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**FACTORS AFFECTING THE ACCEPTANCE OF E-HRM IN THE
JORDANIAN TELECOMMUNICATION SECTOR USING THE
UTAUT2 EXTENDED MODEL**

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Table of Contents

INTRODUCTION.....	4
1. BACKGROUND	5
1.1. RESEARCH PROBLEM	10
1.2. RESEARCH AIMS AND OBJECTIVE	15
1.3. RESEARCH QUESTIONS	16
2. LITERATURE REVIEW.....	17
2.1. ELECTRONIC HUMAN RESOURCES MANAGEMENT DEFINITIONS	18
2.2. IMPORTANCE OF E-HRM.....	19
2.3. ELECTRONIC HUMAN RESOURCES MANAGEMENT TYPES	20
2.3.1. OPERATIONAL ELECTRONIC HUMAN RESOURCES MANAGEMENT	22
2.3.2. RELATIONAL ELECTRONIC HUMAN RESOURCES MANAGEMENT	22
2.3.3. TRANSFORMATIONAL ELECTRONIC HUMAN RESOURCES MANAGEMENT	23
2.4. E-HRM IN DEVELOPING COUNTRIES	24
2.4.1. ELECTRONIC RECRUITMENT	25
2.4.2. ELECTRONIC SELECTION	25
2.4.3. ELECTRONIC TRAINING.....	26
2.4.4. ELECTRONIC PERFORMANCE.....	26
2.5. THE JORDANIAN TELECOMMUNICATION SECTOR	28
2.6. ELECTRONIC HUMAN RESOURCES MANAGEMENT IMPROVEMENTS....	30
2.7. THE ACCEPTABILITY OF E-HRM	37
2.8. TECHNOLOGY ACCEPTANCE THEORIES	39
2.8.1. THEORY OF REASONED ACTION (TRA)	39
2.8.2. THEORY OF PLANNED BEHAVIOUR (TPB)	40
2.8.3. TECHNOLOGY ACCEPTANCE MODEL (TAM)	41
2.8.4. MOTIVATIONAL MODEL (MM)	42
2.8.5. UNIFIED THEORY OF ACCEPTANCE AND USE OF TECHNOLOGY (UTAUT)	42
2.8.6. EXTENDING THE UNIFIED THEORY OF ACCEPTANCE AND USE OF TECHNOLOGY (UTAUT2):	44
2.8.7. REASONS BEHIND USING AN EXTENDING UTAUT 2 MODEL FOR THIS RESEARCH.....	45
2.8.8. TRUST IN ELECTRONIC HUMAN RESOURCES.....	46
2.8.9. TECHNOLOGY ACCEPTANCE THEORIES DISCUSSION	50
2.8.10. REASONS BEHIND USING AN EXTENDING UTAUT 2 MODEL FOR THIS RESEARCH.....	52
2.9. SUMMARY OF THE LITERATURE REVIEW	54
3. MATERIAL AND METHODS.....	56
3.1. CONCEPTUAL FRAMEWORK.....	58
3.2. HYPOTHESES DEVELOPMENT	62
3.3. RESEARCH HYPOTHESES.....	72
3.4. RESEARCH DESIGN	72
3.4.1. RESEARCH STRATEGY	73
3.4.2. STUDY SETTING AND INTERFERENCE	73
3.4.3. UNIT OF ANALYSIS AND TIME HORIZON.....	73
3.4.4. SAMPLING, DATA COLLECTION, AND RESEARCH INSTRUMENTS.....	73
3.4.5. PRIMARY DATA VIA AN ONLINE SURVEY	74
4. RESEARCH FINDINGS AND THEIR EVALUATION	85
4.1. EXPLORATORY FACTOR ANALYSIS (EFA)	85
4.2. MEASUREMENT MODEL FIT	87
4.3. DISCRIMINANT, CONVERGENT VALIDITY, AND COMPOSITE RELIABILITY	90
4.4. STRUCTURE MODEL	92

4.5. TESTING MODERATING IMPACT	95
4.6. INTERACTION BETWEEN EE AND EXPERIENCE	96
4.7. INTERACTION BETWEEN PE AND EXPERIENCE	98
4.8. INTERACTION BETWEEN HABIT AND EXPERIENCE	99
4.9. INTERACTION BETWEEN SOCIAL INFLUENCE AND EXPERIENCE	100
5. CONCLUSIONS AND RECOMMENDATIONS.....	102
5.1. DISCUSSION	102
5.2. RECOMMENDATIONS	107
6. NOVEL FINDINGS OF THE DISSERTATION.....	109
6.1. NEW RESULTS AND SCIENTIFIC CONTRIBUTION	110
6.2. THE PRESENTATION OF NEW AND NEWEST NOVEL FINDINGS AND THEIR LINKAGE TO HYPOTHESES.....	111
6.3. NOVEL FINDINGS INTERPRETATION	114
6.4. STUDY LIMITATIONS	127
6.5. FUTURE RESEARCH.....	128
REFERENCES:	130
LIST OF PUBLICATIONS:	166
LIST OF TABLES:.....	169
LIST OF FIGURES:.....	169
QUESTIONNAIRE.....	170

List of Abbreviations

BI	Behavioural Intention
CR	Composite Reliability
CHRIS	Computer-based Human Resources Management Systems
CFA	Confirmatory Factor Analysis
CSM	Covariance Structure Model
DOI	Diffusion of Innovation
EE	Effort Expectancy
E-HRM	Electronic Human Resources Management
EXP	Experience
EFA	Exploratory Factor Analysis
FC	Facilitating Conditions
H	Habit
HR	Human Resources
HRIS	Human Resources Information Systems
ICT	Information and Communication Technology
IS	Information System
IT	Information Technology
M	The Mean
MM	Motivational Model
PEOU	Perceived Ease of Use
PV	Price value
PCA	Principal Component Analysis
PE	Performance Expectancy
SD	Standard Deviation
SE	Standard Error
SEM	Structural Equation Modeling
SI	Social Impact
SRW	Standardized Regression Weights
SE	System Enjoyment
SF	Social Influence
TAM	Technology Acceptance Model
TPB	Theory of Planned Behaviour
TRA	Theory of Reasoned Action
URW	Unstandardized Regression Weights
UTAUT	Unified Theory of Acceptance and Use of Technology
VKN	Varimax with Kaiser Normalization
VHRM	Virtual Human Resources Management

INTRODUCTION

Organizations and companies worldwide are gradually shifting away from their current, face-to-face service delivery model and toward ones that use digital technologies to streamline administrative processes, increase efficiency, and improve consumer and business engagement.

Since the turn of the 21st century, organizations have been increasingly adopting E-HRM systems and shifting away from traditional methods of providing services in favour of digital ones. In the past three years, a tremendous rise in E-HRM use has spread among almost all organizations and companies due to the global spread of the Coronavirus pandemic and the urgent necessity to minimize interpersonal interaction. The rate of acceptance and use was one of the issues disturbing the top management of these organizations. Despite these significant advances, E-HRM systems in many sectors failed for many reasons. The most important cause was the stockholders' lack of acceptability for this system.

Many theories and models have been built from prior research to examine the most critical aspects of new technology system adoption, including E-HRM. However, scholars conducted limited testing of these hypotheses in developing countries like Jordan. The UTAUT2 model is superior to other models since it unifies and better explains technology adoption. Nevertheless, this model is still undergoing testing in various contexts, and it may not account for all the elements influencing users' decisions to embrace a new system. In order to study and explore the most crucial factors that affect the users' decision to adopt the E-HRM system, the researcher has proposed a model to include an additional variable related to trust in the system as well as using experience as a moderator to some relationships that were not present in the original model but may be influential in a developing country like Jordan.

The dissertation organized all the variables under three main categories: first, Human E-HRM interaction, which includes user perceptions of the system and how much work they expect the system to require (Effort Expectancy [EE]), how effective they think the system will be (Performance Expectancy [PE]), and how influential they think the system will be (Social Influence [SI]). Trust in the system is an example of trust-related factors. The second category of E-HRM infrastructure consists of factors associated with the system's infrastructure, which includes facilitating conditions (FC).

1. BACKGROUND

Researchers widely agree that Information Technology (IT) is one of today's most potent forces for change (Lasi et al., 2014). The fast and intense IT growth over the last few decades has affected many daily activities, including information, communication, and other tasks (Setyowati et al., 2021). Almost every company now uses technology in some way. Using technology is seen as an additional benefit for any company since it allows operations to be transformed from laborious human tasks to automated ones. At both the micro- and macroeconomic levels, Human Resources Management (HRM) has undergone a series of changes that have changed its fundamental contribution (Pan & Froese, 2022).

For this reason, the HRM function came into being as a consequence of the rise of the labour movement and laws on Human Resources (HR) rights. As a result, the early traditional emphasis was on people management and the connection between labour and management. HRM is now widely acknowledged to play a more significant role in businesses and organizations of all types, whether private or public, for-profit or non-profit, due to the fast changes in economics and business considerations. This includes aspects like globalization, IT, societal trends, political power, and a company's ability to compete.

HRM has been fundamentally altered due to the digital revolution, which has advanced at a dizzying pace. Compared to previous economic causes, the current economic developments generated by IT advancements are far more intense and rapid. IT is considered one of the most potent driving factors for change. In recent decades the intensive and rapid development of IT has been witnessed, beginning with information and communication and many daily activities, which address its effect on various human resources jobs. Technology has invaded the practices of almost all businesses. Technology is considered an added value to any organization in transforming activities from the boring old techniques of human activities to computerized activities.

IT and E-HRM

In the early 2000s, many researchers and thinkers warned the world that electronic commerce would be one of the leading business approaches in the current time, in which all businesses will have an electronic branch online, and most of these businesses will only depend on online venues (Mkansi, 2022). Implementing IT through HRM allows employees to commit more time to activities that generate more organizational value to create more effective HRM policies that help

to enhance organizational efficiency by making HRM the real strategic business partner (Parry & Tyson, 2011a). The role of an HR department is to manage and deal with employees' needs and requirements in an organization (Lei et al., 2021). To utilize the role of the HR department, it is essential to complete the tasks and functions at the best-optimized level (A. Agrawal, 2018). The HRM technology-oriented makes it possible to quickly and efficiently use technology to improve organizations' HR policies and practices (Kaygusuz et al., 2016a). To achieve this, businesses use the latest technological advancements like web-based or computer-based technologies to secure a productive workforce.

Technology in the field of HRM has different terms with different definitions. The use of electronic HRM terms that are used in organizations as well as mentioned in the literature can be mentioned as Electronic Human Resources Management (E-HRM), Virtual Human Resources Management (VHRM), Computer-based Human Resources Management Systems (CHRIS), Human Resources Information Systems (HRIS) or Human Resources Management Systems (HRMS). The main terms mentioned in the literature were E-HRM and HRIS (Kundu, 2014).

E-HRM vs HRIS

It is essential to be understood that HRIS is aimed at the HR department itself, as there is a significant difference between HRIS and E-HRM. Mainly, HRIS systems' users are HR personnel and professionals. In other words, HRIS is primarily working at the HR department level. These systems are meant to enhance HR department processes to improve their service within the organization. Moreover, As far as the HRIS is concerned, it involves systemic procedures to collect, store, maintain, update and distribute data on the organization's HR (Nagendra & Deshpande, 2014; Tannenbaum, 1990).

In contrast, (E-HRM) focuses on both the internal and external stakeholders of the HR department, including staff and upper management (Martini et al., 2021). According to Martin & Reddington (2009a), HRIS is concerned with the automation of systems used for the purposes and benefit of the HR function. In contrast, E-HRM is concerned with using web-based and mobile communication technologies to alter the nature of interactions between HR personnel, line managers, and employees. Because of the change in interaction, E-HRM technologies increasingly mediate face-to-face relationships between HR staff, managers, and employees.

HRIS has the potential to mediate and alter the way HR communicates with the rest of the organization's staff. Less face-to-face communication may be necessary if HR can use HRIS to automate its payroll process, retrieve payroll data, and systematically send it to line managers (via email). Aside from the HR department, anyone with internet access can use an HRIS (Hubbard et al., 1998). E-HRM can therefore be understood as the technical distribution of HRIS to all workers in an organization (Bondarouk & Ruël, 2013a; Bowen & Ostroff, 2004).

E-HRM focuses on all processes and contents for incorporation in managing the human capital transmitted through IT to increase consistency and efficacy, improve the quality of HRM processes, and create long-term opportunities for the organization's stakeholders (Bondarouk and Brewster 2016). In addition, it is found that E-HRM is, in reality, a thorough name that includes all possible processes and connections involving HRM and IT to provide value for staff, administrators, and organizations outside the organization (Bondarouk et al., 2009). On an intranet, the employees provide HRM services. The distinction between HRIS and E-HRM can be understood as the movement from the mechanization of HR services to the technological backing of HR data. While developing their ideas, the authors of works focused on HRIS or written from an HRIS perspective often make connections to E-HRM. For instance, so-called stage-oriented approaches to the link between IT and HRM can help bring about E-HRM in specific ways. To put it another way, E-HRM is the technical key that unlocks HRIS for all of a company's employees.

E-HRM technology emerged from Traditional HRM and focused on translating traditional HRM concerns such as hiring, recruiting, training, rewarding, retaining, appraising, and encouraging organizational personnel in the digital sphere (Bondarouk & Kees Looise, 2005). In addition, there is widespread agreement among academics and HR professionals that E-HRM can help them boost their efficiency and effectiveness, allowing them to make a more significant contribution to the attainment of the organization's strategic goals (Škudienė et al., 2020). Additionally, there is a rising demand for E-HRM market value functions that are more trustworthy, competitive, and equipped to serve the strategic aims of any business function (Waheed et al., 2019). From an employee's point of view, E-HRM has been continuously evaluated as merely satisfactory by both HR and non-HR leaders for decades (Cascio & Boudreau, 2014). Studies have shown that E-HRM effectively raises the efficiency of HRM roles in policy and practice (Iqbal et al., 2018; Obeidat, 2016a; H. J. M. Ruël et al., 2007a). The notion of E-HRM adoption and its significance requires

further empirical studies. There is also a lack of clarity regarding which factors should be prioritized during E-HRM implementation.

At the same time, staffing agencies still have trouble adopting new technologies, and E-HRM is not producing the promised results. To restate the meaning, E-HRM ventures keep revealing setbacks (Strohmeier, 2007a) and have been found to achieve less than expected (Chapman et al., 2003). The complex nature of human interactions, such as managing employee acceptance while introducing new E-HRM programs, also acted as a barrier to fully utilizing E-HRM potential (Wiblen et al., 2010). For example, according to Iqbal et al. (2018), It was discovered that actual E-HRM deployment resulted in the substitution of administrative activities with ones related to technology rather than freeing up time for HR experts. Overall, it did not affect HRM facilities. In addition, HR professionals have been poor at leveraging technologies to launch and maintain business decisions that align with strategic goals (Dery & Wailes, 2005).

Therefore, the previous empirical research demonstrated that most businesses are presented with difficulties caused by a lack of awareness of factors influencing E-HRM adoption. Many experts have proposed varied definitions of what it means for technology to be "adopted," but in a nutshell, it means that people are willing to incorporate new tools into their everyday workflows (Strohmeier, 2007b).

As was previously indicated, the HRIS differs from E-HRM in that employees need the HR department's assistance to access the system (Veenendaal & Bondarouk, 2015). With an E-HRM system, however, workers have access to the system and may handle HR duties independently. As a result of its lack of technological advancement, the developing setting faces difficulties when attempting to implement an E-HRM system, and its workforce has opposing views on the concept of E-HRM (Boudreau & Cascio, 2014). Changing to an E-HRM system from an HRIS delivers pricey but worthwhile techniques, and it aids in lowering the amount of paperwork HR has to deal with (Veenendaal & Bondarouk, 2015). When the outcomes of an E-HRM system are implemented without first learning how to use such a system best, unintended repercussions can arise. The choice to implement an E-HRM system varies from industry to industry and depends on a wide range of intangible elements. That is why learning what makes people comfortable with adopting a new system is so important.

E-HRM has been immensely studied in the literature. However, there is a consensus that E-HRM is amongst the most implemented applications in organizations (Lee, 2011). E-HRM could be described as administrative support for the HR feature of the organization (Voermans & van Veldhoven, 2007a). E-HRM is often characterized by conscious support or the full use of web technology to incorporate HR techniques, policies, and practices in organizations ((H. Ruël, Bondarouk, and Looise 2004). Another concept of E-HRM is software programs, interactive digital communication, and networks to perform human resources functions (Strohmeier, 2007c). From the literature and the definitions of HRIS and E-HRM, it is clear that E-HRM is the general term or an umbrella for using technology in HRM practices, while HRIS is only the systems that HR professionals use within the same HR departments. According to (H. Ruël, Bondarouk, and Looise 2004), E-HRM is the process that includes specific communication systems, software and hardware, and databases to organize information and enforce human resources department activities.

To understand the effect of technology, the perception of users toward technology is usually examined by researchers. Effective successful implementation of technology in HRM helps to save time and effort and helps boost access to and processing of the information needed (Wandhe, 2020). Many organizations use information systems to support HRM activities (Bilgic, 2020). E-HRM supports Professionals and experts to carry out their work efficiently and seek to contribute to the success of organizations (Al-Dmour et al., 2015; Kovach et al., 2002a; Reddick, 2009a). The implementation and efficient use of technology significantly affect the job, responsibilities, and actions of HR professionals in an organization, where they become more active and strategic partners in accomplishing organizational goals (Hendrickson, 2003a).

In the context of this study, E-HRM is defined as the utilization of information technology in human resource practices to facilitate efficient interactions between employees and employers. However, there remains a gap in empirical research when it comes to exploring the variables that influence the adoption of E-HRM, particularly in developing countries. This lack of knowledge and understanding regarding E-HRM adoption within the Jordanian Telecom industry has motivated the undertaking of this study.

By investigating the acceptance and usage of E-HRM in the specific context of the Jordanian Telecom industry, this study seeks to bridge the existing gap in knowledge. Understanding the

factors that affect the adoption and implementation of E-HRM within this sector can provide valuable insights for HR professionals, managers, and organizations as a whole.

By examining the unique dynamics and challenges faced by the Jordanian Telecom industry in adopting E-HRM, this study aims to shed light on the specific factors that influence its acceptance. The findings of this study can contribute to the body of knowledge on E-HRM adoption, particularly in the context of developing countries like Jordan. This, in turn, can inform HR practitioners and decision-makers in the Jordanian Telecom industry, allowing them to make more informed choices regarding the implementation and utilization of E-HRM systems.

Overall, the motivation behind this study is driven by the need to address the limited empirical research on E-HRM adoption and its specific impact within the Jordanian Telecom industry. By filling this knowledge gap, the study aims to provide valuable insights and recommendations that can enhance the adoption and effective utilization of E-HRM systems in this sector, ultimately leading to improved HR practices and organizational performance.

1.1. RESEARCH PROBLEM

Almost all organizations, especially in developed countries, are interested in improving the performance and productivity of their employees (Garg et al., 2021). The HR employees in those organizations are making great efforts to maintain a special relationship with the organization and its employees to accomplish the aims and targets of the strategic plans of these organizations. Nowadays, organizations are becoming vast and multinational, which makes them very hard to be managed. Therefore, technology was presented as a tool to offer solutions for procedures and tasks. Individuals' perceptions of technological strengths and weaknesses are consequences of technological advancements at the organizational, societal, and individual levels (Bondarouk and Ruël 2013; Fraij 2021; Galanaki, Lazazzara, and Parry 2019; Nurshabrina and Adrianti 2020; M. Rahman, Mordi, and Nwagbara 2018; H. J. M. Ruël, Bondarouk, and Van Der Velde 2007). Therefore, in the IT literature, many concerns have been raised regarding how technology is used and its effect on the environment. Perceptions and attitudes about using information systems may be adjusted due to external factors (Kohansal et al., 2016).

Similarly, (Thite, Kavanagh, and Johnson 2011) argued that adopting and using E-HRM without having the required atmosphere does not contribute to good acceptance and adoption of a system. The challenges include the lack of trained personnel who can perform tasks on E-HRM systems

skillfully (Shet et al., 2021; Zaim et al., 2018) and inadequate IT infrastructure (Poba-Nzaou et al., 2020). By implementing new technology in HR departments, the development of IT has dramatically influenced organizations to change their working strategies, such as HR environment and performance. However, it is essential to note that implementing IT in an HR environment has not always been without challenges due to various factors.

Employees who do not receive proper training on using E-HRM systems result in higher costs and lower job performance (Al-Dmour 2012). Other Challenges of E-HRM implementation include a lack of staff with IT skills or knowledge (Noerman, Erlando, and Riyanto 2021a), a lack of departmental coordination, technical support, or changes in organizational processes (Raeder, 2021). Resistance to using new systems was highlighted as a significant problem (Laumer et al., 2016). The high costs of implementing E-HRM systems, building suitable IT infrastructures, buying computers that meet the E-HRM systems needs, software maintenance, and hardware maintenance are also problems that face during the implementation of the E-HRM systems in developing countries (Nurshabrina & Adrianti, 2020). The implementation of E-HRM aims to increase efficiency and transparency in organizations (Nurshabrina and Adrianti 2020; Škudienė, Vezeliene, and Stangej 2020).

Venkatesh and Davis (2000) outlined the influence of the surrounding environment on user perception and the implications of user adoption of technology. As a result, these implications can affect productivity and organizational performance. So, to properly incorporate information systems, it is necessary to consider other essential criteria besides technological factors. Therefore, this calls for more inquiry into the importance of E-HRM from employees' viewpoints, the forces that influence their beliefs and behaviours, and organizational actions. Although E-HRM is well known and expected, there is a debate about whether it is easy to be accepted by employees and adopted by organizations (Barisic, Poor, and Pejic Bach 2019; Laumer, Maier, and Eckhardt 2015; Reddick 2009b). Another question relates to human interaction and behaviour toward accepting a new technology in a workplace (Claver et al., 2001; Posey et al., 2015).

The utilization of E-HRM practices during the crisis in Jordan has been a subject of investigation in various studies conducted by Ahmad Abdel-Qader (2022), Jayabalan et al. (2021), Kutieshat and Farmanesh (2022), and Nassoura and Hassan (2021a). These studies have highlighted that while some organizations in Jordan have implemented E-HRM practices, the full range of available E-HRM practices has not been universally employed.

Given the constraints and challenges imposed by the pandemic, organizations in Jordan were compelled to rely on electronic platforms and technologies as alternatives to traditional HRM practices. The studies conducted during this period have emphasized the necessity of leveraging technology to overcome the limitations and disruptions caused by the crisis. However, they have also identified gaps and variations in the adoption and utilization of E-HRM practices, highlighting the need to investigate the factors influencing the acceptance of E-HRM systems within the telecommunications sector.

This research endeavor seeks to contribute to the existing literature by specifically examining the acceptance of E-HRM systems in the telecommunication sector in Jordan. To achieve this, the study adopts an acceptance model that provides a comprehensive framework for understanding the factors that influence users' acceptance of technology offered by organizations. By employing this model, the research aims to identify and analyze the key factors that affect employees' acceptance of E-HRM systems in the context of the telecommunication sector.

