goal towards which HRM information systems and e-HRM could be of help.

Finally, this research indicate to organizations to understand how the employees' attitudes are essential towards electronic human resource management system to able to improve the stability, and gain profitability. It will also increase the employee's satisfaction and performance while working on the system. The employees can understand the system usability.

### **5.4. Recommendations for Ministry of Interior Human Resource Department**

The Ministry of Interior HR department management need to enhance the training on the use of e-HRM system for HR employees and on the e-HRM activities where proper support of the system at this moment is lacking. Moreover, improve the support for e-HRM system where proper support is lacking. It is therefore important to listen to

the problems and suggestions of the end-users of e-HRM system. Pay more attention to technical issues beside operational issues as the technical issues plays an important role in e-HRM system usage. The results indicate that perceived ease of use and perceived usefulness are affecting users' attitude towards e-HRM system. The e-HRM system should be user-friendly and simple, secure and reliable, accessible from anywhere and available all the time.

In Addition, stay involved in the scientific research into e-HRM, as this could give some insights and offer solutions to the problems faced. Keep exploring new technological possibilities, as this enables the Bahrain Ministry of Interior to make the step towards transformational e-HRM support in the future.

## **5.5. Recommendations for Further Studies**

Several topics for future research are suggested by this study:

1. This study can be conducted in other organizations in Bahrain as employees' perception may vary.
2. Similar study can also include the relationship between employees Demographics and attitude towards e-HRM system.
3. Measuring attitudes towards e-HRM system prior to implementation and use may be useful for an organization to assess the readiness of the intended e-HRM users.

In addition, future researchers who are interested in this type of study should also use interviews to complement the survey.

## **5.6. Summary**

In order to obtain the research results, Statistical Package for the Social Sciences (SPSS) version 23.0 software used to analyse the questionnaire. The total number of participants were 150 with response rate of 78.67%. A Cronbach's alpha value of 0.70 or above implies strong scale reliability (Cronbach, 1951). Based on test results, all values exceeded the required minimum value of 0.70. Based on the objectives of the

study, Spearman's rank correlation coefficient used to identify and test the strength of relationship between HR employees' attitudes (perceived ease of use, perceived usefulness, social influence, facilitating conditions, user support, and user satisfaction) and attitude towards e-HRM system, all objectives are found positively significant. Furthermore, concluded that the organizations have to understand how the employees' attitudes are essential towards electronic human resource management system to able to improve the stability, and gain profitability. In addition, recommended to Ministry of Interior HR department management to enhance the training on the use of e-HRM system. Moreover, pay more attention to technical issues beside operational issues.

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## **Appendix A – Letter to Respondents**



University of Bahrain  
College of Business Administration  
Graduate Studies Program

## **Attitude towards E-HRM System: An empirical study at Ministry of Interior, Kingdom of Bahrain**

Researcher: Taher Ilyas Mazar

Supervisor: professor: Dr. Minwir Al Shammri

Dear Respondent,

You are invited to participate in a research about the user's attitude towards electronic human resource management (e-HRM) system at Ministry of Interior in Kingdom of Bahrain.

The aim of this questionnaire to assess user's attitude towards electronic human resource management (e-HRM) at Ministry of Interior.

The questionnaire consists of eight parts and will take only few minutes to complete. Your participation will be greatly useful for my research. All data will be kept confidential and will be used for statistical analysis purpose only.

Thank you for participation and cooperation.

Sincerely yours

Mr. Taher Ilyas Mazar

**Link to Questionnaire:** <http://goo.gl/forms/FoqKMBBmHi>

## **Appendix B - The Questionnaire**

# A Survey on Attitude towards Electronic Human Resource Management System

Thank you for taking the time to complete this survey. Your responses will provide valuable insight into employee's attitude towards Electronic Human Resource Management. Please answer each question in the following two sections to the best of your ability.

The purpose of this questionnaire is purely academic. Confidentiality of your responses shall be maintained.

## SECTION 1: Background

The purpose of this section is to collect some basic information about your background.

**Age (in years)**

**Gender**

- ☐ Male  
☐ Female

**How long have you been working in this organization? (in years)**

For Example: 5

**How many years of schooling have you completed?**

For Example: 12

**How many years have you been using computers?**

For Example: 10

## SECTION 2: Attitude towards E-HRM System

Request you to fill the following questions to assess your attitudes towards Electronic Human Resource Management. The purpose of this questionnaire is purely academic. Confidentiality of your responses shall be maintained.

For each question please indicate one response that best matches your feelings:

1 – Strongly Disagree, 2 – Disagree, 3 – Neither Agree Nor Disagree, 4 – Agree, 5 – Strongly Agree.

### Attitude toward using E-HRM System

**I believe it is a good idea to use an e-HRM System.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**The use of e-HRM System will make the work more interesting.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**I like working with e-HRM system.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**The use of e-HRM system is an improvement for the organization in general.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

## Perceived Ease of Use

**Learning to work with E-HRM system would be easy for me.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**I would find it easy to get E-HRM system to do what I want it to do.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**My interaction with E-HRM system would be clear and understandable.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**I would find E-HRM system to be flexible to interact with.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**It would be easy for me to become skillful at using E-HRM system.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**I would find E-HRM system easy to use.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

## Perceived Usefulness

Using E-HRM system improves the quality of the work I do.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

Using E-HRM system gives me greater control over my work.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

Using E-HRM system in my job enables me to accomplish tasks more quickly.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

Using E-HRM system improves my job performance.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

Using E-HRM system would make it easier to do my job.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

I would find E-HRM system useful in my job.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

## User Support

**Whenever I have questions concerning E-HRM system I receive support quickly.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**Our organization has specialists to assist me with problems associated with E-HRM System.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**I can gain assistance from other users of the E-HRM system to deal with problems associated with the E-HRM system.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**I receive training about how to use the E-HRM system from employees or IT specialist in my organization.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

## Social Influence

People who are important to me think that I should use the E-HRM system.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

The senior management of this organization has been helpful in the use of E-HRM system.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

In general, the organisation has supported the use of E-HRM system.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

## Facilitating Conditions

**I have the resources necessary to use E-HRM system.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**I have the knowledge necessary to use E-HRM system.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**A specific person (or group) is available for assistance with E-HRM system difficulties.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**I can access the necessary documentation on E-HRM system to use it.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

## User Satisfaction

**E-HRM tools provide current information that is beneficial to employee related decision making.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**E-HRM tools are essential to the role of HR practitioners becoming more strategic.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**Fewer errors occur when I use E-HRM.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

**E-HRM information and decision-making tools restrict my ability to make decisions.**

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree Nor Disagree
- ☐ Agree
- ☐ Strongly Agree

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