There were massive studies related to the determinants which are related of E-HRM adoption in organizations which are located in developed countries. The researcher has found a lack of studies in developing countries, especially in telecommunications (Alhamad et al., 2022; Khashman & Al-Ryalat, 2015a). Moreover, to test the factors that affect the adoption of technology in organizations, the researcher has massively studied the models and frameworks suggested by scholars regarding this matter. Unfortunately, the lack of trust in the system hasn't been intensely studied as a factor that affects technology acceptance and adoption in developing countries (Ahmad Abdel-Qader, 2022; Alhamad et al., 2022; Jayabalan et al., 2021; Khashman & Al-Ryalat, 2015a; Nassoura & Hassan, 2021b; Shah et al., 2020a).

This research will explore the technology acceptance of adopting E-HRM and the most influential factors related to user acceptance. This exploration will make it easier for leaders to understand how to increase the acceptance of their employee's usage of E-HRM technology in the telecommunication sector in Jordan. Moreover, this research will test the trust in adopting new technology.

The Reason Behind Choosing the Telecom Sector

In 2004, King Abdullah II told the BBC that he intended to make Jordan the Middle East's technology hub. Jordan has more internet startup businesses than any other country in the Middle

East, earning it the title of "Silicon Valley of the Middle East." In Jordan, the telecom sector is considered one of the most important sectors. Moreover, it is agreed that the telecom sector is the base of almost all trending technologies being presented in this century. Without the telecom sector, the whole world will miss the trending and creative businesses being introduced nowadays in a way that connects the whole world. The telecom sector has grown in importance as a foundational industry, which is encouraging for its growth prospects going forward. High-speed mobile technology advancements as well as device-to-device internet connectivity continue to update and upgrade the trending technologies related to industry innovation and rivalry. These important facts have led the researcher to build this study using a sample of this innovative sector which is considered to be the fuel of future innovation.

Visit to the Jordanian Telecom Sector

The researcher has visited these enterprises to learn more about how supervisory HR departments of Jordanian telecommunication companies in Amman rate the use of E-HRM systems in their organizations. This visit also aimed to see if there was any evidence of practical issues related to the research topic problem. The researcher met 3 representatives in a workshop that was carried out by one of the telecom companies in Jordan.

In this meeting, the researcher used open-ended questions to explore first-hand the hazy topics from the interviewee, not only for creating a holistic snapshot of the hazy topics related to the study being focused on but also for allowing interviewees to "speak in their voice and express their thoughts and feelings" (Berg, 2007: 96). A greater flexibility and freedom were offered from using this type of interview which is also called an unstructured interview to give the interviewee the ability to expand freely the topics he/ she wants to rise. Moreover, the main reason for these interviews was only to put more focus on the current hazy topics that are vital in the study. As well as to find out if the research problem being aimed fits the real challenges and/ or problems being mentioned in reality.

These representatives suggested the research and stated that they should be notified of its findings. They also brought up the following subjects, which are hazy for them see (Table 1).

Table 1: Interviews with the Jordanian Telecommunication Sector Representatives in the Supervisory Positions (Own Editing)

Position	Date	Hazy Topics
HR representatives	March 2021	<ol style="list-style-type: none"> 1- Trust effectiveness on E-HRM system acceptance. 2- Factors that affect the behaviour of intention to use the E-HRM system. 3- Some stated that not all E-HRM practices are performed in their companies. 4- Some also stated that some employees still insist on using traditional E-HRM practices. 5- There was a discussion about the available infrastructure and the need to update the current machines to cope with the E-HRM systems and how this will affect E-HRM acceptance. 6- Almost all agreed that E-HRM systems are being performed on recruitment practices and that COVID-19 forced them to apply all E-HRM practices. 7- Experience effectiveness in the relationship of employees' efforts, performance, and habits of using the E-HRM system.

Source: Own Editing

Based on interviews conducted in March 2021 with HR managers, department heads, and some HR supervisory level workers working in the Jordanian telecommunication sector. According to HR officials, there are critical concerns regarding the management and employee acceptance of the E-HRM system and its intention to use it. They concentrated on building trust in the system and the practices that are followed because they may impact employees' performance and efforts. Discussing the experience's effect on the acceptance of E-HRM and how it might affect the behaviour of intention to accept the E-HRM system, especially from the employees, was an exciting part of getting a result. After collecting these notes and problems from the practical point of view, the researcher was sure that the findings and recommendations of this study would help the Jordanian Telecommunication sector to answer these vague questions and help them to develop

their technology acceptance challenges. This study will explore the technology acceptance of adopting E-HRM and the factors which affect this intention.

1.2. RESEARCH AIMS AND OBJECTIVE

The current research aims to address a research gap in the user acceptance of E-HRM in the Jordanian telecommunication sector. It intends to contribute to technology adoption and acceptance research by offering researchers, organizations, HR leaders, service providers, and policymakers expanded knowledge and honest feedback on the development and acceptance of E-HRM and its adoption in developing countries, more specifically, the telecommunication sector settings.

HRM employees' functions are turning into technical applications, and this transformation is reducing time, effort, and cost. The software will substitute almost all traditional industries in the coming five to ten years (Bhatta & Thite, 2018). Organizations are changing typical business models, such as all HRM operations, which are primarily influenced by digitization due to the increased usage of employee-related software, IT-enabled HR functions and procedures, social networks, and mobile apps (Bhanu Prakash et al., 2019).

HRM employees' functions are transforming technical applications, leading to reduced time, effort, and cost (Bhatta & Thite, 2018). This shift is driven by the increasing utilization of employee-related software, IT-enabled HR functions and procedures, social networks, and mobile apps, which are influencing traditional business models, including all HRM operations (Bhanu Prakash et al., 2019). The integration of technology into HRM practices has revolutionized various aspects of human resource management, including recruitment, employee onboarding, training and development, performance management, and employee engagement (Bhatta & Thite, 2018; Bhanu Prakash et al., 2019).

The adoption of software solutions and digital platforms in HRM has brought about several advantages for organizations. These technologies enable efficient and accurate data management, automated processes, real-time analytics, and improved decision-making (Bhatta & Thite, 2018). Moreover, the increased accessibility and convenience offered by mobile apps and social networks have facilitated better communication and collaboration among employees, leading to enhanced employee satisfaction and productivity (Bhanu Prakash et al., 2019).

The rapid digitization of HRM is expected to have a profound impact on the future of work. It is projected that traditional industries will be gradually substituted by software solutions in the next

five to ten years, revolutionizing the way organizations operate (Bhatta & Thite, 2018). This digital transformation presents both opportunities and challenges for HR professionals. While it offers the potential for increased efficiency and effectiveness in HR processes, it also necessitates the development of new skills and capabilities to navigate the evolving landscape (Bhanu Prakash et al., 2019).

The objective of this research will be to identify and analyze critical measures relating to the acceptance of E-HRM as a technology adopted by the management and, more precisely, to the HRM tasks. The researcher has categorized the objectives of the research into four blocks. The first block is the human interaction block which refers to the variables connected to human behaviour, such as performance expectancy, effort expectancy, social influence, and habit. In this block, the researcher will investigate how human interaction can influence the adoption intention of using E-HRM. The second block is the facilitating conditions variable connected with the technical and organizational infrastructure available to the user and how these can affect the behaviour intention and acceptance to adapt the E-HRM technology. The third block is the trust in technology to perform tasks. The researcher will investigate the effect of trust on user behaviour to adopt the E-HRM within the organization. Finally, the last block is the experience as a moderating variable and how experience can impact the human interaction block to influence the technology adoption behaviour of using E-HRM in the telecommunications sector.

1.3. RESEARCH QUESTIONS

By addressing the following research questions, this study aims to achieve the previously described objectives:

- 1-** What are the main factors that affect the adoption of E-HRM in the Jordanian telecommunication sector?
- 2-** Does human interaction (Efforts Expectancy, Performance Expectancy, Social Influence, and Habit) affect the adoption behaviour of E-HRM in the Jordanian telecommunication sector?
- 3-** Does the organization infrastructure (Facilitating Conditions) affect the adoption behaviour of E-HRM in the Jordanian telecommunication sector?
- 4-** Can trust as an extended variable affects the adoption behaviour of E-HRM in the Jordanian telecommunication sector?
- 5-** Can the experience as a moderator affect the adoption behaviour of E-HRM in the Jordanian telecommunication sector?

2. LITERATURE REVIEW

This chapter will examine the preceding literature study. It will discuss a variety of studies that have investigated the importance, types, and improvements of E-HRM systems, as well as acceptance theories and the factors that influence technology adoption. To provide further insight into the procedures of technology adoption in E-HRM systems, this chapter also outlines the study's theoretical foundation and covers the general patterns of technology adoption.

There is much interest in the use of IT in HRM by academics.

There have been several studies on using E-HRM to support organizational functions, including (K. S. Ball, 2001; Haines & Petit, 1997; Hannon et al., 1996a, 1996b; Kinnie & Arthurs, 1996).

DeSanctis (1986) survey found that about 40% of companies surveyed did not use E-HRM. According to Hannon et al. (1996a), E-HRM utilization for HR roles was low, whereas other areas, such as accountancy and wages management, were high.

However, (K. Ball, 2010) claims that E-HRM is more widespread in big organizations because of high implementation costs and that training and recruiting are employed less often in E-HRM despite its fast expansion in the 1990s. The research found that E-HRM focuses more on administrative functions than analytical functions.

Several studies have used E-HRM for administration aims (Bondarouk & Ruël, 2013b; Hussain et al., 2007; Reddick, 2009b). According to Hussain et al. (2007), using E-HRM decreases the number of administrative employees while maintaining excellent work performance, generating a more productive work environment. Furthermore, Reddic (2009b) discovered that E-HRM could recruit, attract, retain and maintain and assist workforce administration to improve workforce management. (Bondarouk & Ruël, 2013b), on the other hand, assert that E-HRM aids administration on more than just a tactical level. According to the researchers, E-HRM frees HR employees from administrative duties, allowing for more crucial, strategic people management actions to be carried out. Even though E-HRM has been mentioned in academic literature, the technology seems to be used primarily for administrative tasks and activities, which raises problems about individual attitudes and acceptability in organizations of E-HRM.

2.1. ELECTRONIC HUMAN RESOURCES MANAGEMENT DEFINITIONS

In its broadest sense, HR technology is any tool or method that uses an information system to carry out HR procedures and rules (Strohmeier, 2007d). Scholars have used a variety of terminology and meanings to characterize HR technologies over the years; these terms and definitions have evolved in step with advances in technology and HRM theory. Bondarouk et al. (2017a) found over 20 terms used to describe E-HRM in the last 40 years, such as human resources information systems (HRIS) (Kovach et al., 2002b), web-based HRM (Lengnick-Hall & Moritz, 2003), virtual HRM (Lepak & Snell, 1998a), and E-HRM. Al-Dmour et al. (2015) define E-HRM as a technical unlocking of HRIS for all employees in a company, which is more than just a variation in terminology; it indicates the expanded function of HR technologies beyond the automation of HR services.

Strohmeier (2007) first used the term "E-HRM" to describe the strategic use of IT to facilitate collaboration between multiple stakeholders in the execution of HR processes. Bondarouk and Rul (2009) provided a more recent definition of E-HRM, explaining that it encompasses all possibly imagined integration methods and contents between HRM and IT to create value within and across organisations for targeted employees and management.

Recently, Marler and Parry (2016) proposed that E-HRM is a collection of computer hardware, software, and electronic networking resources that enable intended or actual HRM activities (including policies, practices, and services) by coordinating and trying to direct individual and group-level data gathering and information creation and communication within and across organizational boundaries. These definitions have some things in common, but the one that matters here is that they focus on internal HR customers (employees and managers).

Therefore, better service for those who use the HR department is a crucial goal of E-HRM. In addition, Bissola and Imperatori (2014) defined E-HRM as a management system that facilitates communication channels between the company and its staff. To recap, the primary goal of E-HRM is to provide a shared content platform via IT to improve the uniqueness, consistency, and efficiency of HRM processes across enterprises for designated end-users (Bondarouk, Parry, et al., 2017). Lepak and Snell (1998), Parry and Tyson (2011), Rul et al. (2004a), and Strohmeier and

Kabst (2014) classify E-HRM primarily into these three categories: operational, relational, and transformational.

Subfunctions of E-HRM systems that fall into one of these three categories include payroll, rewards, attendance, performance management, recruitment and selection, succession planning and career management, talent management, training, and employee engagement (Bissola & Imperatori, 2014; Marler & Fisher, 2010; Sanayei & Mirzaei, 2008). It is not always the case that e-HRM is effective or satisfies the fundamental HR goals of attracting, motivating, and retaining employees just because a company adopts the technological aspects of a new E-HRM approach (Wright & Kehoe, 2008).

An effective deployment considers the system's usability and the employees' willingness to use it. Several theories were defined to examine the factors that are believed to affect the success of E-HRM implementation to examine and explore the factors that affect the behaviour of intention to use a particular technology. The researcher will mention them later in this chapter.

2.2. IMPORTANCE OF E-HRM

Technology is the body of knowledge and practice involved in using tools, processes, and systems to solve problems, improve existing solutions, achieve goals, manage an applied input/output relationship, or perform a particular function to achieve a more general objective, like making life more comfortable and convenient. Technological breakthroughs have significantly impacted the ability of humans to control and modify their ecosystems. Construction, medical, and information technology are a few examples of specific fields where the phrase is utilized.

Today's corporations are different from those of the past. The evolution, dissemination, and supremacy of information may be the defining characteristics of our time due to its dynamic nature. New technologies are essential in today's highly developed society. Implementing HRM systems is one strategy firms use to improve their processes and operations.

E-HRM is essential since technology is vital to many aspects of the modern workplace. According to surveys conducted by HR consultants, both the prevalence and the scope of E-HRM use within firms are growing (CedarCrestone, 2007). Modern technologies are significant and valuable, as evidenced by the fact that more and more businesses are adopting them. Furthermore, many practitioner reports offer convincing evidence that E-HRM is growing more prevalent, must bring spectacular improvements, and promote competitive advantage.

Due to the widespread use of cutting-edge IT tools and procedures, many firms have changed every aspect of their operations. Numerous instances can be offered, such as how significant firms frequently use E-HRM systems to find appropriate applicants for unfilled positions (Al-Kharabsheh et al., 2023; Berber et al., 2018). Companies increasingly use these technologies to determine employee needs, deliver training, oversee employee performance, and manage compensation, benefits, and evaluation schemes (Ghazzawi, Al-Khoury, et al., 2014; Lengnick-Hall et al., 2018; M. Rahman et al., 2018b).

According to studies, E-HR systems frequently increase the effectiveness of HR processes and procedures, reduce administrative costs, and cut down on transaction times (such as the time it takes to acquire new employees or replace departing ones) (Berber et al., 2018; Ghazzawi, Al-Khoury, et al., 2014; Lengnick-Hall et al., 2018).

Even though E-HR systems are extensively used, just a few companies that do so feel that using them has helped their HR decision-making (CedarCrestone, 2007). Therefore, it is likely that defects in these systems' conception or implementation will prevent them from being successful (Stone et al., 2003).

According to a poll, electronic selection and recruitment methods are already being used by 74% of significant firms (CedarCrestone, 2007). However, increasing efficiency within a corporation by incorporating E-HRM into strategic decision-making. Data from more than 19,000 businesses were utilized by (Liu et al., 2007) to show that HRM offers a significant added value in influencing company success. It also highlights the value of making strategic decisions and that HRM performed best when decisions were closely related to corporate goals.

Traditional HR systems are probably more engaging than electronic ones, especially regarding tools and procedures, making them less effective at capturing employees' interest. For instance, people could misunderstand critical HR information because messages transmitted through technological platforms lack the complexity of face-to-face communication (e.g., HR rules and procedures and safety guidelines).

2.3. ELECTRONIC HUMAN RESOURCES MANAGEMENT TYPES

Rul et al. (2004) found that HR practices can be divided into three categories: transformational, relational, and operational see Table (2). Therefore, achieving HR's operational, relational, and transformational aims constitutes the efficacy of HR services. Additional criteria include the HR

department's strategic involvement in the creation and execution of business goals, its contribution to the expansion of organizational competencies, and its function in aiding managers' reactions to organizational change (Mohd.Yusoff et al., 2009). The responsibility of the HR department goes beyond merely advocating high-performance HR practices (Sanders & Frenkel, 2011). High-performance HR strategies include employee empowerment, performance-based pay and advancement, and compensation-based training and development as examples of increasing workers' knowledge and productivity (Al-Abbadi, 2018). Shakil, Hassan, and Qureshi (2019) contend that it is critical to consider how HR professionals affect business outcomes. The effectiveness of HR is frequently evaluated by asking staff to rate the level of service they have received from HR, according to Ulrich (1997).

Table 2: Types of E-HRM (Own Editing)

Types of E-HRM	
Operational E-HRM	HR procedures used in HR departments for administrative functions (Bissola & Imperatori, 2014; Fındıklı & Bayarçelik, 2015; H. J. M. Ruël et al., 2007b).
	It seeks to enhance Workforce performance, HR service quality, employee productivity, and business performance (Iqbal et al., 2019; Parry & Tyson, 2011b).
	Examples: E-attendance registers, e-grievance, e-leave, e-payroll practices, e-personal profile, and e-benefit management (Aityassine, 2022; Bissola & Imperatori, 2014; Md. S. Rahman & Hosain, 2021)
Relational E-HRM	Implementing HR practices to assist organizational processes (H. Ruël et al., 2004b).
	It strives to assist organizational processes, enhance HRM effectiveness and efficiency, and empower managers (Aityassine, 2022; Bondarouk & Ruël, 2013b).
	For example, E-recruitment and selection, e-advertising, e-performance appraisal, e-training, e-career management, e-communication, and e-learning (Al-Ajlouni et al., 2019; Hosain et al., 2021; H. J. M. Ruël, Bondarouk, & van der Velde, 2007a).
Transformational E-HRM	HR procedures are put into place to help achieve strategic goals (H. J. M. Ruël et al., 2007a)
	It seeks to enhance the organization's HRM alignment with its strategic goals (Aityassine, 2022; Bissola & Imperatori, 2014).
	For example, Web-communities, e-talent management, strategic organizational change, and strategic competence management (Aityassine, 2022).

Practices aimed at lowering HRM expenses and boosting the effectiveness of administrative HR duties are referred to as operational, transactional, or administrative E-HRM practices (Bissola & Imperatori, 2013; Berber et al., 2018; Galanaki et al., 2019). It was described as performing administrative activities relating to human resources using automation (Ibrahim, 2021). E-HRM is "the arrangement of computer hardware, software, and electronic networks that enable the execution of HRM operations," according to Berber et al. (2018). Executing HR administrative chores through computer and electronic networks is what they define as operational E-HRM.

2.3.1. OPERATIONAL ELECTRONIC HUMAN RESOURCES MANAGEMENT

Operational E-HRM is a fundamental HR function (Ahmed, 2020). Utilizing information technology solutions for HR administrative tasks can save expenses, increase HR function efficiency, and save time by allowing several transactions to be completed in a single unit (Berber et al., 2018). E-attendance registers, e-grievances, e-leaves, e-payroll procedures, e-personal profiles, and e-benefit management are a few examples of operational E-HRM practices (Ahmed, 2020; Rahman & Hosain, 2021). Ibrahim (2021) discovered an excellent correlation between operational E-HRM practices and worker performance when examining the effects of operational E-HRM. According to Ahmed (2020), effective E-HRM practices favour employee productivity and the standard of human resource services. Bondarouk et al. (2017) reviewed four decades of E-HRM research and found several operational E-HRM values connected to HR effectiveness and efficiency, including time and cost savings, employee productivity, and training flexibility.

2.3.2. RELATIONAL ELECTRONIC HUMAN RESOURCES MANAGEMENT

Practices utilized to manage the relationship between the organization and its employees are relational or supportive E-HRM practices (Bissola & Imperatori, 2013). Managing such a connection ultimately aims to support organizational procedures (Shah et al., 2020). The HR department must supply the company with human resources to help it adapt and manage its procedures. As a result, the HR division hires, chooses, develops, and assesses personnel. According to this perspective, relational E-HRM activities can be characterized as supporting business processes. Using electronic procedures enables HR managers to carry out their duties through digital channels and raises the calibre of HR services (Bissola & Imperatori, 2013).

Both managers and employees have access to HR data (Galanaki et al., 2019). Relational-HRM methods include e-applicant tracking, e-performance appraisal, e-communication, e-training, e-

career management, and e-learning (Hosain, 2017; Iqbal et al., 2019; Rahman & Hosain, 2021). According to a study by Hosain (2017), relational E-HRM practices (such as e-advertising, e-application monitoring, e-recruitment, e-selection, e-training, and e-learning) significantly impact a company's financial success. Alkhodary (2021) noted that three practices—e-learning, e-performance management, and e-recruitment—significantly impacted the sustainability of businesses. Ahmed (2020) discovered the essential effects of operational E-HRM techniques on the calibre of individual productivity and human resource services. Ibrahim (2021), however, found that relational E-HRM practices had no discernible impact on worker performance.

Ahmed (2020) reported that E-HRM substantially impacted the calibre of HR services and employee production, consistent with the hypotheses that E-HRM and the efficacy of human resource services are related.

2.3.3. TRANSFORMATIONAL ELECTRONIC HUMAN RESOURCES MANAGEMENT

HRM techniques applied to improve the achievement of strategic goals are referred to as transformational or strategic E-HRM practices (Rul et al., 2007; Shah et al., 2020). Ulrich's model (1997) presupposed that the HR function would change from an administrative duty to supporting an organization's strategic activities, which served as the foundation for strategic HRM (Marler & Parry, 2016). Transformational E-HRM practices include knowledge management systems, HR decision support systems, web communities, talent management, strategic organizational change, strategic competence management, and strategic planning and development (Fndkl & Bayarçelik, 2015; Ahmed, 2020). Such practices improve overall organizational performance (Fndkl & Bayarçelik, 2015) and are positively related to the firm's strategic goals (Berber et al., 2018). Strategic orientation was mentioned as one of the main objectives of E-HRM (Rul et al., 2007). Two significant benefits of revolutionary E-HRM practices are improved employee production and human resource service quality (Ahmed, 2020). (Altaf et al., 2019). However, the findings of Ibrahim (2021) showed that the effects of transformative E-HRM practices on employee performance were negligible. Rul et al. (2007) investigated three multinational organizations and discovered a significant correlation between E-HRM and HRM's technical and strategic effectiveness. Al-Harazneh and Sila (2021) reported a substantial relationship between HRM implementation and the efficiency of human resource management more recently.

2.4. E-HRM IN DEVELOPING COUNTRIES

HRM is difficult to pin down since it is heavily influenced by a person's social constructs and points of view. Much discussion has focused on whether HRM should be seen as a Map Model or theory for managing people in general (Boudreau & Cascio, 2014). It is described as a method to manage the employment relationship strategically by (Torrington, 2014) HRM. While external variables like technology, economics, and natural resources may be readily replaced, strategic management depends on using internal human capital to create value (Ulrich et al., 2013). HRM is a set of actions and techniques that are designed to help an organization accomplish its objectives by effectively managing its people (Khashman & Al-Ryalat, 2015b; Murphy & O'brien-Pallas, 2016; Sareen & Subramanian, 2012a)

When managing an organization's most important asset - the people who work there and help it accomplish its goals, HRM is characterized as a methodical approach (B. E. Becker & Huselid, 2006; Khashman & Al-Ryalat, 2015b; MHH Alsaraji, 2022). HR tasks such as recruiting, training, payroll, and evaluation are all part of personnel administration, which is more an "employer" organization than a "functional" organization (Halid et al., 2022). HR has evolved from a "staff" organization to a "functions" organization during the last several decades (Lawler & Boudreau, 2020; Ulrich & Dulebohn, 2015; Zhang & Wang, 2006). The notion of "Strategic HRM" was coined in the 1980s when organizations realized that they might gain a competitive edge by harnessing the power of HR in their organizations.

To achieve strategic value, an organization's human capital must be controlled rather than external variables like technology, economics, and natural resources that can be readily replicated (B. Becker & Gerhart, 1996; Schuler & MacMillan, 1984a). HRM is crucial to achieving any organization's goals and strategy and gaining a competitive edge (Hatipoğlu, 2022; Schuler & MacMillan, 1984b; Zhou et al., 2021). Employee recruitment and selection (Lievens, 2015; Simón & Esteves, 2016); employee development; employee performance evaluation and management (Holton, 1996; McDowall & Fletcher, 2004); compensation structure (Pulakos, 2009); are only a few of the five key HRM responsibilities described by Cieri & Sheehan (2008).

To install an E-HRM system, an IT infrastructure must be evaluated, and the readiness of each infrastructure must be determined (Barzoki et al., 2013; Gueutal et al., 2009; Hooi, 2006).

According to a literature review, e-HRM deployment should aim to reduce costs, enhance HR services, and improve strategic direction(Welbourne, 2010). E-HRM has contributed to a significant shift in how people's jobs are distributed inside organizations. For example, HR professionals – managers and workers – increasingly use online tools to execute desktop operations such as performance appraisals, personnel cost evaluations, and reporting activities (Parry & Tyson, 2011c). HRM is expected to benefit from e-role HRMs as a management information system (MIS) inside the HR department (Bal & de Lange, 2015). Management of human capital via enhancing intellectual capital, knowledge management, and social capital is made possible through the use of E-HRM as an analytical tool to assist decision-makers in making more valuable and accurate decisions (Bondarouk et al., 2017b; Mashhady et al., 2021; M. Rahman et al., 2018b; Verma et al., 2020). Employee handbooks, safety protocols, and emergency evacuations are just a few examples of papers that E-HRM makes it easier for businesses to keep track of electronically, including HR-related data (O’Sullivan, 2018; Yakusak, 2015). The four fundamental tasks of E-HRM are considered a lifecycle trip for all new applicants in an organization, starting with E-recruitment, E-selection, E-training, and E-performance.

2.4.1. ELECTRONIC RECRUITMENT

The term "e-recruitment" refers to the practice of finding and hiring qualified candidates through online means. E-recruitment, or online recruitment, refers to using electronic resources in the recruitment process (Ghazzawi et al., 2014). An e-recruitment is a recruiting process that includes soliciting, screening, and choosing qualified candidates. Job vacancy sites are a term used to describe the usage of E-recruitment. For job seekers and recruiters, E-recruitment is a technique for finding new workers that involve having many people submit their resumes online and then having the organization choose the best ones (Martinez-Gil, 2014).

2.4.2. ELECTRONIC SELECTION

Because E-selection is one of the methods organizations employ to ensure that incumbents satisfy job criteria, this is evaluated via different tests, such as online, audio, and video conferencing, which are used to evaluate candidates (Martinez-Gil, 2014; Parry & Tyson, 2011c; Stanz, 2019).

Using an e-compensation system, companies may track how many employees use certain perks. Insurance, compensation, profit sharing, and retirement are among the most common. Various pieces of information must be collected and delivered throughout this procedure, including but not

limited to the kind of incident or illness, the people involved, medical records and rules governing employee conduct, and information from the government (Hendrickson, 2003b).

2.4.3. ELECTRONIC TRAINING

E-Training has emerged as the most cost-effective method of delivering training within organizations, with instructors, printed materials, training facilities, and indirect costs such as travel, lodging, and meal expenses, as well as downtime for employees, all being reduced through the use of e-training (Armstrong, 2016). E-learning is a broad term that encompasses any training, education, or educational program using web-based tools and applications to develop and disseminate information (Parry & Tyson, 2011a). A variety of web-based programs for learning, such as online classes, computer-based learning, and online collaboration, all fall under the umbrella of e-learning (M. S. Agrawal, 2022).

2.4.4. ELECTRONIC PERFORMANCE

The electronic tool which undertakes the performance assessment and evaluation using online means is called E-performance (Putu et al., 2022). A performance management system's fundamental objective is to govern employees' behaviour and ensure that it is aligned with organizational objectives. Managers may use these systems to track and evaluate employee performance, as well as to write evaluations and offer feedback (Usa et al., 2022).

Several studies are looking at the adoption of E-HRM inside government organizations, although despite its importance in developed countries, it is still at an early level of implementation (using the functions mentioned above). For example, organizations in Jordan have several difficulties in implementing E-HRM, including a lack of advanced technology infrastructure, employee satisfaction with utilizing E-HRM systems, and little or no expertise in HR systems. E-HRM in Pakistan: (Naveed et al., 2021) studied the adoption of E-HRM systems in public organizations in Pakistan. Organizations' decision-making processes were examined in this research. Out of all those found, the most significant barriers to adopting E-HRM are a lack of support from senior management and technical proficiency with the new system. The results suggested that until considerable efforts were made for its proper implementation, the adoption of E-HRM alone could not provide the anticipated benefits. In Malaysia, HR knowledge and competence have been studied by (Yusliza & Ramayah, 2012). The research found that a lack of business knowledge and HRM experience hinders the adoption of E-HRM. There is no difference between Latin American

organizations and those in Asia, the Middle East, and Africa regarding their problems. Sociocultural variables, for example, have been identified as a hindrance to the implementation of E-HRM.

Political turbulence, for example, has diverted the attention of many developing countries' decision-makers and bureaucrats from the proper deployment and use of E-HRM technology. Despite a rise in the usage of information systems (IS), the E-HRM value of IS in developing countries has remained low because HR managers lack the necessary skills and training (M. Rahman et al., 2018c). Employees not given the correct instruction on utilizing E-HRM systems will have lower productivity and incur more costs (Al-Dmour, 2012). Additionally, implementing E-HRM might result in a lack of collaboration across departments, technical support, or organizational process modifications (Guechtouli, 2010). Much attention has been paid to resistance to new technology (K. Ball, 2010; Myllymäki, 2021; Shamout et al., 2022; Shankar & Nigam, 2022; Thomas & Davies, 2005).

E-HRM systems in developing countries have additional challenges, such as the high cost of establishing the systems, constructing a proper IT infrastructure, purchasing computers that meet E-HRM system requirements, and maintaining software and hardware (Shamout et al., 2022). Increasing government efficiency and minimizing corruption are the main goals of using E-HRM in government organizations (Joseph et al., 2009; Kaur, 2021; Mashrafi, 2020). E-HRM deployment is complicated by the need to centralize and computerize HR functions and link E-HRM systems to payroll and performance evaluation systems (Nivlouei, 2014; Strohmeier, 2007d).

When establishing an E-HRM system for workers, there is a security and privacy concern that impacts their trust in the system since other employees may be able to enter their personal information, private data, or payroll system and have the capacity to update their personal information (Nivlouei, 2014). As a result of the high expense of implementing E-HRM programs, they are seen as politically motivated. When technology is introduced into an organization, (Oswal & Narayanappa, 2015) believes that it might lead to political influence on decision-making processes. E-HRM systems have been deployed in government organizations, although the HR departments have met opposition from the workforce while implementing E-HRM systems, as seen by the previous difficulties in deployment. E-HRM systems have had little impact on organizations in developing countries (Wright & Kehoe, 2008). Understanding this phenomenon in Jordan is the focus of this study. There is a need for effective HRM systems despite the country's status as an

industrial nation (Bondarouk, 2011). Implementing E-HRM systems in the Jordan telecommunication sector is critical in light of the relevance of these systems and how they improve HR services. E-HRM implementation in the Jordanian telecommunications sector is examined in this research.

It is clear from the examples above that implementing E-HRM in organizations has not been without problems. Since these issues are diverse and vary by nation, no E-HRM system can be universally used; instead, each organization must develop its system based on its unique requirements. This is why it is essential and explore and investigate the reasons behind accepting E-HRM as a significant sector like the telecommunication sector in a developing country like Jordan.

2.5. THE JORDANIAN TELECOMMUNICATION SECTOR

Over the past few years, the Jordanian telecommunications industry has shown a high economic growth rate, with Jordan's total assets being one of the fast-growing telecommunications markets in the region (The World Bank, 2022). This trend has also changed Jordan's economy from a slow-growing low-tech economy to a famous market for new innovative investors. This industry's competitiveness achieved sales of \$ 681,710,762 in 2017, and the IT services industry further developed and stabilized the national economy (Hamdoun et al., 2014). The telecommunications sector of Jordan is mature, diverse, and modernized and has the ecosystems to support it. It was among the first Arab countries to support ICT as an independent economic sector, to establish the Department of Post and Telegraph (DPT) in 1921, and adopt international telecom services in the 1930s. It was the first of its kind in Arabia to support ICT. The Post, Telegraph, and Telephony Ministry succeeded the DPT in 1951 with a mandate to improve and expand the Kingdom's coverage by postal and telephone services (Jordan National Information and Communications, 2017).

The Jordan Telecommunications Company, formerly known as the Telecommunications Corporation, was established in 1971. With the introduction of a privatization initiative in 2004, the Telecoms Group (JTG) of the 1990s was utterly liberalized. The Higher Council for Science and Technology (HCST) was established in 1987 to oversee R&D and policymaking in health, human resources, and scientific inquiry (R&D). The Commission for Telecommunications (TRC) was established in 1995 (Jordan National Information and Communications, 2017). However, the

Ministry of Information and Communications Technology now serves as the industry regulator for the ICT sector. The government established the IT Association (int@j) in Jordan in 2000 to aid in developing national ICT plans and collecting relevant statistics to benchmark the country's progress in this area.

There are three major telecommunications companies in Jordan: JTG (Orange), Zain Jordan, and Umniah. Privately owned incumbent carrier JTG went public in 2002 and purchased a majority stake in France Telecom in 2006. Today, France Telecom (doing business as Orange Jordan) owns 70% of the company, and the Jordanian government owns the remaining 30%. Despite the success of the liberalization initiative launched in 1995, only Orange Jordan offered mobile, fixed, wholesale telecom, and Internet services. Zain Jordan is the dominant mobile provider in the country, holding 35.5% of the market and offering service from 2083 different locations (Zain Group, 2021). Orange Jordan, with 33% of the market, and Umniah, with 32%, are the two dominant players in Jordan's telecommunications industry. (Oxford Business Group, 2015).

Zain Jordan reports that in 2013, mobile service taxes doubled to 24% and mobile telephone taxes to 16%; the sector was characterized by intense price competition and falling voice revenues. This is even though mobile device usage increased in 2014. Lower voice revenue was the primary cause of Zain Jordan's 5% decline in revenue and net income in 2014, while data revenues (which include SMS and VAS) grew by 11% and accounted for 23% of Zain Jordan's total revenues. Orange Jordan reported similarly dismal results in 2013, the most recent year for which data is available, with revenues falling by 11.7% during the year due to a 150% increase in electricity prices between 2012 and 2013 and changes in the tax regime. Orange Fixed, the company's most prominent business segment and the market leader in Internet service provision in Jordan, saw 2013 sales fall 5.6% due to the contraction of its wholesale line (Telecommunications Regulatory Commission (TRC), 2014).

The expansion of mobile broadband services is crucial to long-term industrial growth as data demand has sharply increased in recent years, and in the first half of 2015, two companies –Zain Jordan and Orange Jordan company – have already started launching 4G/LTE services. Zain Jordan launched its LTE network in February 2015 to become Jordan's first full-service 4G provider. The network is backed up by a 200 M JOD (\$281.2M) investment with a download speed of up to 150 Mbps and coverage of all 12 governorates, with another JD100m (\$140.6m) projection being spent over the next two years (Telecommunications Regulatory Commission (TRC), 2014).

Orange Jordan took the lead by launching 4G services with a broadband speed of up to 70 Mbps, both mobile and wireless, in late May 2015. The network is initially limited to the capital of Amman, but by the end of the third quarter of 2015, the company is seeking national coverage. Total investment in 4G upgrades will be estimated to cost JD250 million (\$352,8 million) due to total investment in the country since 2000, according to Orange Jordan. Umniah has implemented a more progressive strategy. After announcing that its network tests had successfully been completed in 2013, it was granted a 4G license to the mobile operator in June 2015. Companies have long complained of the relatively high tax burden on the telecoms industry due to the significant reversal and boycott of the following 4G/LTE auction in 2013 in the form of dual mobile services and mobile phone taxes. Although in February 2014, the government announced its plans to reduce telecom operators' tax rates, stakeholders argue that tax uncertainty is as frustrating as tax increases (Telecommunications Regulatory Commission (TRC), 2014).

Jordanian business management, as it were, is a mix of Western and East cultural values that change constantly. Careful research has shown that Jordanian values are less collectivistic, hierarchical, and risk-averse than their previous values (Obeidat, 2016b). These rapid changes in society and values could significantly impact HRM activities in Jordan. Along with these changes, technology was the main dominant. It used technology in the management to break through the HR activities and tasks. That is called the E-HRM invasion for the sake of positive influence on speed tasks, quality assurance, and cost-saving. The ideal question when it comes to using technology in the HRM is what are the acceptance decision of these new technologies in the organizations?

2.6. ELECTRONIC HUMAN RESOURCES MANAGEMENT IMPROVEMENTS

Human beings are the primary resource in any company, and many philosophers in leadership have shown that organizations that care for their employees do much better than those that do not care for human capital or do not prioritize employee welfare. In this scenario, E-HRM is a key to new perspectives, making the welfare of employees more accessible and enabling companies to control these resources. E-HRM helps to control and better plan employees and provides training for them. E-HRM works more efficiently (Kushwah & Maheshwari, 2020). E-HRM aims to improve decision-making, worker understanding, employee change, brand information, and excellence by de-restricting information and knowledge from daily and operational needs. E-HRM is deliberate creativity in the context of HRM.

Furthermore, technological advancements and development can lead to transformation and aspire to be a strategic partner for all stakeholders to digitize transactional and traditional HRM practices. Governments and organizations are taking various steps to raise awareness of the need for E-HRM practices in various industries. For the organization and its top management, a paperless office can be a competitive advantage (Isaac et al., 2018).

HRM is not considered a single component; it is a set of particular skills, each with its own goals, responsibilities, and requirements. HR optimization, which is about maximizing performance, boosts the company's return on investment and accelerates business growth. Soon, HRM should be tackled under the umbrella of innovative technology, and it will radically shift the way companies work by using more IT (Sareen & Subramanian, 2012b), in which almost all functions of HR can be transformed to be electronic, shaping the E-HRM trend (Bondarouk & Brewster, 2016; Cooke, 2009; Lepak & Shaw, 2008; Seeck & Diehl, 2017). To be successful and remain profitable, organizations should therefore have an information system capable of making available reliable and consistent information on all the company's activities; it is always the best guidance for decision-makers. Companies find it difficult to handle large amounts of information from their partners with classic information systems. This has forced companies worldwide to focus on adopting information systems that can integrate data on all the company's activities (Muhammad et al., 2021). These IT systems offer, identify and exchange knowledge from diverse departments such as human resources (Anand et al., 2020).

To maintain and increase this invaluable resource, businesses should focus heavily on the HRM function. Investing in HR software helps in this function. E-HRM is the umbrella term for the use of technology in HRM, which the literature divides down into the subcategories of VHRM (virtual Human Resources Management), HRIS (Human Resource Information System), and E-HRM (Electronic Human Resources Management) (Reina & Scarozza, 2021). E-HRM led to the HR role being modernized and improved. The threefold effect of information and communication technology on the HR role is the subject (Reddick, 2009a).

The literature classifies E-HRM techniques into three broad groups, each with its own unique set of expected results: operational, relational, and transformative (Lepak & Snell, 1998b; Parry & Tyson, 2011a; H. Ruël et al., 2004a). The operational and transformative e-practices are the ones that have received the most significant attention in the emerging literature (Gardner et al., 2003). To that end, operational E-HRM strategies (like online payroll and electronic attendance registers)

prioritize HR's different administrative aspects to boost efficiency (Parry, 2011). Transformational E-HRM solutions (such as online communities and knowledge management systems) seek to change the HR function by strengthening its strategic focus on HRM (Shrivastava & Shaw, 2003). The third category of E-HRM practices, known as relational E-HRM practices, has received less attention. These involve developing and implementing systems with the explicit intent of managing and maintaining relationships with employees (Parry & Tyson, 2011a). Examples include job postings, web-based recruitment, newsletters (Martin & Reddington, 2009b), e-learning, and performance review procedures directly applied by workers (H. Ruël et al., 2004a).

In the literature, E-HRM has been discussed from a variety of perspectives. The literature emphasizes the role of technology in improving and enhancing the effectiveness of HR and its practices, as well as the potential impact on employees. Furthermore, due to the rapid advancement of technology, the literature on E-HRM is becoming more prevalent in various parts of organizations. Many empirical studies have been found in the literature demonstrating the use of E-HRM in the workplace. This section will discuss a literature review to demonstrate research trends in various contexts. Furthermore, E-HRM interference is not a new occurrence. Researchers and experts have been working to provide an appropriate definition of E-HRM since the concept was first introduced. According to (al Mashrafi, 2020), the primary goal of E-HRM is to transfer knowledge by overcoming various organizational barriers. (Khashman and Al-Ryalat 2015b) investigated the user acceptance in the Jordanian private universities of adopting E-HRM using an extended UTAUT model. Their research aims to address the factors that permit the E-HRM adoption in Jordanian private universities in which they collected 243 questionnaires. They found out that performance expectancy and habits were significant. However, effort expectancy and social influence were not significant. This result was not expected as using technology in administrative tasks results in less effort for employees. (M. Rahman, Mordi, and Nwagbara 2018) have studied the factors that affect the implementation of E-HRM in public organizations. They found that public organizations are very slow in implementing technology in HRM, and the bureaucracy and trust were significant factors behind these reasons.

M. A. Rahman, Qi, and Jinnah (2016) have investigated the key determinants that influence the adoption of E-HRM in Bangladesh's banking and financial sector. The study used the UTAUT model and included (300) respondents who worked in the targeted industry. Structural Equation

Modelling (SEM) was used, and the results showed that Behavioural Intention and Social Influence significantly impacted E-HRM adoption intentions. (Virdyananto et al. 2017) put much effort into investigating the factors that influence employee acceptance of E-HRM systems by combining three models: the Symbolic Adoption model, the UTAUT model, and the Task Technology Fit (TTF) model. Through a structured questionnaire, employees working in coal mining were targeted, and (156) respondents were included. Using SEM, the results confirmed that Social Influence and Task Technology Fit were the significant factors determining employee acceptance. (N Morsy 2017) tried to examine the use of E-HRM in Egypt by using the UTAUT model to target hotels and travel agents, and the study concluded that E-HRM encourages effectiveness for HRM. In the study by (Agrawal 2018), UTAUT was used to examine the correlation between HRM and E-HRM systems, with particular attention paid to the correlation between E-HRM use and the quality of HR services, the frequency with which they are used, the uniqueness of HR policies, and the helpfulness of HRM personnel. The primary focus of the study was not on the factors that the UTAUT was used to examine. The research team used a convenience sampling technique to collect data from 105 employees at a private manufacturing company. The hypotheses were later tested using SEM, which found no statistically significant associations between variables related to HRM's effectiveness. The proposed items were validated through exploratory and confirmatory factor analysis, and the hypotheses were tested using structural equation modelling, which found no significant relationships between the variables measuring HRM's effectiveness. (Noutsu Fobang, Fosso Wamba, and Kala Kamdjoug 2019) Tested the UTAUT model in a developing country context (Cameroon) by focusing on employees working in small and medium-sized enterprises (SMEs) HR departments and found that SI and PE significantly impacted HRIS adoption intentions.

They reported that the influence of HRIS is operational and relational to the HR feature. The organizational impact can be summed up in its potential to enhance the effectiveness of human resources activities; automate the repetitive duties and operations of the HR function; and, eventually, maximize the efficiency of HR employees. The relational impact effectively reduces the execution time of client requests and increases the quality and acceptance of HR employees by company members.

According to Broderick and Bounreau (2011), E-HRM is considered to be the combination of databases, computer programs, hardware, and software used to collect, store, distribute, administer and manipulate HR data. Bulmash (2010) stated that HR technology is any software used to attract, select and hire human capital and to help management. Kovach et al. (2002b) Studied the different competitive benefits of E-HRM. They consider it a structured IT-based method for gathering, recording, preserving, and recalling the data needed by the organization on its human capital, staff operations, and organizational factors. While Hendrickson (2003) considers E-HRM to be the core innovation of human resources, E-HRM is not limited to computer hardware and software programs that form the technological part of the system but instead include the personnel, strategies, processes, and data needed to handle the HR function.

E-HRM is a highly essential collection of roles in the organization; as such, it must be supported by its top management. Even the advantages of superior technology's interference in every area are directly linked to the human factor interaction with associated abilities and behaviour. HIRS is used to collect and retain information that handles HR functions by turning data into information and then reporting the data to the employee (ben Moussa & el Arbi, 2020a). E-HRMs play a significant role in promoting and encouraging the efforts of an organization's human resource management department. E-HRM can be described as systems that include processes, methods, personnel, and roles to obtain, save, recover, evaluate, manipulate and distribute relevant information about an organization's human resources(Hendrickson, 2003a).

Also, E-HRM is not limited to hardware and software applications for computers. This includes the technical aspects of the system, and it involves the personnel, strategies, processes, and data needed to handle the functioning of human resources. E-HRM tends to be a political construct with several elements, including organizational, technological, and individual variables, that influence its efficiency and effectiveness. E-HRM is implemented by organizations to accomplish three core objectives, namely reducing HR expenses, enhancing HR processes and facilities, and improving the HR department's strategic value (Panayotopoulou et al., 2007; Parry, 2011). Digital innovations also encourage typical and operational tasks and improve strategic practices that increase the value of an organization's HRM. HR professionals depend on E-HRM to fulfil their functions in various areas of HRM.

Furthermore, E-HRM helps various HRM processes and works by offering critical information needed to accomplish various functions and tasks of HRM. This reflects the success and role of

HR professionals in improving HR processes and ensuring more accurate services to internal and external clients. In addition, it increases their confidence in actively making the right decisions and contributing to them (Aswanth Kumar & Brijball Parumasur, 2013; Kaygusuz et al., 2016b). It affects their attitude toward the job, job satisfaction, absenteeism, and turnover intentions. However, technology implementation and use will change user efficiency, changing HR practitioners' roles, skills, and abilities (Sanjeev & Natrajan, 2020). Whether information systems add value to the efficiency of human resources departments and make them more valuable and successful is one of the questions posed in developed and developing countries regarding the influence of information systems.

Due to these problems, IT researchers and practitioners in various regions have focused on studying the determinants of the acceptance and implementation of information systems to understand to what degree information systems meet users' needs and determine the state of acceptance. Limited publications have recorded these discussions, particularly in Arab countries, considering the numerous discussions about the use of IS and its effect on developed countries (ben Moussa & el Arbi, 2020b). This will offer a vital insight into the measurement of technology adoption and the management styles, culture, and surrounding environment of these organizations. These concerns emphasize the importance of studying the use of information systems and their impact on employees.

In addition, another significant technological aspect is the assistance of IT workers in promoting, changing and producing services. All these aspects affect attitudes and acceptance of individuals towards E-HRM, as previously mentioned. While these variables have been widely explored in developed countries, further studies in developing countries are still needed. Top management support and computer capabilities will be studied in terms of organizational factors. Top management is behind all innovations or improvements and developments in the business. Important topics relevant to top management support are financial and non-financial support, participation, and IT knowledge.

This research would, however, concentrate on this aspect as a determinant of technology adoption. Top managers are crucial in adopting and accepting technology due to their determination to transition and develop technology (Ngai & Wat, 2006). Moreover, computer knowledge is another factor affecting attitudes toward technology adoption (Srivastava et al., 2021).

Social influence is another factor that the study examines. Subjective norms are viewed as an essential element in drawing people's attitudes toward technology. Subjective norms in terms of the effect on the attitudes and actions of consumers towards the structure of significant actors and their awareness of IT are crucial in technology acceptance testing. In formulating the attitude and behaviour of a person, social actors may play an important role. Few studies examine the impact of teamwork and engagement between HR workers and technology adoption. In terms of contact between HR workers and their IT experience, this research will concentrate on researching social influence. Cooperation with personnel of HR departments and E-HRM knowledge and suggestions plays a vital role in delivering the system's most desirable benefits. If the system is used successfully by HR workers, this will focus on the system's effectiveness and, as a result, optimistic attitudes towards technology will impact organizational behaviour.

The implications of consumer perceptions towards E-HRM, which comprise a significant dimension of technology success and acceptance, are another angle the study would cover. Consider user attitudes as a critical construct that can have a significant structure. Positive or negative effect on a work environment's expectations. They could lead, for example, to obstruct the system's implementation or motivate the intention to leave.

In this regard, the emotions and attitudes of users toward information technology will affect their job satisfaction, organizational engagement, and intention to quit (Maier et al., 2013). He also stated that State that more studies on the effect of user attitudes on work related to work consequences are needed; they believe that work satisfaction or organizational commitment will influence the link between attitudes towards E-HRM and the intention to quit. In this regard, using E-HRM in an organization will improve the efficacy of HR practitioners, which in turn represents a more significant link with an organization. This study, therefore, examines whether HR professionals' satisfaction with E-HRM supports their organizational commitment, which can facilitate the significant connection between HR professionals' satisfaction with E-HRM and the intention to quit. This research identifies and explores whether E-HRM adds value to HR professionals' organizational success. In terms of its perceived utility, satisfaction, and determinants, this research examines the acceptance of E-HRM by HR professionals. The effect of the satisfaction of HR professionals with E-HRM on organizational engagement and intent to quit is also examined.

E-HRM emphasizes HR operations and helps the organization prepare by becoming the strategic leader in establishing its strategic planning and goals (L'Écuyer & Raymond, 2020; Noerman et al., 2021b). E-HRM enables the organization, through the self-learning system, to properly provide staff and managers with the facility. At the time, the HRM resources were changing, and a human resource approach has changed from a workforce to a technology-centred one (Flores et al., 2020); technologically advanced organizations provide solutions for employees through self-governed software instead of consulting HRM. There are many studies on the effectiveness of E-HRM in developed countries (H. J. M. Ruël et al., 2007c).

The literature indicates that organizations will benefit from the E-HRM, such as cost savings, quality HR services, policy orientation, and the approach to environmental changes (H. Ruël et al., 2004a). The two key benefits of E-HRM in the Human Resources process have been identified, which are performance quality and cost savings (NURLINA et al., 2020), along with the pursuit of the strategic goals of the company through its everyday operations (Nguyen et al., 2020; Shah et al., 2020b). Several researchers have identified or clarified their progress in adopting E-HRM, but there is a lack of knowledge or study on factors that influence E-HRM acceptance in developing countries (Masum et al., 2015; Obeidat, 2016c; M. Rahman et al., 2018d).

2.7. THE ACCEPTABILITY OF E-HRM

Studies have examined the influence of users' technology acceptance regarding E-HRM (Eckhardt et al., 2014; H. J. M. Ruël et al., 2007c). According to Ruël, Bondarouk, & van der Velde (2007b), HRM technical and strategic effectiveness is influenced by attitudes such as the perceived quality of E-HRM content and structure. Other attitudes toward E-HRM include cost savings, improving HR service levels, and allowing the HR department to become a strategic partner. Aside from the perceived utility and simplicity of use, Eckhardt et al. (2014) discovered that these factors impact HR professionals' perceptions regarding E-HRM. Regarding work satisfaction and the desire to leave, attitudes regarding HRIS have a significant role. Job satisfaction acts as a potent mediator between attitudes and actual turnover. Users' views on system usage tend to be shaped by their personal experiences here, which will decide whether they accept or reject E-HRM. E-HRM HRIS acceptability attitudes are an understudied subject that needs much more research.

Many studies have studied the current state of E-HRM utilization and examined E-HRM software to determine the degree to which E-HRM is used and assists the HR staff's function inside

organizations. not only the HR staff but also the whole administration. The reason is that E-HRM again not only deals with HR departments but also deals with the staff working in all the departments in the organization. There was some advanced usage, even though the use was confined to administrative or non-technical goals (Bondarouk & Ruël, 2013b). Other academics have focused on the elements that impact the acceptability of E-HRM. There is still a need for more research into variables like accessibility, information quality, and training, notwithstanding previous efforts.

Numerous variables have been extensively examined concerning E-HRM, focusing on aspects such as ease of use, information quality, and user satisfaction with their E-HRM systems. These variables provide valuable insights into the effectiveness and user experience of E-HRM technologies. However, there remains a critical need for further research to explore additional variables that influence the adoption and implementation of E-HRM.

While existing studies have shed light on key factors, such as usability and user satisfaction, there is still much to explore regarding the broader impact of E-HRM adoption. By investigating additional variables, researchers can gain a deeper understanding of the complex dynamics involved in the technological adoption process. For instance, variables such as organizational culture, management support, training effectiveness, and system integration can significantly influence the successful adoption and utilization of E-HRM.

One specific area that has received limited attention is the examination of user attitudes towards E-HRM usage. Understanding user attitudes is crucial as it directly impacts their acceptance and engagement with the technology. Exploring factors such as perceived usefulness, ease of learning, perceived risk, and perceived compatibility with existing practices can provide valuable insights into user attitudes towards E-HRM.

Furthermore, it is important to highlight the significance of conducting this research within the Jordanian context. Jordan is a country where both information technology (IT) and human resource management (HRM) play crucial roles in driving organizational performance. Therefore, understanding the attitudes and views towards E-HRM adoption within the Jordanian context is essential for designing effective strategies and interventions that align with the specific needs and challenges of the local telecommunication sector.

By addressing the existing research gap and investigating the attitudes and views regarding E-HRM adoption, this present research aims to contribute to the body of knowledge in the field. The findings will not only provide valuable insights into the general understanding of E-HRM adoption but also offer specific recommendations and guidelines for organizations operating in the Jordanian telecommunication sector. Ultimately, this research endeavours to support the effective utilization of E-HRM systems, harnessing their potential to enhance organizational performance and competitiveness in the Jordanian context.

2.8. TECHNOLOGY ACCEPTANCE THEORIES

2.8.1. THEORY OF REASONED ACTION (TRA)

In light of Technology Acceptance Models, this theory has become a core aspect of the technology acceptance model. It seeks specifically to define the components of consumer behaviour. (Fishbein et al. 1980) They established this theory, as shown in Figure (1), to demonstrate that the core concept of the structure reflects the belief of motivation. They said that humans have two individual motivation behaviour. The first one is the attitude of humans concerning their actions, and the second one is the thought of humans regarding the value of their behaviour and their interaction with others.

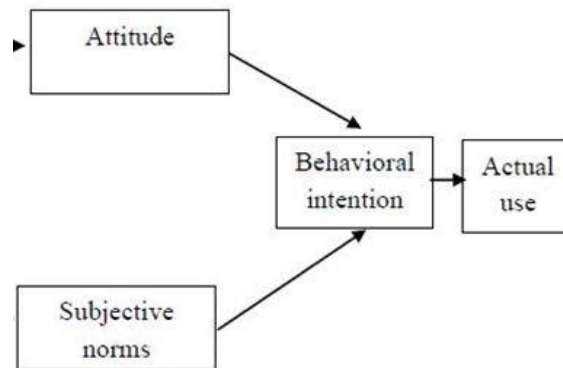


Figure 1: Theory of Reasoned Action Model (TRA)

Source: (Fishbein et al., 1980)

According to Fishbein et al. (1980), three essential elements are considered to assess an individual's behavioural intention: attitude toward behaviour, subjective norms, and behavioural intention. The attitude toward behaviour tries to determine how often the behaviour is a positive or negative result.

In comparison, subjective norms attempt to assess the influence of the social environment on human behaviour.

Earlier studies have found many limitations in using these attributes. The Theory of Reasoned Action (TRA) 's purpose is to correctly determine the behaviour if the goal and attitude are aligned with action, context, target, and time. In this field, (Sheppard, Hartwick, and Warshaw 1988) suggested that TRA is restricted to what is known as correspondence. As previously stated, they also stressed that the purpose and attitudes must align with the other elements. Otherwise, the theory would be unable to provide a theoretical basis for evaluating technology acceptance in organizations.

2.8.2. THEORY OF PLANNED BEHAVIOUR (TPB)

This Theory was designed and presented by (Ajzen 1985). TPB is designed to estimate and explain the person's purpose in taking a specific action. This theory examines how one's values affect one's decision to use technology. Figure (2) shows that the central idea revolves around three concepts: Perceived Behavioural Regulation (PBC), attitude, and subjective norms.

According to (Ajzen 1985), PBC is the degree to which a person or consumer perceives the ease and difficulty of performing a task. In the field of information systems, this concept has a unique explanatory impact. It also only works when the behaviour is under voluntary influence and ignores unconscious motivations.

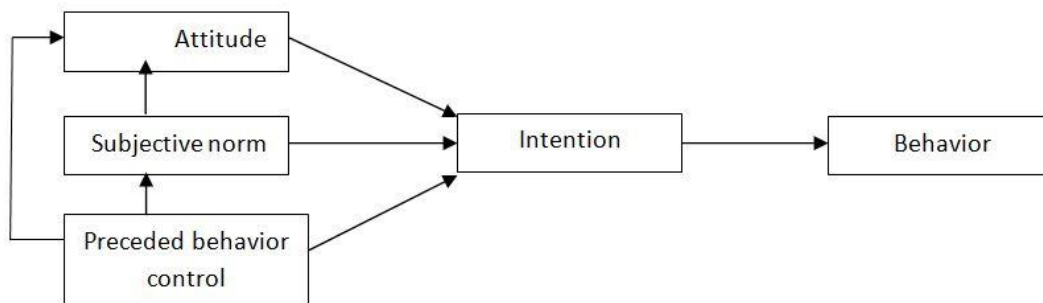


Figure 2: Theory of Planned Behaviour

Source: (Ajzen, 1985)

2.8.3. TECHNOLOGY ACCEPTANCE MODEL (TAM)

In literature, the TAM is the most commonly used type. It was adopted in many fields, including management, enterprise, and information systems (Benbasat & Barki, 2007). TAM examines the user's perspective and motivation for adopting and employing a given type of technology. The Theory of Planned Behaviour (TPB) provides the theoretical foundation for this model by showing how a person's beliefs can shape his desires and, in turn, his actions. It was developed by (Davis, Bagozzi, and Warshaw 1989) and sought to predict how much information technology employees accept, as shown in Figure (3).

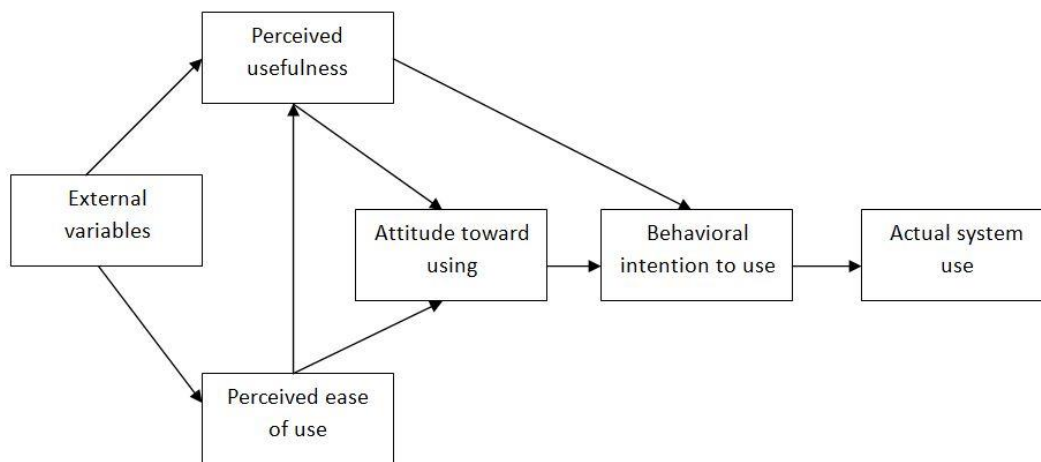


Figure 3: Technology Acceptance Model (TAM)

Source: (Davis, Bagozzi, and Warshaw 1989)

This model has two key variables that refer to the service's psychological variables: perceived ease of use (PEOU) and perceived usefulness (PU). The first key variable, PEOU, was defined by (Davis, Bagozzi, and Warshaw 1989) as the degree of users' ability to use the system easily without any difficulty. The other key variable is PU, defined as the users' understanding of what the system does, its benefits, and the gains they can expect (Davis et al., 1989). Furthermore, the individual's view of external variables and their influence on the two variables, PU and PEOU, contributes to a stronger intention to use.

TAM's absence of the social norm factor, which the Theory of Reasoned Action (TRA) validated, is one of its most controversial features. According to Benbasat & Barki (2007b), TAM has significant explanatory power and extendibility weaknesses. It relies solely on the explanatory

forces model, neglecting to identify and explain grounded variables. It cannot also expand its capabilities and provide a framework for incorporating additional future variables. Finally, TAM is unable to account for emotional decisions. Instead of user behaviour, acceptance of the technology was needed.

2.8.4. MOTIVATIONAL MODEL (MM)

Motivation is a term that describes an intention or behaviour and is related to energy, direction, and persistence (Ryan & Deci, 2000). According to Deci, Cascio, and Krusell (1975), there are two types of motivation: extrinsic and intrinsic. Intrinsic motivation is when a system uses enjoyment in and of itself, regardless of the results that may result from the use (Venkatesh et al., 2003a). Maintaining motivation necessitates a sense of competence and self-efficacy.

Extrinsic motivation is performing an action or behaviour to obtain external outcomes such as money, promotions, rewards, and other tangible benefits. This type of motivation is significant in studies involving information systems. According to Davis et al. (1989), Extrinsic motivation refers to perceived usefulness, whereas intrinsic motivation refers to activity enjoyment. In a nutshell, intrinsic motivation is concerned with the successful implementation of information systems. MM model is shown below in Figure (4).

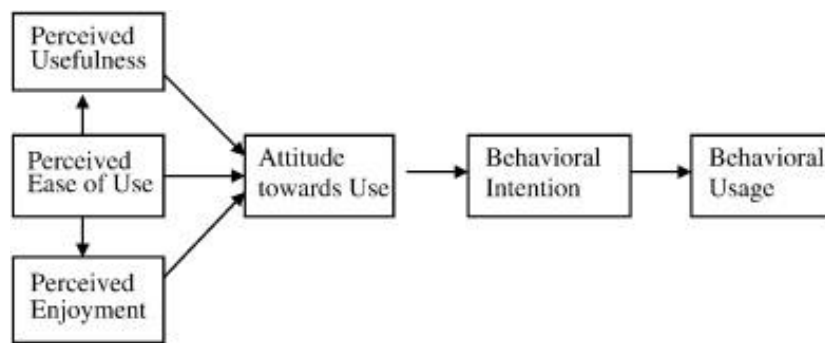


Figure 4: Motivational Model (MM)

Source: (Davis et al., 1989)

2.8.5. UNIFIED THEORY OF ACCEPTANCE AND USE OF TECHNOLOGY (UTAUT)

This form explains the degree to which a new technology system has been accepted by its users. (UTAUT) is a combination of several previous theories and models: the Motivational Model (MM), Interpersonal deception theory (IDT) The Model of Personal Computer Utilization

(MPCU), Social Cognitive Theory (SCT), Combined Technology Acceptance Model and Theory of Planned Behaviour (C-TAM-TPB), Technology Acceptance Model (TAM), Theory of Reasoned Action Model (TRA), Theory of Planned Behaviour (TPB), Model of Personal Computer Utilization (MPCU) (Venkatesh et al., 2003b). This model has four main independent variables that influence the level of acceptance of any new system. The variables in this model are:

Expecting performance (EP): refers to a user's perception of the benefits and gains that a system can provide (Venkatesh et al., 2003b).

Expecting effort (EE): The degree to which users can use the system without difficulty (Venkatesh et al., 2003b).

Social Impact (SI): The degree to which a user believes others must believe that he or she must use a new system (Venkatesh et al., 2003b).

Facilitating Conditions (FC): An individual's belief that the existing system has an organizational or technical infrastructure that aids in the system's better use (Venkatesh et al., 2003b).

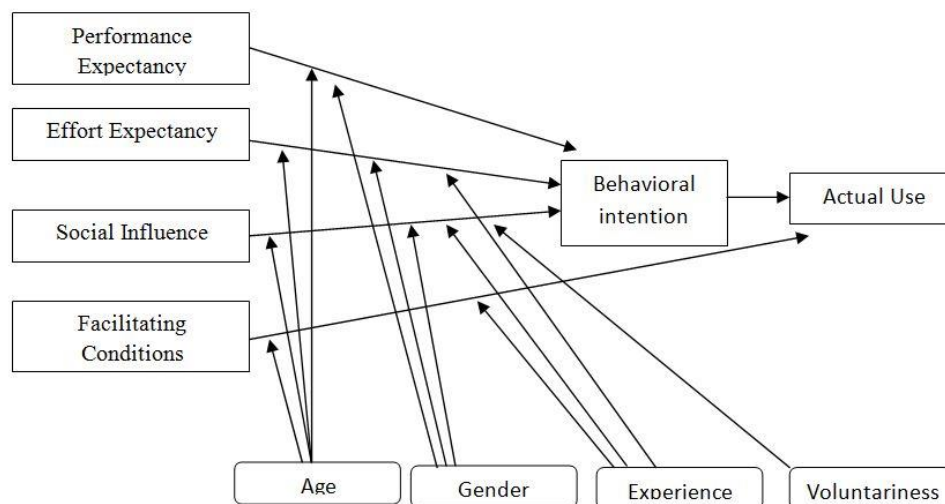


Figure 5: Unified Theory of Acceptance and Use of Technology (UTAUT)

Source: (Venkatesh et al., 2003a)

The new model Table (5) predicts that the new model can explain up to 70% of differences in the intended use. Compared to other frameworks that receive 40 % or less, this is considered a significant improvement in measurement (Venkatesh et al., 2003a).

2.8.6. EXTENDING THE UNIFIED THEORY OF ACCEPTANCE AND USE OF TECHNOLOGY (UTAUT2):

The Unified Theory of Acceptance and use of Technology (UTAUT) model was developed by Venkatesh et al. (2012) through three key contributions. To begin, Venkatesh and his peers added three new components to the model: hedonic motivation (HM), habit (H), and price value (PV). Figure (6) illustrates this. Second, they modified and expanded UTAUT by adding new constructs and modifying existing links. This contribution is critical in theory development because it helps extend the generalizability of UTAUT. Finally, from a practical standpoint, the improved model is critical to assisting businesses in the consumer technology field.

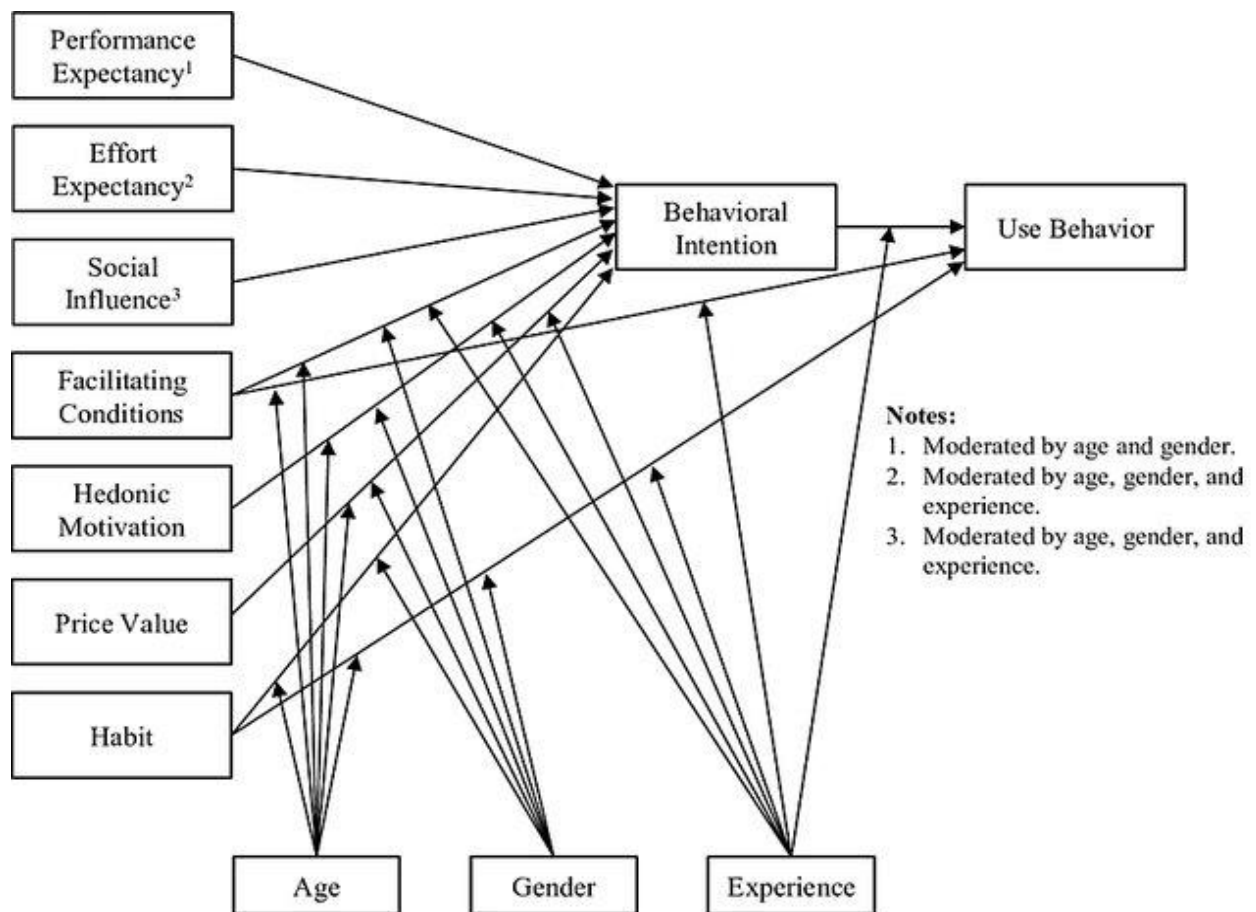


Figure 6: Extending the Unified Theory of Acceptance and Use of Technology (UTAUT2).

Source: (Venkatesh et al., 2003b)

As previously stated, (Venkatesh et al., 2003b) expanded the new framework with three new variables:

Hedonic Motivation (HM): It refers to the enjoyment or pleasure gained from using technology. It is thought to be crucial to the technology's use and acceptance. It is a key determinant of technology use and acceptance in the consumer context. As a result, (HM) is a handy tool for estimating consumers' technology usage intentions.

Price Value (PV): This variable assesses the impact of any costs incurred by the user when using the system and the impact of these costs on the system's level of acceptance.

Habit (H): Most previous studies on the use of any technology have two aspects: experience and habit. They are relevant and similar to the concept, but they are distinct. According to Venkatesh et al. (2003a), experience is the duration of time that a user has spent using technology. The degree to which people are likely to learn to use technology and carry out behaviours automatically is referred to as a habit. Between habit and experience, there are two critical distinctions. Furthermore, experience is required for the formation of a habit. On the other hand, Habit is based on the user's familiarity with and interaction with the targeted system.

2.8.7. REASONS BEHIND USING AN EXTENDING UTAUT 2 MODEL FOR THIS RESEARCH

Each of the above models explains one or more of the many variables that influence a user's choice to accept new technologies. The Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) model was chosen for this research for several reasons.

First, the model is completely comprehensive since it integrates so many preexisting theories. This model also included the addition of eight other models the Motivational Model (MM), Interpersonal deception theory (IDT) The Model of Personal Computer Utilization (MPCU), Social Cognitive Theory (SCT), Combined Technology Acceptance Model and Theory of Planned Behaviour (C-TAM-TPB), Technology Acceptance Model (TAM), Theory of Reasoned Action Model (TRA), Theory of Planned Behaviour (TPB), Model of Personal Computer Utilization (MPCU) to further explain why users accepted the technology.

Second, the model's interpretation capacity was up to 70%, making it more accurate than earlier models. However, earlier models were only able to account for only 40% of the instances in the data. Additionally, the model demonstrated greater adaptability than competing models when gauging the uptake of novel technologies (Venkatesh et al., 2003).

Third, UTAUT2 makes use of essential factors like (PE), (EE), (SI), (FC), and (H), all of which are relevant to the current research. In certain instances or technologies, such as those used in this study, hedonic motivation and price value might not be relevant. As in the case of this research, the researcher is sampling the end user of this technology which doesn't have in any case a relevant role in the price of this technology nor hedonic motivation.

The essential idea of the current research is the simultaneous inclusion of these important moderators and components in the model. This research looks at the factors which affect end users' (employees) acceptance of using new technologies like E-HRM.

Testing the ideas in different settings, as mentioned by Alvesson and Kärreman (2007), might yield further insights into their applicability. As a result, this research leans toward using UTAUT2 to investigate the aim of this research in a novel setting.

Fourth, Numerous studies have shown that this model may be used in a variety of settings, including those involving different nations, administrative structures, and communities. This allows the paradigm to be explained and disseminated in contexts beyond the user's usage of technology.

Fifth, several prior research (Al-Shafi & Weerakkody, 2010; Rahim & Athmay, 2013; Yahya, Nadzar, & Rahman, 2012) have shown that the model is quite applicable. Also included is a method for diagnosing whether or not the data provided is enough for the intended purpose.

Sixth, this model was tested primarily in developed countries. The chosen country like Jordan is different from as developing country which has different culture, awareness, restrictions and administrative trends.

2.8.8. TRUST IN ELECTRONIC HUMAN RESOURCES

Many believe that trust in the workplace is one of the most powerful tools for developing and maintaining social systems and increasing efficiency and effectiveness in the workplace. Cynicism, poor motivation, lack of commitment, low work satisfaction, and a desire to leave the job are all symptoms of a lack of trust (Gould-Williams, 2003a). From the employees' standpoint, trust is the most crucial source of HR department credibility (Gould-Williams, 2003a). HR practices are plagued by trust concerns, according to Robinson & Rousseau (1994). There is growing evidence that HR operations are more successful and effective if employees trust them (Pfeffer & Sutton, 2006). The alternative and complementary view proposed by social exchange theory (Wang et al.,

2003) is that HR activities impact the development of employee trust. One may reasonably anticipate that investments in resources, processes, and HR procedures are seen positively by workers, inspiring good attitudes and extra-role behaviours (Tzafrir, 2006). Researchers and academics have often examined the impersonal-organizational level of trust, such as trust in employer or management, while others have noted the contradiction between arbitrary and valid concepts of the organizational level of employee trust (Kähkönen et al., 2021; Kim et al., 2022).

This study will investigate if the trust in the system of HRM as a variable will impact the use of E-HRM systems in the Jordanian telecommunication sector. Allowing the transparency of employee-HR department interactions by allowing workers to acquire the information directly about people procedures and performance and, given current employment and recruitment availability, make more informed choices (Imperatori, 2017; Revuelto-Taboada et al., 2021). The employee viewpoint primarily concerns relational E-HRM activities that sustain the work connection. Relationship-based E-HRM practices are defined as a method of implementing HRM strategies, policies, and practices in companies via the deliberate and planned use of web-based technological channels (H. J. M. Ruël et al., 2007a). E-HRM practices are not only the "electronization" of consolidated HRM systems and tools; they are new management systems that expand employee-organization relationships (Bissola & Imperatori, 2014; Lepak & Snell, 1998a).

Trust has been discovered to play a significant role in the success of many organizations (Katou, 2015; Vanhala & Ritala, 2016). According to Mayer et al. (1995a), trust is the readiness of one party to be susceptible to the acts of another party in anticipation that the other would carry out a specific activity significant to the trustor, regardless of the capacity to control that other party. Researchers have discovered that trust is an essential component of working relationships in organizations, which fits well with this description (Kipnis, 2012; McKnight, 1996).

Additionally, Graham & Tarbell (2006) stated that trust is the most significant source of HR department credibility, whereas (Folger & Konovsky, 1989) found the success and efficacy of HR operations to be antecedent to employee trust. Many studies have linked poor trust with dysfunctional consequences such as low motivation, low commitment, low job satisfaction, and an increased desire to leave the workforce (Rutten et al., 2016). "An individual's hope that a structured system would behave with regularity and benevolence" is how (Maguire & Phillips, 2008) described organizational trust. As a result, while looking at organizational trust, the trust referent is not a single person or group but rather a collective or system that includes several actors.

On the other hand, organizational trust is based on roles, processes, and reputation, while interpersonal trust is based on personal interactions between persons in specific relationships. Because of this, organizational trust connections have a broader and more diffuse range of vulnerabilities and risks compared to individual trust relationships. Depending on the context, it might apply to people (such as a manager or a coworker), teams (such as a department or a division), or the whole company (Fulmer et al., 2012). In addition, there are several levels of trust, such as trust in leaders, trust in teams, and trust in organizations, at each level. Because of the shifting dynamics of trust between different referents, different antecedents and consequences might be associated with it (Ashley Fulmer & Gelfand, 2012). Consequently, researchers and practitioners have focused over the years on various ways to develop and enhance employee trust so that they will accept and react positively to institutional laws and procedures (Bieńkowska et al., 2018; McKnight et al., 1998; Tzafrir & Dolan, 2004; Verbarg et al., 2018).

While the definitions and levels of analysis may change, experts have determined that the concept of trust is essentially the same. According to Mayer et al. (1995a), although a variety of elements have been offered, three traits of a trustee consistently occur in the literature: ability, kindness, and honesty. A party's ability is a collection of abilities, competencies, and qualities that allow them to influence a given area. A trustee's benevolence is measured by how much the trustor believes the trustee cares about the well-being of the trustor. Integrity is also about adhering to acceptable standards for the person a person trusts.

Furthermore, Lin & Liu (2019) stated that the value of these characteristics varies depending on the trust referents (i.e., organizational ties). Three characteristics of trust are equally essential when a peer is the referent of trust. However, kindness and integrity are more critical when a supervisor is. According to Eisenberger et al. (2002), workers see their supervisors as representing the company, making these characteristics crucial for fostering a climate of trust inside the workplace.

Increasing instability and uncertainty around the employee-organizational psychological contract, as well as the shift in HR's role from "employee advocate" to "business partner," have had a substantial impact on employee trust in recent years (Caldwell, 2010; Graham & Tarbell, 2006b). To put it another way, (Gould-Williams, 2003b) claims that these patterns indicate an eroding trust between workers and the HR department, which might result in decreased employee satisfaction and performance. In addition, Wilky and (Christie et al., 2015) stated that E-HRM might impact the degree of trust between HR professionals and workers by referring to it as a shift in the

connection between the two. That is why academics believe that the present generation of workers is more cautious and uncertain than prior generations, which impacts their degree of trust and the environment under which they may create it (Svensson, 2011).

According to previous research, trust in a professional relationship grows and varies with time (Gusev & Rempel, 1985; Rotter, 1980). Social exchange theory (Gould-Williams & Davies, 2005), which stresses long-term relationship development, suggests that a circle of trust and uncertainty is necessary for effective social trade. These two variables will establish a norm of reciprocity, which mandates that we assist and not hurt those who aid us (Tzafrir, 2005).

Trust is built when workers perceive management methods, processes, and behaviours in their way and reciprocate to the business appropriately. Whitener (2001) found this to be the case. As a result, workers' views of them and their satisfaction with HR services are likely to be skewed due to a loss of confidence in HR and management. In other words, if workers have confidence in the HR department, they will be more open to using E-HRM because of its inherent technological advantages (perceived ease of use and perceived usefulness). In the e-commerce and IT literature, trust has been generally accepted as impacting user behaviour in adopting technologies (Anjum & Islam, 2020; Eneizan et al., 2018; Tal, 2021; Voermans & van Veldhoven, 2007b), and e-research backs this. Although workers may find the E-HRM system valuable and straightforward, they may not utilize it if they lack faith in their HR department.

According to Dhagarra et al. (2020), if a customer cannot trust a service provider, the customer is unlikely to find any value in the service. For example, Al-Harazneh & Sila (2021) discovered that the deployment of E-HRM is complex because workers have a poor view and image of the HR department. A similar argument was made by (Gefen & Straub, 2003). Customers' confidence in an e-vendor was measured using the TAM, and the results were compared. According to their research, customer faith in the e-vendor is more crucial than utility concerns. This argument is further supported by (Maduku, 2016) study on the impact of institutional trust on the acceptability of electronic IT systems. According to this study, customers who lack faith in the banks providing e-banking services would not see it as beneficial or straightforward. However, E-HRM utilization only tells half the picture since E-HRM goes beyond just being a technological tool in the HR department. Additionally, E-HRM may improve HR service quality, which implies that the interaction between workers and HR can indicate whether E-HRM is a success or a failure. In the context of information system deployment, Gefen (2004) stressed the significance of trust between

a service provider and customers and the increased vulnerability and dependency that this often causes.

This study will explore the trust in E-HRM as a system in the Jordanian telecommunication sector. Adding a new variable to the study framework would test the importance of trust as a not commonly studied variable in the acceptance and adoption of new technologies.

2.8.9. TECHNOLOGY ACCEPTANCE THEORIES DISCUSSION

The theories and models of technology acceptance were developed to forecast user behavior and assess the level of acceptance and contentment of users towards any given technology or information system. The prediction and measurement of constructs or variables have been approached from various perspectives, depending on the field of study and the underlying theories and models. The technology acceptance theories and models focused mainly on two distinct classifications: (1) based on their developmental approach, and (2) based on the scientific discipline in which they were formulated. The aforementioned classification types are conducted through a comprehensive comprehension of the genesis of said theories, their developmental history, and the correlation between human conduct and the disciplines of psychology, sociology, and information technology.

The initial categorization criterion for technology acceptance theories pertains to their developmental methodology. Several theories were formulated based on prior research, including those by Ajzen and Fishbein (1980), Bandura (1989), Deci and Ryan (1985), Rogers (2003), and Triandis (1979). These studies may consist of theoretical or conceptual research conducted by seasoned scholars. The scholars who formulated the technology acceptance theories drew upon prior research to develop their theoretical frameworks and models. Psychological research has generated various conceptual studies, including Theories of Motivation dating back to the 1940s and Persuasion Models of Psychology from the 1950s. The Theory of Reasoned Action (TRA), originating in 1967, was derived from the Persuasion Models of Psychology. Additionally, SDT (1985) is a derivative of the Theories of Motivation. The Social Learning Theory (SLT) dating back to the 1960s, the Social Cognitive Theory (SCT) established in 1986, and the Instructional Design Theory (IDT) originating in 1962, have been derived from the social studies that were initiated in the early 20th century (Ajzen and Fishbein, 1980; Bandura, 1989; Deci and Ryan, 1985; Deci et al., 1991; Fishbein and Ajzen, 1975; Rogers, 1983, 2003).

This led to the application of psychological and sociological theories in the study of computer usage behaviour. The MPCU model (Triandis, 1979) was derived from another extraction operation. The present work is derived from a compendium of theoretical investigations in the domains of psychology and sociology yet from the perspective of information technology. This theory has a long history of development specifically for computer usage and application, as noted by various scholars (Ditsa, 2013; Thompson et al., 1994; Thompson et al., 1991; Triandis, 1979). The aforementioned extraction provides a basis for contemplating the creation and implementation of theories and models related to acceptance and satisfaction within the realm of information technology (Chen, 2013). As per the classification of technology acceptance theories and models based on development methods, several other technology acceptance theories have been formulated by integrating one or older theories into the new one (Davis, 1986; Taylor and Todd, 1995a, 1995b; Venkatesh and Davis, 2000). This classification methodology incorporates the constructs of the foundational technology acceptance theory while also introducing novel constructs or integrating constructs from multiple theories (Taylor and Todd, 1995b; Venkatesh et al., 2003).

The adoption of this approach is expected to improve the measurement process for the validation of the novel theory, as suggested by previous studies (Davis et al., 1989; Venkatesh and Davis, 2000). Several theories were formulated by examining a set of information systems and their adoption, based on established theories, through the survey of real users (Chuttur, 2009; Davis, 1986; Han, 2003; Venkatesh et al., 2003). The adoption operations resulted in several theories related to technology acceptance. As an illustration, The Pirate Bay implemented the Theory of Planned Behavior (Ajzen, 1985; Armitage and Conner, 2001). The DTPB has implemented the Technology Acceptance Model (TRA) and the Theory of Planned Behavior (TPB) as proposed by Taylor and Todd in 1995.

The Technology Acceptance Model (TAM) has incorporated the theoretical frameworks of the Theory of Reasoned Action (TRA) and Theory of Planned Behavior (TPB), as evidenced by the works of Chen (2013), Davis et al. (1989), and Davis (1986). The Technology Acceptance Model 2 (TAM2) has incorporated the original Technology Acceptance Model (TAM) and all of its prior adaptations, as proposed by Venkatesh and Davis in 2000. The C-TAM-TPB model is an amalgamation of TAM and TPB, encompassing all of their respective attributes (Taylor and Todd, 1995b).

In addition, an alternative categorization exists for theories and models about the acceptance of technology. The categorization of these entities is contingent upon the particular academic discipline within which they were formulated. Various scientific disciplines have contributed to the development of technology acceptance theories, which are primarily concerned with investigating individuals' usage behaviour and assessing their level of satisfaction with a given technology (Rondén-Cataluna, Arenas-Gaitan, & Ramirez-Correa, 2015). The genesis of acceptance and satisfaction theories can be traced back to the behavioural studies conducted in the 1910s. The study of human behaviour is a prominent area of inquiry within two primary academic disciplines, namely social psychology and social science. It is feasible to categorize the theories of technology acceptance based on their respective scientific domains of origin. Theoretical models such as TRA, TPB, DTPB, and MM have been formulated and studied within the discipline of psychology (Ajzen, 1985; Deci and Ryan, 1985; Fishbein and Ajzen, 1975; Ryan and Deci, 2000a; Taylor and Todd, 1995).

The development of IDT and SCT has been informed by social studies, as noted by Bandura (1986), Johnson and Marakas (2000), and Rogers (2003). The theoretical models of the Technology Acceptance Model (TAM), TAM2, C-TAM-TPB, and MPCU were formulated in the field of Information Technology after the emergence of the technology concept (Davis, 1986; Triandis, 1979; Venkatesh et al., 2003). Understanding that the psychology and sociology disciplines have developed theories that centre on technology acceptance behaviour, while information technology has developed theories that centre on systems' characteristics and their correlation with technology acceptance, is of paramount importance.

2.8.10. REASONS BEHIND USING AN EXTENDING UTAUT 2 MODEL FOR THIS RESEARCH

The choice of the Unified Theory of Acceptance and Use of Technology 2 (UTAUT 2) as the theoretical framework for this study is supported by several key reasons. Firstly, UTAUT 2 offers a comprehensive framework that encompasses multiple factors influencing individuals' acceptance and use of technology. By integrating elements from established theories such as the Technology Acceptance Model (TAM), Theory of Planned Behavior (TPB), and the Innovation Diffusion Theory (IDT), among others, UTAUT 2 provides a holistic understanding of the complex dynamics involved in technology adoption.

Secondly, UTAUT 2 has demonstrated wide applicability across diverse industries and contexts, making it a suitable choice for studying technology adoption in different organizational settings. The framework has been extensively validated and tested in numerous studies, enhancing its credibility and ensuring its relevance across various domains. This allows for the comparison of findings across different studies and facilitates a broader understanding of technology acceptance patterns.

Another advantage of UTAUT 2 is its integration of key constructs that play a crucial role in understanding technology adoption behaviour. Constructs such as performance expectancy, effort expectancy, social influence, facilitating conditions, hedonic motivation, and price value are incorporated into the framework. By considering these factors, UTAUT 2 enables a comprehensive analysis of individuals' attitudes, intentions, and behaviours related to technology adoption, providing valuable insights into the factors that drive or hinder its acceptance.

Furthermore, UTAUT 2 takes into account contextual factors that may influence technology acceptance. These factors include individual characteristics, organizational context, and environmental influences. By acknowledging the impact of these contextual variables, UTAUT 2 allows for a nuanced understanding of technology acceptance within specific contexts. This consideration enhances the applicability and relevance of the framework, as it recognizes that technology adoption is influenced by a combination of individual, organizational, and environmental factors.

Importantly, UTAUT 2 is supported by a significant body of research, both in terms of theoretical underpinnings and empirical validation. The framework has a robust theoretical foundation and has been extensively tested and validated in various studies. By aligning your study with UTAUT 2, you can leverage the wealth of existing research findings and build upon a well-established framework. This not only enhances the credibility and reliability of your study but also contributes to the growing body of knowledge in the field of technology acceptance and adoption.

In summary, the decision to choose UTAUT 2 as the theoretical framework for this study is justified by its comprehensive nature, wide applicability, integration of key constructs, consideration of contextual factors, and strong theoretical and empirical support. By utilizing UTAUT 2, this study can benefit from a well-established framework that provides a solid

foundation for investigating technology acceptance and adoption behaviour, ultimately enhancing the quality and relevance of your research.

2.9. SUMMARY OF THE LITERATURE REVIEW

- Our time may be defined by information technology's evolution, dissemination, and supremacy. Firms use HRM systems to improve processes and operations. According to HR consultant surveys, E-HRM use in firms is growing. Companies increasingly use these technologies to recruit and assess employee needs, provide training, monitor performance, and manage compensation, benefits, and evaluation schemes.
- E-HR types are transformational, relational, and operational. HR administrative tasks can be done more efficiently and cheaper with IT solutions. HR managers can perform their duties online and improve HR services with electronic procedures. Relational E-HRM practices like e-advertising, e-application monitoring, and e-recruitment affect a company's costs. Transformational E-HRM practices improve strategic goal achievement. Ulrich's (1997) model assumed that HR would become strategic rather than administrative. These practices boost organizational performance and support strategic goals.
- Despite its importance in developed countries, E-HRM implementation is early. Sociocultural factors hinder E-HRM implementation. E-HRM systems in developing countries are expensive to set up. E-HRM use in the workplace has been documented in many empirical studies. Technology improves HR practices and may affect employees, according to the literature. Social Influence and Behavioural Intention strongly influenced E-HRM adoption intentions. SEM showed that Social Influence and Task Technology Fit were essential to employee acceptance.
- HR professionals have improved processes and provided more accurate services. Organizational factors will examine top management support and computer capabilities. Social influence is also studied. The study would also examine consumer perceptions of E-HRM, which affect technology adoption. User attitudes and work outcomes need more research.
- HR professional satisfaction affects organizational engagement and intent to quit. According to the literature, e-HRM offers cost savings, quality HR services, policy

orientation, and environmental changes. E-HRM acceptance in developing countries needs more studies to be accomplished.

- Trust in the workplace is considered a robust social system development and maintenance tool. E-HRM practices are new management systems that expand employee-organization relationships. Many businesses thrive on trust. Poor trust causes low motivation, commitment, job satisfaction, and a desire to leave the workforce (Rutten & Ritala, 2016). Experts say trust is the same.

3. MATERIAL AND METHODS

The methodology described in this chapter was selected to address the research questions. Methodology in research is defined as a set of guidelines, activities, and tools used to produce reliable and valid findings (Sekaran & Bougie, 1993). This chapter lays out the research methodology and theoretical foundations that will be utilized to test the hypothesized relationships within the research framework and complete the study. This part will also cover the research's approach, design, methodologies, tools, and processes. Lastly, we will discuss the procedures to gather and analyze the information.

Paradigms in research are belief systems, methodological frameworks, and norms that govern scholarly exploration within a particular field (Weaver & Olson, 2006). Research methods can be affected by the dominant paradigms that shape our understanding of the world. Research paradigms are complex decisions that include weighing several considerations, including the lens or frames through which the phenomenon of interest will be examined. Three primary schools of thought regarding the nature of knowledge are positivism, interpretivism, critical realism, and pragmatism. **Disciplinary Approaches to Social Problems** Like the physical and natural sciences, which analyze observable and measurable variables to anticipate results in a cause-and-effect philosophy, positivism is a highly structured scientific philosophy that looks at human conduct similarly (Saunders et al., 2007). It is possible to replicate, control, and generalize positivism's beliefs in objective truth to grasp the studied phenomena better. Positive thinking highlights deductive reasoning to develop theories that can be tested using fixed, predetermined designs and objective measures while maintaining the external position of a theory in question (Sekaran & Bougie, 1993). Interpretivism, on the other hand, emphasizes the unpredictability of reality, views each experience as a representation of reality, and thus seeks to explain the observed phenomenon in terms of the differences among individuals in their roles as social actors. Interpretivism (Creswell, 2009; Kratz, 1984).

Social phenomena can only be fully understood through an examination of how people themselves construct their sense of social reality, which is the basis of interpretivism's research. Qualitative research methods are commonly used in interpretive studies to investigate and describe the social world around us. As a research philosophy, pragmatism stresses the importance of research questions and objectives. This framework supports mixed-methods research and is derived from a place where the researcher can use various methods to express his or her values (Kratz, 1984).

Realism is a philosophical belief that the truth is universal and independent of human knowledge and perception; thus, the reality is independent of the mind. Realism thinking is closely associated with scientific inquiry. Our senses perceive reality as the most solid form of knowledge (Kratz, 1984). Positivism is a research paradigm in which research questions are addressed using data that can be observed and measured in a structured way.

IT innovation adoption research has found a strong correlation between individual, organizational, and environmental factors with attitudes and behaviours toward IT adoption. It was found in the literature that these factors had varying degrees of influence on outcomes. Nevertheless, the ability to measure the impact of these relationships on the adoption decision has greatly influenced the development of the business environment and IT science. Methods for this study are guided by the research questions posed in this study. Its goal is to examine the theoretical facts that underlie the framework introduced and assess knowledge based on objective measurements of variables. A positivist research paradigm will be used in this exploratory study.

Approaches to conducting research. According to the Harvard Business Dictionary, "business research" is an organized and systematic data-based critical and objective investigation into a particular problem (Sekaran & Bougie, 1993). This research approach is an example of qualitative, quantitative, and mixed research methods. Using methods such as in-depth interviews, open-ended questionnaires, observations, and other forms of data collection, qualitative research examines social issues from the perspective of the participants' own experiences. The researchers produce understanding and interpretations in a flexible framework in the Quantitative approach (Creswell, 2009). Through the use of statistical analysis, it is possible to determine with certainty the relationships between various variables under study. Structured questions collect data without bias or preconceptions (Creswell, 2009). Rather than relying solely on one method to get to the bottom of a problem, researchers who use a mix of quantitative and qualitative methods do so to gain a more comprehensive understanding of the problem (Sekaran & Bougie, 1993). This study investigates the factors affecting the acceptance of E-HRM in the telecommunication sector.

The research question can be investigated in social research using inductive and deductive methods. To test a theoretical proposition, researchers use a research strategy specifically designed to perform this test, known as the deductive research approach. According to the problem statement defined, research questions are generated and operationalized; hypotheses are developed; data collection and analysis are included in this phase. If the findings support or contradict an existing

general theory, an interpretation must be offered. On the other hand, a more inductive method of investigation entails using the information gathered to formulate an overarching hypotheses. By starting with specific observations, inductive reasoning leads to more general conclusions (Kratz, 1984; Sekaran & Bougie, 1993). Studies that use quantitative methods and rely heavily on deductive reasoning tend to be more comprehensive than those that rely on exploratory or qualitative methods (Sekaran & Bougie, 1993). As a result, this study relies on the deductive reasoning method.

3.1. CONCEPTUAL FRAMEWORK

As mentioned earlier, each technology acceptance model explains one or more variables influencing a user's decision to accept or adapt technology. Several factors led to the decision to use UTAUT2 as the basis for this study.

It is a comprehensive model because it incorporates many prior theories. As an additional benefit, this model consolidates eight other models (TRA, TAM, TPB, MM, C-TAM-TPB, MPCU, IDT, SCT) developed to explain users' technology acceptance. The model improved upon its predecessors by showing an increased interpretive capacity of up to 70% (Venkatesh et al., 2003b). However, previous models could only adequately explain around 40% of the cases in the data set. Furthermore, compared to competing models, this one demonstrated greater adaptability when gauging the uptake of novel technologies (Venkatesh et al., 2003). UTAUT2 uses essential variables for the current study, including (PE), (EE), (SI), (FC), and (H).

In this study context, hedonic motivation and price value are less relevant, as the focus was on the private sector employees as a population. Therefore, the sample is not concerned with the price of the system or its financial value because it is the top management's concern to expose or evaluate the price or investment of a system. Moreover, hedonic motivation is also irrelevant because if the system was bought from the company, the employees would have no right but to use it. What is important to study here are the other variables relevant to the study context and conditions. This has been documented by a group of researchers (Venkatesh et al., 2012). The central focus of this study is to develop a model that simultaneously incorporates these moderators and critical factors. This research aims to understand better what motivates Jordanian telecommunication sector employees to use and keep using E-HRM systems. Additional information about the theories'

applicability can be gleaned from testing them in different settings, as pointed out by Alvesson and Kärreman (2007).

Consequently, the current study adopts UTAUT2 to examine e-government E-HRM systems in a novel context. Numerous studies have shown that the model can be used in various settings, including nations, systems, and communities. Because of this, the model can be explained and disseminated beyond the realm of the individual user's technological practice. Previous studies have shown that the model is beneficial (Al-Shafi & Weerakkody, 2010; Rahim & Athmay, 2013; Yahya, Nadzar, & Rahman, 2012). As a bonus, it serves as a diagnostic instrument for determining whether or not the data provided is adequate for the technology system users. Finally, and in the context of this study, which is the E-HRM acceptability in a developing country, this model was primarily tested in developed countries, and to a much lesser extent, in developing countries such as Jordan, with many differences in cultural and environmental aspects.

Each primary acceptance theory goal is to help understand the factors that affect the users to accept technology. Performance Expectancy, Effort Expectancy, Habit and Social Influences are proposed to affect behavioural intentions. UTAUT2 model assumes that these variables influence and act as mediators between the decision to use and the goal. Furthermore, gender, experience, age, and ease of use influence UTAUT (Venkatesh et al., 2003b). Three factors were included in the UTAUT2 predictive formula to increase the accuracy of the user context prediction: order (Bain & McNaughtt, 2006).

Trust in emerging technology is a hurdle in developed countries (Malik, 2020). Research by the Arabian Advisors' Association focused on a study that revealed that companies in Jordan are ready to perform advanced technology systems in Jordan. The research indicates that Jordanian businesses need more IT sensibilities to restructure their operations and processes more effectively. Therefore, IT literacy and trust are primary subjects in the Jordanian telecommunications industry. Understanding the benefits and drawbacks of investing in cutting-edge technology is crucial for many businesses. To ensure businesses keep up with the innovations and improvements demanded by the industry 4.0 revolution, a national committee was formed to oversee compliance. In addition, budget investment regulations and rules may also be assigned to help companies in Jordan adopt advanced technologies in both the public and private sectors (Times, 2019).

The UTAUT2 structures are designed to influence the operation of accepting new technologies. However, UTAUT2 does not react to trust issues. It does not explain why different settings may be added for the same app settings (Tsiknakis & Kouroubali, 2009). Combining all these independent variables was therefore supposed to represent better the factors that determine how E-HRM applications are adopted. Trust in using this new technology in the current study is a significant variable, and several researchers have demonstrated trust as an essential variable in their studies.

The concept of trust is a person's psychological certainty that they are not optimistic and willing to be subject to the actions of other parties. For a while, there has always been a strong determinant of technological acceptance in research (Pavlou, 2003). However, the attention to technology adoption was expanded after an innovation on the Internet that contributed to e-business development and technological growth. While several concepts relating to trust have been adopted, a prior study has now been carried out on well-supported confidence conception in the form of technology adoption (Mayer et al., 1995b). The literature used the trust to clarify how privacy is understood in corporate actions and promote the trustworthy experience of the technical preparations of the ages defined in three aspects: religion, sincerity, capabilities, and solidarity (McCloskey, 2011). Integrity is linked to the trustee's confidence to comply with widely accepted principles, i.e. the trustee is honest and has been ethically committed. Competence is the assumption that the trustee party can fulfil the requirements (Mayer et al., 1995b). The benefits are to what degree the trustee's views favour the trustee. Usually, they are considered goodwill. In addition to its connection with the user's intention to adopt advanced technology, trust in innovative technology or innovation has been maintained comparatively favourably. This expectation is based on confidence as a personal commitment that trustees raise confidence in the performance of their resources and the anticipation of results. Finally, in the literature discussed previously, it seems that the Trust will affect the level of acceptability of an autonomous constituency, which is why this proposed framework has been established to simplify the prior acceptance factors (Figure 7).

After making some modifications, the model UTAUT2 incorporates trust. In the literature, scholars have demonstrated these modifications. The variables in this study have been grouped under three simple ones Table (3):

Human Interaction - E-HRM interaction :effort expectancy (EE), Performance Expectancy (PE), Social Influence (SI), and habit (H).

Moderating: Experience (EX).

Organization Infrastructure :facilitating conditions (FC).

Trust: trust in the system (TS).

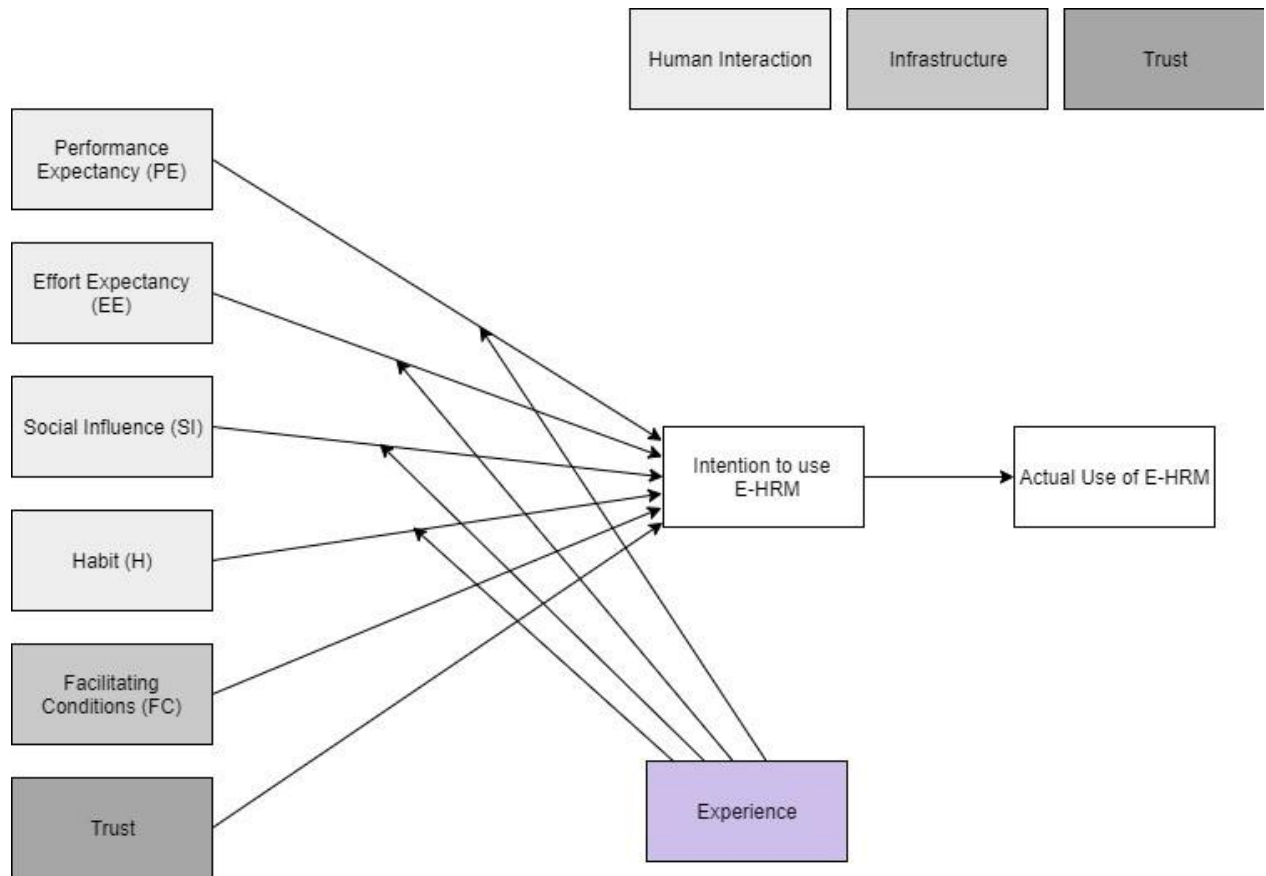


Figure 7: Proposed Framework

Source: (Author).

The research questionnaire (Measurement of Variables)

This research refers to prior studies in the same area to construct a suitable tool to measure variables in the study and choose the parts of the questionnaire that can measure the influence of factors on the acceptability of E-HRM. The components of the questionnaire and the number of questions are presented in Table (3).

Table 3: Research Factors

Factor	Item no.	Studies
Human interaction	17 Items	
Performance Expectancy (PE)	4 Items	(Alsaif, 2014a; Bain & McNaughtt, 2006)
Effort Expectancy (EE)	5 Items	(Bain & McNaughtt, 2006)
Social Influence (SI)	5 Items	(Alsaif, 2014b; Bain & McNaughtt, 2006)
Habit (HT)	3 items	(Venkatesh et al., 2012)
Infrastructure	5 Items	
Facilitating Conditions (FC) and Flexibility (FL)	5 items	(Venkatesh et al., 2012) (Alrawashdeh et al., 2013)
Experience (EX)	5 Items	
Experience (EX)	5 Items	(Venkatesh et al., 2003c)
Trust in the system (TS)	4 Items	
Trust in the system (TS)	4 Items	(Alshehri et al., 2012; Hujran et al., 2013)
The behaviour of Intention (BI)	5 Items	
The behaviour of Intention (BI)	5 Items	(Bain & McNaughtt, 2006)
Total	37 Items	

3.2. HYPOTHESES DEVELOPMENT

Venkatesh et al. (2003) found that Effort Expectancy positively influences users' acceptance and intention to use information technology systems. Similarly, Liu and Mahmood (2009) investigated factors affecting mobile internet adoption and identified Effort Expectancy as a significant factor shaping users' intention to adopt mobile internet services. These findings indicate that when users perceive a technology to be easy to use and require minimal effort, they are more likely to develop the intention to adopt and use it.

Moreover, research by Dwivedi et al. (2017) proposed a revised version of the Unified Theory of Acceptance and Use of Technology (UTAUT), confirming the positive impact of Effort Expectancy on users' intention to use technology. This suggests that the perceived ease of use and

low effort required to operate a technology play a crucial role in shaping users' behavioural intentions.

Overall, the evidence supports the notion that Effort Expectancy is a significant factor influencing users' intention to adopt and use technology. When users perceive a technology to be user-friendly and require minimal effort, they are more likely to develop a positive intention to use it. This finding underscores the importance of designing and implementing user-friendly systems that reduce the perceived effort and complexity of technology use, thereby promoting its adoption and acceptance. Based on the above the following hypothesis was developed.

H1: Effort Expectancy has a positive influence on intent to use E_HRM.

Performance Expectancy and intention to use technology have been extensively explored in the literature. Numerous studies have consistently demonstrated that Performance Expectancy, which refers to the belief that using technology will enhance job performance or task accomplishment, has a positive influence on users' intention to adopt and use technology.

Researchers such as Venkatesh et al. (2003) and Moon and Kim (2001) have found that Performance Expectancy significantly affects users' intention to use information technology systems in various contexts, including web-based environments. Chen et al. (2002) also extended the Technology Acceptance Model (TAM) to include Performance Expectancy as a crucial determinant of users' acceptance and intention to use technology, particularly in online consumer behaviour.

Furthermore, the seminal study by Davis et al. (1989) compared different theoretical models of user acceptance of computer technology and highlighted the significant role of Performance Expectancy in users' acceptance and intention to use technology.

Overall, these findings collectively emphasize the importance of users' perception that technology will improve their job performance or task efficiency in driving their intention to adopt and use technology. When individuals believe that using a particular technology will enhance their performance and facilitate their work, they are more likely to develop a positive intention to engage with and adopt the technology. Therefore, organizations and system designers should focus on highlighting the performance-enhancing benefits of technology to promote its acceptance and encourage user adoption. Based on the above the following hypothesis was developed.

H2: Performance Expectancy has a positive influence on intent to use E_HRM.

The general relationship between Habit and intention to use technology has been widely explored in the literature. Several studies have consistently demonstrated that Habit, defined as the degree to which a user engages in automatic behavioural patterns, has a positive influence on users' intention to adopt and use technology.

Researchers such as Venkatesh et al. (2012) have found that Habit plays a significant role in shaping users' intention to use technology. They highlight that users who have developed habitual usage patterns are more likely to continue using technology and maintain a positive intention toward its adoption. This suggests that individuals who engage in technology use out of habit are more inclined to perceive the value and benefits of the technology, leading to a stronger intention to adopt and use it.

The study by Taylor and Todd (1995) further supports this relationship by emphasizing the impact of prior experience on users' intention to use technology. Habit, as a result of repeated interactions and familiarity with the technology, becomes a crucial factor influencing users' intention to continue using it. Users who have developed a habit of using technology are more likely to exhibit a positive intention to adopt and incorporate it into their work or daily routines.

Moreover, the work of Dwivedi et al. (2017) contributes to understanding the influence of Habit on users' intention to use technology. Their research highlights the significance of habitual patterns in technology usage, demonstrating that users who have established habits around using technology are more likely to maintain a positive intention and continue using it over time.

Overall, the literature consistently supports the notion that Habit has a positive influence on users' intention to adopt and use technology. Users who have developed habitual patterns of technology use are more likely to perceive its value, experience positive outcomes, and maintain a strong intention to continue using it. This emphasizes the importance of fostering positive usage habits and providing opportunities for users to develop familiarity and comfort with technology, as it can contribute to higher levels of technology acceptance and adoption. Based on the above the following hypothesis was developed.

H3: Habit has a positive influence on intent to use E_HRM.

The relationship between Facilitating Conditions and users' intention to use E-HRM systems has been examined in several studies, shedding light on the significance of providing the necessary

resources and support for technology adoption. The presence of Facilitating Conditions positively influences users' intention to utilize E-HRM systems.

Research by Venkatesh et al. (2003) in the context of the Unified Theory of Acceptance and Use of Technology (UTAUT) demonstrates that Facilitating Conditions, encompassing the availability of resources and support essential for technology use, contribute to users' intention to adopt and utilize information technology. This suggests that when users perceive that the necessary conditions, such as technical infrastructure, training, and support, are in place, they are more likely to exhibit a positive intention to adopt and use E-HRM systems.

Chen and Huang (2017) further support this relationship through their comparative study between the Diffusion of Innovation (DOI) model and the UTAUT model. Their findings indicate that Facilitating Conditions positively influence users' acceptance and intention to use human resource information systems, emphasizing the importance of providing a supportive environment for technology adoption in the HR context.

Venkatesh and Bala (2008), in the Technology Acceptance Model 3 (TAM3), extend the original TAM framework and include Facilitating Conditions as an external variable affecting users' technology acceptance and usage intentions. Their research highlights the role of Facilitating Conditions in shaping users' intention to use technology, underscoring the significance of a conducive environment for technology adoption.

Additionally, Gong and Xu (2018) conducted a UTAUT-based study on the acceptance of human resource information systems in China, and their findings supported the positive relationship between Facilitating Conditions and users' intention to adopt and use the systems. They emphasize the importance of having the necessary resources, technical support, and infrastructure in place to enhance users' perception of ease of use and usefulness, thereby influencing their intention to use E-HRM systems.

In summary, the literature consistently highlights the positive relationship between Facilitating Conditions and users' intention to use E-HRM systems. When organizations provide the required resources, support, and conducive conditions for technology adoption, users are more inclined to perceive the value and benefits of E-HRM systems, leading to a stronger intention to adopt and utilize them. Thus, ensuring the presence of Facilitating Conditions is crucial for promoting the

acceptance and effective use of E-HRM systems in organizations. Based on the above the following hypothesis was developed.

H4: Facilitating Conditions have a positive influence on intent to use E-HRM.

The hypothesis that Social Influence has a positive influence on the intention to use E-HRM systems has been examined in several studies, highlighting the role of social factors in shaping individuals' adoption decisions. The influence of social interactions, support, and norms can significantly impact users' intention to use E-HRM systems.

Research conducted by Venkatesh et al. (2003) in the context of the Unified Theory of Acceptance and Use of Technology (UTAUT) provides evidence for the positive relationship between Social Influence and users' intention to adopt and use technology. Their study emphasizes the importance of subjective norms, social support, and the influence of significant others in shaping individuals' attitudes and intentions towards technology use.

Further support for this hypothesis comes from the study by Gupta and Misra (2008) which investigated the factors influencing the adoption of HRIS (Human Resource Information Systems) in India. Their findings indicate that social factors, including social influence from colleagues and superiors, play a significant role in shaping individuals' intention to use HRIS. The study highlights the impact of social pressure and influence in driving technology adoption decisions.

Additionally, a study by Al-Gahtani (2016) on the adoption of E-HRM systems in Saudi Arabian organizations found a positive relationship between Social Influence and users' intention to adopt and use the systems. The study suggests that the influence of colleagues, supervisors, and top management can create a supportive environment and positively influence individuals' attitudes and intentions towards using E-HRM systems.

Furthermore, Zhang et al. (2011) researched the adoption of HRIS in China and found that Social Influence, including social norms and interpersonal communication, significantly influences individuals' intention to use HRIS. The study emphasizes the role of social factors in shaping technology acceptance and highlights the importance of considering social influence in promoting the adoption of HR technology.

In summary, multiple studies support the hypothesis that Social Influence has a positive influence on the intention to use E-HRM systems. The influence of colleagues, superiors, social norms, and social support can shape individuals' attitudes and intentions towards technology adoption.

Organizations should recognize the importance of social interactions and provide a supportive social environment to encourage the acceptance and use of E-HRM systems among employees. Based on the above the following hypothesis was developed.

H5: Social Influence has a positive influence on intent to use E-HRM.

The hypothesis that Trust in the System positively influences the intention to use E-HRM systems has been widely explored in the literature, emphasizing the crucial role of trust in fostering users' acceptance and engagement with technology.

Research by Gefen et al. (2003) provides empirical evidence for the positive relationship between Trust in the System and the intention to use technology. Their study, which examined users' intentions to use e-commerce systems, found that trust in the system significantly influenced users' behavioural intentions. It suggests that when users have confidence in the reliability, security, and integrity of the system, they are more likely to exhibit a positive intention to use it.

Additionally, Venkatesh et al. (2012) conducted a comprehensive meta-analysis of technology acceptance studies and found consistent evidence supporting the positive impact of Trust in the System on users' intention to use technology. Their analysis, which included various contexts and technologies, reaffirmed the importance of trust in shaping individuals' attitudes and intentions towards technology adoption.

Furthermore, a study by Huang and Benyoucef (2013) on the adoption of e-recruitment systems investigated the influence of trust on users' intention to use the system. Their findings indicated that trust in the system significantly influenced users' intention to adopt and use the e-recruitment system. The study highlights the role of trust as a key determinant in enhancing users' acceptance and engagement with HR technology.

Moreover, research by Raza et al. (2020) examined the adoption of E-HRM systems in the Pakistani banking sector and found that Trust in the System positively influenced users' intention to use the systems. The study emphasized the importance of trust in ensuring the successful adoption and utilization of E-HRM systems in organizations.

In summary, a considerable body of research supports the hypothesis that Trust in the System positively influences the intention to use E-HRM systems. Trust plays a critical role in shaping users' perceptions of system reliability, security, and credibility, which in turn influences their intention to adopt and use the technology. Organizations should focus on building and maintaining

trust in E-HRM systems to promote user acceptance and effective utilization. Based on the above the following hypothesis was developed.

H6: Trust in the System positively influences intent to use E-HRM.

The hypothesis that Experience strengthens the positive relationship between Effort Expectancy and Behavior of Intention to use E-HRM has received attention in the literature, highlighting the role of users' prior experience in shaping their perceptions and intentions towards technology adoption.

Research by Davis et al. (1989) examined the influence of user experience on the Technology Acceptance Model (TAM) and found that experience with technology significantly moderates the relationship between perceived ease of use (similar to Effort Expectancy) and intention to use. The study suggests that individuals with more experience are better able to assess the ease of use of a system and its impact on their intention to use it.

Furthermore, a study by Venkatesh et al. (2003) extended the TAM by incorporating the construct of Experience and investigated its moderating role in the relationship between perceived ease of use and behavioural intention to use technology. Their findings demonstrated that experience strengthens the relationship between ease of use and intention to use, indicating that individuals with greater experience are more likely to translate their perceptions of ease of use into an actual intention to use the technology.

Additionally, a study by Hong et al. (2008) on the adoption of e-learning systems found that experience moderates the relationship between perceived ease of use and intention to use. The study suggests that individuals with higher levels of experience are more likely to have a stronger intention to use the system when they perceive it as easy to use.

Moreover, research by Sun et al. (2012) explored the influence of experience on the adoption of mobile health applications and found that experience positively moderates the relationship between perceived ease of use and intention to use. The study indicates that individuals with more experience in using similar applications are more likely to perceive the ease of use and have a stronger intention to adopt the mobile health app.

In summary, the literature supports the hypothesis that Experience strengthens the positive relationship between Effort Expectancy and Behavior of Intention to use E-HRM. User experience plays a moderating role, enhancing the impact of perceived ease of use on intention to use

technology. Organizations should consider users' prior experience and design strategies to leverage it in promoting the acceptance and utilization of E-HRM systems. Based on the above the following hypothesis was developed.

H7: Experience strengthens the positive relationship between Effort Expectancy and Behaviour of Intention to use E-HRM.

Research investigating the role of Experience in amplifying the positive relationship between Performance Expectancy and Behavior of Intention to use E-HRM is limited. However, studies exploring similar contexts and constructs provide insights into the potential influence of experience in strengthening this relationship.

A study by Venkatesh et al. (2003) examined the Technology Acceptance Model (TAM) and found that Experience moderates the relationship between perceived usefulness (similar to Performance Expectancy) and intention to use technology. The results suggest that individuals with greater experience are more likely to perceive the usefulness of a system and have a stronger intention to use it.

In the context of e-learning, a study by Hong et al. (2008) investigated the adoption of e-learning systems and found that experience moderates the relationship between perceived usefulness and intention to use. The study indicates that individuals with higher levels of experience are more likely to have a stronger intention to use the system when they perceive it as useful.

Furthermore, a study by Sun et al. (2012) examined the adoption of mobile health applications and found that experience positively moderates the relationship between perceived usefulness and intention to use. The findings suggest that individuals with more experience in using similar applications are more likely to perceive the usefulness and have a stronger intention to adopt the mobile health app.

While there is a lack of specific studies on the relationship between Experience, Performance Expectancy, and Behavior of Intention in the context of E-HRM, these studies provide support for the hypothesis that Experience amplifies the positive relationship between Performance Expectancy and Behavior of Intention to use technology. Individuals with greater experience may be more inclined to recognize the potential benefits and value of using E-HRM systems, leading to a stronger intention to use them.

It is important for future research to directly investigate the relationship between Experience, Performance Expectancy, and Behavior of Intention in the context of E-HRM to provide more conclusive evidence. Nonetheless, drawing upon related studies, it is reasonable to suggest that organizations should consider users' prior experience and leverage it to enhance the perceived performance benefits of E-HRM systems, thereby increasing users' intention to adopt and utilize them effectively. Based on the above the following hypothesis was developed.

H8: Experience amplifies the positive relationship between Performance Expectancy and Behaviour of Intention to use E-HRM.

Limited research has directly examined the role of Experience in strengthening the positive relationship between Habit and Behavior of Intention to use E-HRM. However, studies investigating related constructs and contexts shed light on the potential influence of experience in reinforcing this relationship.

In a study by Bhattacharjee (2001), which examined the adoption of internet banking, the experience was found to enhance the relationship between habit and intention to use. The results indicated that individuals with more experience in using online banking services were more likely to develop habitual behaviours and exhibit a stronger intention to continue using the system.

Similarly, in the context of mobile applications, a study by Venkatesh et al. (2012) investigated the factors influencing users' continued use of mobile apps. The findings revealed that experience positively moderated the relationship between habit and intention to continue using the app. Individuals with more experience using mobile apps were more likely to develop habitual usage patterns and exhibit a stronger intention to continue using the app.

Although there is a scarcity of studies directly examining the relationship between Experience, Habit, and Behavior of Intention in the context of E-HRM, these studies provide support for the hypothesis that experience strengthens the positive relationship between habit and intention to use technology. Users with greater experience in using E-HRM systems are more likely to develop habitual usage patterns and have a stronger intention to continue using them.

Further research specifically focusing on E-HRM is needed to validate and strengthen these findings. However, based on the existing literature, it is reasonable to suggest that organizations should provide opportunities for users to gain experience and familiarity with E-HRM systems.

This can help in cultivating habitual usage behaviours, thereby increasing users' intention to use E-HRM consistently and effectively. Based on the above the following hypothesis was developed.

H9: Experience strengthens the positive relationship between Habit and Behaviour of Intention to use E-HRM.

Research directly examining the role of Experience in strengthening the positive relationship between Social Influence and Behavior of Intention to use E-HRM is limited. However, insights can be drawn from related studies that explore similar constructs and contexts.

In a study by Venkatesh et al. (2003), which investigated the Technology Acceptance Model (TAM), it was found that Experience moderates the relationship between subjective norms (similar to Social Influence) and intention to use technology. The results indicate that individuals with greater experience are more likely to be influenced by subjective norms and have a stronger intention to use the technology.

Additionally, in the context of social media usage, a study by Huang et al. (2014) examined the factors influencing users' intention to continue using social networking sites. The findings revealed that experience positively moderated the relationship between subjective norms and intention to continue using social media. Users with more experience in using social networking sites were more likely to be influenced by social norms and have a stronger intention to continue using them.

Although direct studies on the relationship between Experience, Social Influence, and Behavior of Intention in the context of E-HRM are limited, these studies provide support for the hypothesis that experience strengthens the positive relationship between social influence and intention to use technology. Individuals with greater experience are more likely to be influenced by social factors and have a stronger intention to use E-HRM systems.

Future research specifically focusing on E-HRM is necessary to provide more robust evidence and deepen our understanding of this relationship. Nonetheless, based on the available literature, it can be suggested that organizations should consider the social influence experienced by users and leverage their prior experience to foster a positive perception of E-HRM systems, thereby increasing users' intention to adopt and utilize them effectively. Based on the above the following hypothesis was developed.

H10: Experience strengthens the positive relationship between Social Influence and the Behaviour of Intention to use E-HRM.

3.3. RESEARCH HYPOTHESES

To answer the research questions the research has ten research hypotheses. The hypotheses reflect the main research constructs listed below as:

H1: Effort Expectancy has a positive influence on intent to use E_HRM.

H2: Performance Expectancy has a positive influence on intent to use E_HRM.

H3: Habit has a positive influence on intent to use E_HRM.

H4: Facilitating Conditions have a positive influence on intent to use E-HRM.

H5: Social Influence has a positive influence on intent to use E-HRM.

H6: Trust in the System positively influences intent to use E-HRM.

H7: Experience strengthens the positive relationship between Effort Expectancy and Behaviour of Intention to use E-HRM.

H8: Experience amplifies the positive relationship between Performance Expectancy and Behaviour of Intention to use E-HRM.

H9: Experience strengthens the positive relationship between Habit and Behaviour of Intention to use E-HRM.

H10: Experience strengthens the positive relationship between Social Influence and the Behaviour of Intention to use E-HRM.

3.4. RESEARCH DESIGN

To answer the research questions, Sekaran & Bougie (2016) describe research design as a plan for obtaining and analyzing data. This is done by deciding on design elements from a set of alternatives, which significantly impact the quality and effectiveness of the study's results. These elements include research strategy, researcher interference, study setting, the unit of analysis, and time horizon. The definition of data collection methods, sample design, and measurement instruments are also important (Sekaran & Bougie, 1993). Data collection and analysis are guided by a research design that ensures that the procedures used are most effective in explaining and meeting research objectives. This section focuses on the research design elements and their implementations in this decision-making process.

3.4.1. RESEARCH STRATEGY

Choosing a research strategy is closely tied to the research goals and questions, as well as the researcher's perceptions of strategy and the practicalities of conducting the research itself because the research strategy is a predefined plan for achieving those goals and answering research questions scientifically (Sekaran & Bougie, 1993). A conceptual program has been designed to introduce the suggested research hypotheses between the research variables to test this study's hypotheses empirically. Theories and hypotheses are two types of logical speculations that attempt to explain a phenomenon in terms of testable statements about the correlation between two or more variables (Sekaran & Bougie, 1993). Testing the hypothesized correlation between research variables confirms the hypothesized relationships. It is for these reasons that this study employs an experimentation strategy to achieve its research objectives, which are to determine, identify and analyze critical measures relating to the acceptance of E-HRM as a technology that was adopted by the management and, more precisely, to the HRM tasks in the Jordanian telecom sector and to test the hypothesized relationships within the inner constructs.

3.4.2. STUDY SETTING AND INTERFERENCE

The degree to which researchers influenced the study results can be ranked on a scale from none to highly influential (Sekaran & Bougie, 1993). This study is a correlational study, which means that the study's variables are defined, data are collected, and analysis is carried out in a natural field environment with as little interference from the researcher as possible.

3.4.3. UNIT OF ANALYSIS AND TIME HORIZON

The term "unit of analysis" refers to the level of aggregation used in subsequent data analysis, and it includes six distinct types: individuals, couples, groups, departments, and businesses. (Sekaran & Bougie, 1993). Studies can be classified as either cross-sectional or longitudinal, depending on the time-track length. Longitudinal studies look at studying phenomena over a more significant amount of time, such as before and after, to investigate a particular change in the environment or the effect of an external factor. In contrast, cross-sectional studies gather data all at once over a particular period unit (days, weeks, or months) (Sekaran & Bougie, 1993). So, this study's analytic unit is a single shot, and the time frame used to test the hypothesis is cross-sectional.

3.4.4. SAMPLING, DATA COLLECTION, AND RESEARCH INSTRUMENTS

The data used in this study was gathered from primary and secondary sources. Although secondary data is regarded as a variable source, its many advantages outweigh these drawbacks. Secondary data provides a wealth of relevant information in various formats and methods, allowing researchers to understand the problem at hand and provide a comparative context for the study (Kratz, 1984). Most of the secondary data came from written documentation (e.g., reports, journals, books) relevant to the research area. Researcher-designed search terms and literature screening were used to gather secondary data in digital and hard-copy formats. This research problem and objectives necessitate the use of secondary data, but they have made an essential contribution in the following order.

To better understand technology acceptance research, researchers should determine the significance of the research variable by conducting a comparative literature review (Granić & Marangunić, 2019). Then, Look for patterns in the analysis and the facts to identify and fill in the gaps in the knowledge. Finally, research and data collection methods should be determined (Hair et al., 2015).

According to the definition, primary data are collected specifically for the research project (Kratz, 1984). One can use various methods to gather this information, such as interviewing or observing people. Pre-written questions are answered by participants using narrowly defined answers on questionnaires (Sekaran & Bougie, 1993). While each method has its advantages and disadvantages, questionnaires are employed to gather a high quantity of quantitative data and thus can be administered in person, electronically, or via mail (Figure 8).

3.4.5. PRIMARY DATA VIA AN ONLINE SURVEY

There are several practical and methodological reasons for choosing an online survey as a research method in addition to the advantages mentioned above. The decision to conduct an online survey was influenced by the circumstances surrounding the COVID-19 pandemic and its impact on traditional survey distribution methods. The questionnaire was administered in March 2021 when COVID-19 safety procedures made it difficult to distribute physical copies of the survey.

By opting for an online survey, the researchers were able to overcome the barriers posed by the pandemic and ensure the continuity of data collection. Online surveys allowed for remote participation, eliminating the need for face-to-face interactions and reducing the risk of virus

transmission. This approach was particularly relevant during a time when social distancing measures and lockdowns were in place.

In addition to the pandemic-related considerations, the online survey format provided an opportunity to include more in-depth explanations of Electronic Human Resource Management (E-HRM). Researchers could easily incorporate multimedia elements such as videos, infographics, or links to relevant articles to provide comprehensive information about E-HRM concepts and keep respondents updated on recent trends. This helped ensure that participants had a solid understanding of the topic and could provide informed responses.

Furthermore, using an online survey facilitated the distribution process. Rather than relying on physical copies that needed to be printed, packaged, and delivered, the survey could be shared instantly with potential participants via email, social media, or other online platforms. This convenience not only saved time but also reached a broader audience, potentially increasing the sample size and diversity of respondents. The online format also simplified the response processing and coding of responses. Online survey tools often come with features that automatically capture and store respondents' answers in a structured format, eliminating the need for manual data entry. This streamlined the data analysis process and reduced the likelihood of human error when transcribing responses.

In summary, choosing an online survey as the research method offered practical and methodological advantages. It overcame the challenges posed by the COVID-19 pandemic, provided an opportunity for in-depth explanations, facilitated distribution, and simplified response processing and coding. These factors collectively contributed to the successful execution of the survey and the generation of reliable data for the study on E-HRM.

Figure 8: The Pros and Cons of Various Questionnaire Design Types

Mode of data collection	Advantages	Disadvantages
Personally administered questionnaires	Can establish rapport and motivate respondent. Doubts can be clarified. Less expensive when administered to groups of respondents. Almost 100% response rate ensured. Anonymity of respondent is high.	Explanations may introduce a bias. Take time and effort.
Mail questionnaires	Anonymity is high. Wide geographic regions can be reached. Token gifts can be enclosed to seek compliance. Respondent can take more time to respond at convenience. Can be administered electronically, if desired.	Response rate is almost always low. A 30% rate is quite acceptable. Cannot clarify questions. Follow-up procedures for nonresponses are necessary.
Electronic questionnaires	Easy to administer. Can reach globally. Very inexpensive. Fast delivery. Respondents can answer at their convenience like the mail questionnaire. Automatic processing of answers.	Computer literacy is a must. Sampling issues. High non-response. Not always possible to generalize findings. Respondent must be willing to complete the survey. People find invitations via email rude and offensive; emails are deleted or people complain.

Source: (Sekaran & Bougie, 2016)

First, the questionnaire was checked for accuracy, following the study's question-wording guidelines. A total of five rules of word choice were established (Sekaran & Bougie, 1993).

- 1- How well the questions relate to the material being discussed.
- 2- The vocabulary and sophistication employed in the questionnaires are commendable.
- 3- The form and wording of questions are also important.
- 4- The sequence of the questions.
- 5- Details about the respondents' identities were sought.

To ensure that the variables are accurately measured, careful consideration was given to the suitability of questionnaires and the intended data collection method. Question items were adapted and reworded to better fit the context of this study by drawing from existing literature and previous studies on technology acceptance and HR roles within the organization. The questionnaire was written in plain English, and Arabic translations were provided that had been simplified to match the reading level of the respondents. A closed-question type with a predetermined number of options is used to ensure that the responses are highly structured and to facilitate the data analysis process. According to the funnel approach (Sekaran & Bougie, 1993), the questions were arranged so the respondent could quickly move through the items.

At first, the more broad-ranging questions (classification questions) were implemented, including sample size and firm characteristics. To accomplish the study's aims, researchers limited the number of classification questions that required respondents to provide their names or other personally identifying information. Types of measurements were determined using the scientific method. Measurement is the name given to the quantitative branch of the social sciences that provides objective quantifications of people (Salkind, 2012). The various methods of measuring each variable are discussed in this section. When deciding which metrics to use, it is crucial to consider the data collection type, as this will affect the measurement choice (Sekaran & Bougie, 1993). While statistics are not the same thing as measurement, statistics are used in many measurement techniques. In social science, there are four recognized types of measurement: nominal, ordinal, interval, and ratio. The terms "ordinal" and "nominal" refer to ordered sets of categorical data, "interval data" measure the numerical difference between two values but not the "relative difference," and "ratios" refer to numerical data for which the values are statistically analyzed so that both the numerical and the relative difference between the two values can be stated (Kratz, 1984).

Research methodology selection depends on the research type (Smith & Firth, 2011). Consequently, the primary purpose of this quantitative study was to achieve the study's research objective. This research aims to investigate the factors that affect the acceptance of E-HRM in the telecommunications sector in Jordan. According to (Sekaran & Bougie, 1993), Research can be categorized as either exploratory, descriptive, or explanatory (hypothesis testing). This study is explanatory (confirmatory) because it seeks to verify hypotheses derived from the presented conceptual framework regarding the factors that affect the adoption of E-HRM in the Jordanian telecommunications sector. Using a preexisting theory as a starting point is a defining feature of confirmatory studies (Christ, 2009). It is critical to test the theoretical framework with survey data to identify factors that can assess the acceptance of E-HRM. Relationships are explained in terms of the research. Hypothesis testing provides insight into the relationships between variables by analyzing data. To meet the study's confirmatory goals, a quantitative strategy is required. By analyzing the relationship between variables, quantitative research can test objective theories (Creswell & Creswell, 2013).

In this study, EFA was performed before model confirmation via CFA

When it comes to the application of CFA in scale adaptation studies, there are many different strategies to choose from. Some studies on adaptation only use EFA, while others only use CFA as their method of analysis. It is possible that using CFA exclusively in adaptation studies will result in problems being found. If the CFA model were only used in an adaptation study, for instance, the findings could be misleading due to a translation error, which would lead to an entirely different scenario than what would take place. It is recommended that an EFA be carried out first to take into account the possibility that the data set contains cultural differences that could fit into more than one CFA model. Because the first model was successful, researchers are not going to try another one because they do not have an EFA. To begin, an EFA needs to be performed so that any potential mistakes can be found (Orcan, 2018). As a consequence of this, the EFA test was only applied to 27.4% of the total sample data. This finding is in line with the recommendation made by Hair et al. (2014), which states that a sample size of more than 100 should be used for EFA. According to the statistical calculation tool, the minimum sample size for CFA is 187. This information comes from Soper (2019).

In addition, because there was no linguistic barrier between the participants in the survey and the survey takers, the survey was translated into Arabic and then distributed in that language. While I was reading a variety of studies that were related to this topic. Many people have mentioned that translating items from the source language into the target language is one of the most important steps in the process of studying scale adaptation. Scale error is the difference in scale scores that can occur when the original item meanings are misunderstood after they have been translated into another language. Because of this shift in interpretation, a structure that is distinct from the traditional scale was able to be developed (Souise and Rojjanasrirat, 2011; Sperber, 2004).

According to Orcan (2018), studies on scale development and adaptation can both benefit from employing an EFA followed by a CFA to demonstrate the validity of the structure. Using EFA as the initialization method does not cause any problems and produces the same results as using the original method (Orcan, 2018). This is assuming that the structure of the adapted scale is the same in both the original language and the target language.

Therefore, it is important to have a sample with a different culture, environment, and language that was translated from the original one to fulfill the requirements for EFA before CFA can be carried out.

Data Screening

A multivariate outlier screening was performed on the data. The cutoff value for Mahalanobis distances in six instances was out of bounds (0.001) (Tabachnick & Fidell, 2019). It was discovered that these records were incorrectly classified as "missing data" due to clerical oversights. There were enough data for factor analysis, so a final sample size of 365 was used (using listwise deletion). Additionally, skewness and kurtosis were used to test the multivariate normality assumption.

Population

This study considers the population to be the employees in the Jordanian Telecommunication Sector. As mentioned, Jordan has three telecom companies (Zain, Orange and Umnia). Considering all employees in all administrative levels are users of E-HRM systems, the total number of employees working in the Jordanian telecommunication sector is 4224 (Jordanian Telecommunications Regulatory Commission, 2021).

Sample size

Data analysis relies heavily on having a large enough sample size. Structural Equation Modelling (SEM) and the EFA test were used to analyze the data in this study. According to empirical evidence, SEM in quantitative research requires a sample size of at least 200 participants (Igundunasse, 2016; Molwus et al., 2013; Siddiqui, 2013). Sample sizes depend on the model's complexity and the measurement model's characteristics, but for models with nine or fewer constructs, a sample size of 300 is recommended (Hair et al. 2010). Due to time and budget constraints, collecting data from all Jordanian telecommunication sector employees in the current study was complex. (Soper, 2019) developed the site "www.danielsoper.com" and used the following statistical facts to help determine the sample size for SEM: the size of the effect (Cohen, 2013) proposed that an effect size of 0.1-0.3 is small, 0.3-0.5 is medium, and anything more significant than 0.5 is large, which Mizutani et al. (2015) expanded upon. As a result, a mean effect of 0.3 was used in this study. Because the test's ability to distinguish between good and bad models depends on the determination of statistical power, it is crucial to SEM research (McQuitty 2004, p. 175). According to empirical evidence, SEM's statistical power in business research should be at least 0.8 (McQuitty, 2004). Additionally, (Cohen, 2013) recommended that the statistical power in social management studies should be between 0.8 and 0.05. Measures like the number of study items and the probability level help determine how many latent variables will be examined.

The current study used this dataset to examine 37 observed and 9 latent variables. A minimum sample size of 184 was needed for the model structure shown in Figure (9) when using a power of 0.80 and an effect of 0.3, with a significance level of 0.05. According to the total number of respondents, SPSS 26 and AMOS 25 can be used to carry out the research objectives of this study.

Anticipated effect size: 0.30 ?

Desired statistical power level: 0.8 ?

Number of latent variables: 9 ?

Number of observed variables: 37 ?

Probability level: 0.05 ?

Calculate!

Minimum sample size to detect effect: 184

Minimum sample size for model structure: 96

Recommended minimum sample size: 184

Figure 9: Calculate the required sample size for SEM

Source: www.danielsoper.com

Furthermore, (Sekaran & Bougie (2003) have stated the numbers of accepted samples according to the population as indicated in Figure (10) below:

N	S	N	S	N	S
30	28	280	162	1500	306
40	36	290	165	1600	310
50	44	300	169	1700	313
60	52	320	175	1800	317
70	59	340	181	1900	320
80	66	360	186	2000	322
90	73	400	196	2200	327
95	76	420	201	2400	331
100	80	440	205	2600	335
110	86	460	210	2800	338
120	92	480	214	3000	341
130	97	500	217	3500	346
140	103	550	226	4500	354
150	108	600	234	5000	357
160	113	650	242	6000	361
170	118	700	248	7000	364
180	123	750	254	8000	367
190	127	800	260	9000	368
200	132	850	265	10000	370
210	136	900	269	15000	375
220	140	950	274	20000	377
230	144	1000	278	30000	379
240	148	1100	285	40000	380
250	152	1200	291	50000	381
260	155	1300	297	75000	382
270	159	1400	302	1000000	384

Figure 10: Sample size for given population size

Source: (Sekaran & Bougie (2003)

As shown in Figure (10), the sample size for a population of 4224 is between 346 and 354. The researcher has collected 365 questionnaires in this study to explore the study results.

In addition, Table (4) shows a description of the sample, where the percentage of males is (52.9%) and (86.8%) of the respondents are middle-aged. Concerning the respondents' income, most respondents have a monthly income equal to or less than 1000 US dollars, with a percentage of (72.9%).

Also, (92.1%) of the participants finished their bachelor's degree. Finally, regarding the respondents' answers, (94%) of them use E-HRM systems several times a week.

Table 4: Demographic Data

Respondents' info.	Categories	Frequencies	N %
Gender	male	193	52.9%
	female	172	47.1%
	Total	365	100.0%
age	Under 25 years	22	6.0%
	26-45 years	317	86.8%
	46-55 years	26	7.1%
	Total	365	100.0%
education level	Bachelor degree	336	92.1%
	Master / Postgraduate degree	15	4.1%
	PhD	14	3.8%
	Total	365	100.0%
monthly income	Less than 500 USD	78	21.4%
	500-1000 USD	188	51.5%
	1000-1500 USD	57	15.6%
	More than 1500 USD	42	11.5%
	Total	365	100.0%
How often do use the E-HRM systems?	About once a month	0	0.0%
	A few times a month	13	3.6%
	About once a week	9	2.5%
	Several times a week	343	94.0%
	Total	365	100.0%

Data analysis techniques

The primary data for this study were analyzed using various statistical techniques. The survey's research variables and respondents' demographics were analyzed using descriptive statistics, which also provided helpful information.

However, although EFA appears to be a complex statistical method, the analysis process is quite simple. As a result, creating a protocol or pathway for making decisions is essential for any monitoring that might occur. To develop clear decision pathways, researchers can refer to the following five-step exploration factor analysis protocol see Figure (11). Detailed explanations of each of these steps will be provided in the following sections (Williams et al., 2010):

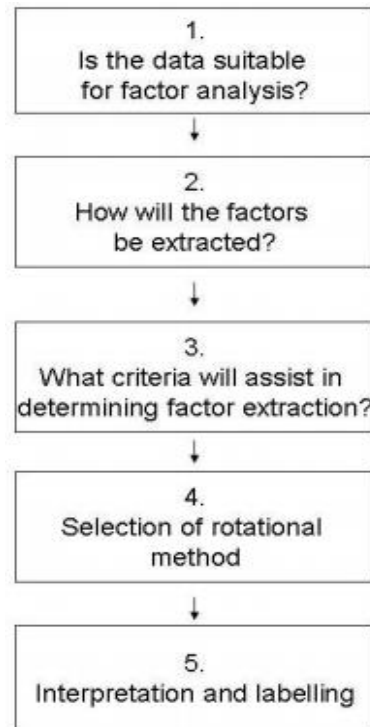


Figure 11: the Five-Step Exploratory Factor Analysis Protocol

Source: (Williams et al., 2010).

Step 1: Is the data suitable for factor analysis?

A- Sample Size

(Hair et al., 2015) states that at least 100 cases are needed for factor analysis, which is one of several guiding rules of thumb in the literature.

B- Factorability of the correlation matrix:

C- Correlation matrices should be used during the EFA process to show the correlations between variables. According to Henson & Roberts (2006), researchers use the correlation matrix the most frequently. For correlation coefficients greater than 0.30, (Tabachnick & Fidell, 2019) recommended checking the correlation matrix (often referred to as the Factorability of R).

(Hair, 2010 used a different general rule to classify these loadings as minimal, significant, and practically significant (0.30, 0.40, and 0.50, respectively).

D- Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy/Bartlett's Test of Sphericity

Before beginning the factoring process, conducting a series of tests is essential to determine whether or not the data collected from respondents are suitable for factor analysis. These tests are illustrated by the Kaiser-Meyer-Olkin Scale (KMO) of sampling adequacy and the Bartlett test for sphericity, respectively. However, both of these tests can be found on this page. The KMO index is recommended when the ratio of cases to variants is less than 1:5, but this page contains both tests. The KMO index can take on any value between 0 and 1, with 0.50 being the minimum needed for factor analysis. For factor analysis to be considered reliable, Bartlett's Sphericity test must produce a statistically significant result (p less than .05).

Step 2: How will the factors be in the rotation?

Factor rotation aims to reduce the number of factors needed to explain a given data set by concentrating high item loadings on a single factor and low loadings on the remaining factor solutions. Principal components analysis (PCA), principal axis factoring (PAF), image factoring, maximum likelihood factoring (MLF), alpha factoring, and canonical correlation analysis (CCA) are just some of the statistical methods that can be used to isolate factors.

Step 3: What criteria will assist in determining factor extraction?

The purpose of the data extraction procedure is to reduce a large number of items into factors. Researchers can pick from several criteria to reduce the number of dimensions in their scale and the complexity of the factor solutions they uncover. However, since factor analysis involves a selection process, and since this process can be confusing, no single criterion should be assumed to be used when determining factor extraction. The findings (Hair et al., 2019) show that many analysts routinely consider many factors when making decisions. Some examples of extraction rules and methodologies are the Scree test, the cumulative per cent of variance extracted, and Kaiser's criteria (the eigenvalue > 1 rule).

Step 4: Choose the rotation methods

It is essential to consider whether or not a variable may be related to more than one factor when deciding the number of factors to use in the analysis. As a result of rotating the solution, the high item loadings are maximized, and the low item loadings are minimized, leading to a more intuitive and straightforward solution. Many types of rotation exist, the most common of which are orthogonal and diagonal. Researchers have a few options when deciding which rotations to use, including the orthogonal varimax/quartimax and the oblique oblimin/promax.

Step 5: Interpretation:

In the process of interpretation, the researcher must first determine which variables can be attributed to a particular factor before assigning a subject or name to that factor. For example, one factor may consist of five variables connected to the behaviour of intention to use E-HRM. Because of this, the researcher may label this factor as "behaviour of intention" to categorize it appropriately. It is customary practice to load at least two or three variables onto a factor before attempting to provide a meaningful explanation for its behaviour.

Structural Equation Modelling (SEM):

Using the data collected from employees in the Jordanian telecom sector, the SEM technique was used as a key technique to test the structural model, examine the hypotheses, and check the measurement model. This was done with the help of the data. The research was able to make use of CFA thanks to SEM. The primary purpose of the CFA was to investigate the correctness and dependability of the theoretical model and hypothesis.

Furthermore, SEM is a robust multivariate analysis method increasingly used in scientific research to test and evaluate multivariate causal relationships. A growing number of professionals are adopting this method. Comparatively, SEM is unique among modelling techniques because it examines variables' direct and indirect effects on hypothesized causal relationships (Fan et al., 2016). It is important to note that the SEM is built on top of not one but two models: a measurement model and a structural model. While this occurs, latent variables will be estimated using a measurement model, and all hypotheses based on path analysis will be tested using a structural model (Kline 2010). Model specification, identification, parameter estimation, model evaluation, and model modification are the five stages that makeup SEM's logical framework. The hypothesized relationships among the variables in an SEM are established through model specification, which is informed by prior knowledge. Part of identifying a model is testing its

identification level against other models to see if it is over-identified, just-identified, or under-identified. Only in models that have been either newly identified or over-identified is it possible to estimate model coefficients. The model evaluation assesses how well a model fits data or performs. As a result, quantitative indices are computed to evaluate the overall fit quality. Modifications are made to the model to enhance model fit.

4. RESEARCH FINDINGS AND THEIR EVALUATION

4.1. EXPLORATORY FACTOR ANALYSIS (EFA)

Twenty-nine items relating to the Acceptance of the E-HRM model were factor analyzed using principal axis factoring with Promax (oblique) rotation. The analysis yielded eight factors explaining 57.99 % of the variance for the variables. The first, second, and third factors were labelled Performance expectancy, Effort expectancy, and Habit due to the high loadings of the following items: PE2, EE2, and HT1. These factors explained 28.95% of the variance. The fourth and fifth factors derived were labelled Facilitating Conditions and Social Influence. These factors were labelled as such due to the high loadings by the following items: FC1 and SF1. The variance explained by this factor was 14.27%. The sixth, seventh, and eighth factors extracted were labelled Experience, Trust in the System, and Behavior of Intention due to the high loadings by the following items: Ex1, T1, BI1, and this factor explained 4.29% of the variance.

The KMO was 0.554, and Bartlett's test of sphericity was significant ($\chi^2 (406) = 1410.035$, $p < .001$). This indicates that the variables are at least adequately related to factor analysis.

Fundamentally, factor analysis identified eight factors of Acceptance of the E-HRM model.

Internal consistency for each of the scales was examined using Cronbach's alpha. The alphas range from (0.701) to (0.917), and it was meritorious according to (George, and Mallery, 2003).

Composite scores were created for each of the eight factors based on the mean of the items. Higher scores indicated more significant factors in the acceptance of the E-HRM model. Facilitating Conditions and Experience were the most reported in acceptance of the E-HRM model, with a negatively skewed distribution, while trust in the system was the least and had positively skewed distributions. Descriptive statistics are presented in Table (6). The skewness and kurtosis were tolerable for assuming a normal distribution (Hair et al., 2010).

Table 5: Factor loadings and Cronbach's α based on a principal axis factoring with promax rotation for Acceptance of the E-HRM model

Factors	Cronbach's α	Factor loadings				
Performance expectancy	0.917	-----	-----	.938	-----	-----
PE2		-----	-----	.934	-----	-----
PE3		-----	-----	.805	-----	-----
PE4		-----	-----		-----	-----
Effort expectancy	.801	.850	-----	-----	-----	-----
EE2		.737	-----	-----	-----	-----
EE3		.655	-----	-----	-----	-----
EE4		.645	-----	-----	-----	-----
EE5			-----	-----	-----	-----
Habit	.701	-----	.934	-----	-----	-----
HT1		-----	.651	-----	-----	-----
HT2		-----	.575	-----	-----	-----
HT3				-----	-----	-----
Facilitating Conditions	.723	-----	-----	-----	.901	-----
FC1		-----	-----	-----	.692	-----
FC2		-----	-----	-----	.575	-----
FC3				-----		-----
Social Influence	.818	-----	-----	-----	-----	.908
SI1		-----	-----	-----	-----	.784
SI2		-----	-----	-----	-----	.710
SI3				-----		
Experience	.884	-----	-----	-----	.871	-----
Ex1		-----	-----	-----	.857	-----
Ex2		-----	-----	-----	.829	-----
Ex3		-----	-----	-----	.779	-----
Ex4		-----	-----	-----	.649	-----
Ex5				-----		-----
Trust in the System	.703	-----	-----	-----	.752	-----
T1		-----	-----	-----	.695	-----
T2		-----	-----	-----	.531	-----
T3				-----		-----
Behaviour of Intention	.799	-----	-----	-----	.874	-----
BI1		-----	-----	-----	.722	-----
BI2		-----	-----	-----	.689	-----
BI3		-----	-----	-----	.569	-----
BI4		-----	-----	-----	.493	-----
BI5				-----		-----

Note. Factor loadings < .4 are suppressed.

Table 6: Descriptive Statistics for Acceptance of E-HRM model

Factors	Items	M(SD)	Skewness	Kurtosis
Performance expectancy	3	3.55(.813)	-.277	-.563
Effort expectancy	4	3.44(.795)	-.311	-.367
Habit	3	3.08(.865)	-.054	-.835
Facilitating Conditions	3	3.63(.501)	-.280	-.260
Social Influence	3	3.50(.484)	-.266	-.342
Experience	5	3.61(.439)	-.522	.639
Trust in the System	3	3.03(.925)	.038	-.674
Behaviour of Intention	5	3.10(.810)	-.129	-.685

4.2. MEASUREMENT MODEL FIT

This research will follow the two-stage procedure proposed by James, Muliak, and Brett. The first step in this procedure is to examine the measurement model(s) to ascertain the level of model-data fit, and the second step is to examine the structural model (Vehkalahti, 2011). The researcher has used the ML estimation method to ensure the constructs' convergent and discriminant validity were preserved throughout the CFA. The CFA results ($\chi^2 = 452.309$, $2/df = 1.292$, $CFI = 0.979$, $SRMR = 0.041$, $RMSEA = 0.029$, and $P \text{ value} = .947$) indicated that the measurement model fit the data well. Furthermore, all model construct goodness-of-fit indices were within the (Gaskin & Lim, 2016) and Hu and Bentler (1999) recommended threshold. As shown in Table (8), the results show that the model is an excellent fit.

Table 7: Goodness-of-fit indices of the measurement.

Model	χ^2	DF	χ^2/DF	CFI	SRMR	RMSEA	P value
Measurement Model	452.309	350	1.292	0.979	0.041	0.029	0.947
Threshold*	--	--	Between 1 and 3	>0.95	<0.08	<0.06	>0.05
Interpretation*	--	--	Excellent	Excellent	Excellent	Excellent	Excellent

* (Gaskin & Lim, 2016; Hu et al., 2009)

As indicated in Table (7), the CFA results indicate that all factor loadings surpassed 0.4, and the critical ratio of regression weight (t-values) for each indicator exceeded the threshold range of ± 1.96 and was statistically significant ($p < .001$).

Table 8: Standardized and Unstandardized Regression Weights with P values

Indicators			SRW*	URW *	S.E.*	T-value	P*
Ex2	<---	Experience	.966	.814	.015	54.146	***
Ex3	<---	Experience	.953	.602	.017	34.847	***
Ex5	<---	Experience	.925	.833	.027	31.120	***
Ex1	<---	Experience	.912	1.000			
Ex4	<---	Experience	.826	.498	.022	22.916	***
BI2	<---	Behaviour of Intention	.871	.833	.037	22.608	***
BI3	<---	Behaviour of Intention	.903	1.000			
BI5	<---	Behaviour of Intention	.842	.811	.047	17.269	***
BI1	<---	Behaviour of Intention	.670	.408	.027	14.964	***
BI4	<---	Behaviour of Intention	.592	.406	.032	12.671	***
PE3	<---	Performance expectancy	.963	1.000			
PE2	<---	Performance expectancy	.960	.911	.022	42.259	***
PE4	<---	Performance expectancy	.872	.905	.031	29.438	***
EE5	<---	Effort expectancy	.983	1.000			
EE3	<---	Effort expectancy	.692	.776	.046	16.922	***
EE2	<---	Effort expectancy	.623	.464	.032	14.352	***
EE4	<---	Effort expectancy	.860	.816	.031	26.341	***
SI1	<---	Social Influence	.921	.943	.068	13.817	***
SI3	<---	Social Influence	.779	.775	.057	13.679	***
SI2	<---	Social Influence	.706	1.000			
FC1	<---	Facilitating Conditions	.933	.812	.033	24.564	***
FC3	<---	Facilitating Conditions	.868	1.000			
FC2	<---	Facilitating Conditions	.736	.872	.052	16.924	***
HT1	<---	Habit	.935	.597	.025	23.750	***
HT2	<---	Habit	.849	1.000			
HT3	<---	Habit	.733	.759	.046	16.628	***
T1	<---	Trust in the System	.954	1.000			
T2	<---	Trust in the System	.715	.652	.043	15.187	***
T4	<---	Trust in the System	.653	.594	.044	13.582	***

Note: ** $p < .01$; *** $p < .001$, SRW=Standardized Regression Weights, URW= Unstandardized Regression Weights, S.E. = Standard Error

To improve the fit of the generic model, a path diagram was used to verify modification indices (MIs) for highly correlated indicators. The model was updated by correlating measurement errors using (MI). The indicators were not removed from the measurement model before it was revised

because the factors loading had a positive value. Not only that, but every factor loading was higher than the threshold of 0.30 (Gaskin, 2016). Because of the given results, all items were kept for the measurement model of the E-HRM model

Also, Figure (12) depicts the revised measurement model for the endogenous and exogenous variables “**Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Habit, Trust in the system, Experience, Behaviour of Intention.**” As the figure illustrates, eight factors were measured by 29 items. Effort Expectancy was measured using (4) items but Performance Expectancy, Social Influence, Facilitating Conditions, Habit, and Trust in the system Factors were measured through (3) items to each factor, finally both Experience and Behaviour of Intention factors reflected through (5) items.

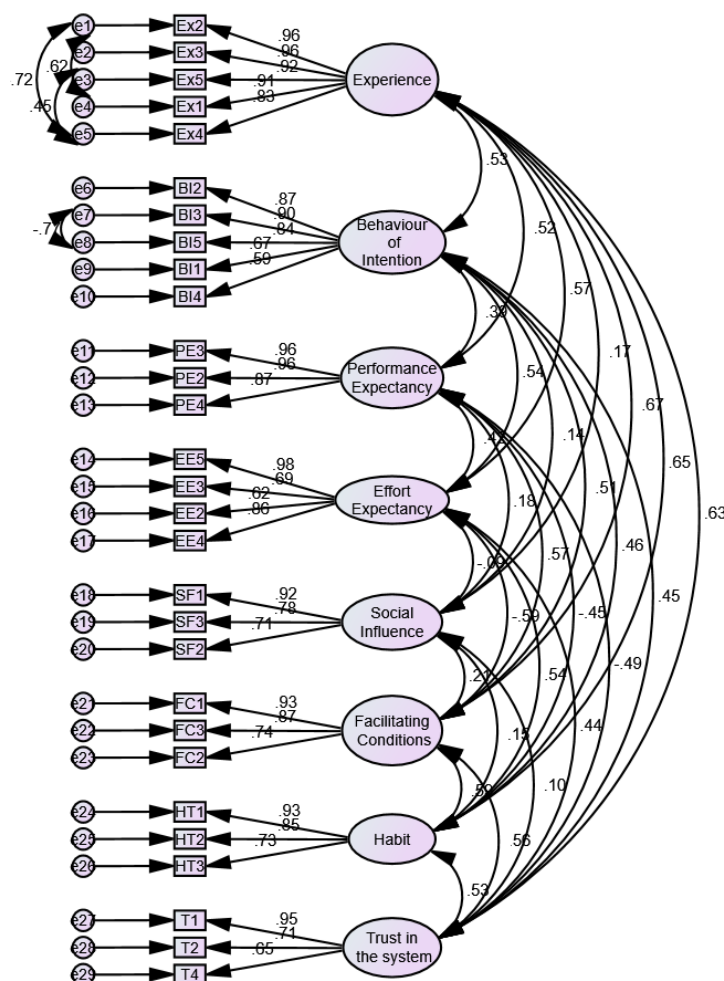


Figure 12: Revised Measurement Model for Acceptance of E-HRM model

Source: Own Editing

4.3. DISCRIMINANT, CONVERGENT VALIDITY, AND COMPOSITE RELIABILITY

Outstanding construct reliability and convergent validity are indicated by the fact that the composite reliability (CR) of five latent constructs is more significant than 0.70 and the average variance extracted (AVE) exceeded 0.50, as shown in Table (9) (MacKenzie et al. 2011) and (Shaffer et al., 2016).

The discriminant validity between the two latent constructs is established based on the AVE greater than MSV for variables and $\text{MaxR (H)} > 70$ (Najera, 2019; Shaffer and DeGeest, 2016). Moreover, the other measure for discriminant validity is the Heterotrait-monotrait (HTMT) ratio of correlation. The HTMT is a measure of similarity between latent variables. If the HTMT is smaller than 0.85, discriminant validity can be regarded as established (Henseler et al., 2015). Table (10) shows that all factors of the study do not exceed the $\text{HTMT}_{0.85}$ criterion.

Problems with convergent validity mean that the variables do not correlate well with each other within their parent factor. This means that the observed variables do not adequately explain the latent factor. Problems with discriminant validity arise when the latent factor is better explained by some other variables (from a different factor) than by its observed variables (Hair et al., 2010).

Convergent validity refers to the extent to which observed variables within a factor or construct are positively correlated with each other, indicating that they are measuring the same underlying concept. When there are problems with convergent validity, it suggests that the observed variables are not adequately capturing the latent factor they are intended to measure.

Discriminant validity ensures that a construct is distinct from other constructs and is not better explained by variables from unrelated factors. When there are problems with discriminant validity, it means that the observed variables within a construct are more strongly correlated with variables from other constructs than with each other as shown in Table (10).

Based on Table (9), shows that the latent variables correlated with themselves to a greater extent than with outside variables. When the latent variables demonstrate stronger correlations within their factor compared to correlations with outside variables, it indicates a higher level of convergent validity. This suggests that the observed variables are effectively explaining and representing the latent factor they are intended to measure.

Table 9: Discriminant, Convergent validity, and Composite Reliability

	CR	AVE	MSV	Max R(H)	Exper .	Behaviour of Intention	Perform. Expect.	Effort Expect.	Social Influence	Facilit. Cond.	Habit	Trust in the system
Experience	0.963	0.839	0.453	0.972	0.916							
Behaviour of Intention	0.887	0.617	0.289	0.919	0.530**	0.785						
Performance Expectancy	0.952	0.870	0.321	0.965*	0.525**	0.393***	0.933					
Effort Expectancy	0.875	0.643	0.344	0.970	0.572**	0.538**	0.423***	0.802				
Social Influence	0.847	0.651	0.044	0.890	0.169**	0.135**	0.175**	0.092**	0.807			
Facilitating Conditions	0.885	0.722	0.453	0.917	0.673**	0.510***	0.567**	0.586***	0.209***	0.850		
Habit	0.879	0.710	0.425	0.914	0.652**	0.465***	0.453***	0.545***	0.149**	0.593***	0.843	
Trust in the system	0.824	0.616	0.398	0.923	0.631**	0.454**	0.486***	0.444***	0.099**	0.559***	0.527**	0.785

*** P < 0.001, ** p < 0.01, Composite Reliability = (CR) > 0.70, Average Variance Extracted = AVE > 0.50, Maximum Shared Variance = AVE > MSV; McDonald Construct Reliability = MaxR(H) > 0.70

Table 10: Assessing Discriminant Validity by HTMT method

	Experience	Behaviour of Intention	Performance Expectancy	Effort Expectancy	Social Influence	Effort Expectancy	Habit	Trust in the system
Experience								
Behaviour of Intention	0.024							
Performance Expectancy	0.051	0.043						
Effort Expectancy	0.076	0.053	0.043					
Social Influence	0.040	0.053	0.100	0.071				
Facilitating Conditions	0.074	0.053	0.039	0.131	0.120			
Habit	0.033	0.084	0.084	0.034	0.015	0.018		
Trust in the system	0.041	0.036	0.033	0.110	0.031	0.031	0.044	

4.4. STRUCTURE MODEL

The proposed model is designed to study the factors that affect the acceptance of E-HRM in the Jordanian telecom sector. In this regard, six constructs were selected to test the factors influencing the acceptance of E-HRM from the viewpoint of Jordanian employees' telecom sector. Byrne (2013) explained the structural model as a method for determining which variables affect the values of a set of latent variables. The model's complexity stems from the fact that it contains both latent and observed variables and many different paths between the constructs. The structural model under investigation aims to check the central hypothesis of the research issues outlined in the introductory chapter by analyzing the associations between the latent variables.

Additionally, the measurement model was validated before the structure model was developed. All potential confounders, such as moderators, endogenous variables, and measurement error terms, were accounted for in the structure model. All latent constructs' first-order factors were also

included. The structural model analyses the interconnections between goals and their associated levels of effort, system adaptability, enabling conditions, routine, trust in the system, experience, and intentional behaviour. It was determined how significant the hypotheses, Paths, and explanatory power of the models were by calculating the R² and beta values for the endogenous variable. According to (Kaplan, 2012), R² is used to demonstrate the extent to which exogenous variables account for the total variation in endogenous variables.

The analysis was performed by converting the measurement model into a structural model and showed a good fit model according to Hair et al. (2014), where $\chi^2 = 1163.686$, $\chi^2/df = 3.570$, CFI = 0.959, SRMR = 0.042, RMSEA = 0.050, and P value = 0.947 without the need for improvement or modification see fig (14) and Table (11).

Table 11: Goodness-of-fit indices of the structural model.

Model	χ^2	DF	χ^2/DF	CFI	SRMR	RMSEA	0.556
Measurement Model	1163.686	326	3.570	0.959	0.042	0.050	0.947
Threshold*	--	--	> 3	>0.95	<0.08	<0.06	>0.05
Interpretation*	--	--	Acceptable	Excellent	Excellent	Excellent	Excellent

*(Gaskin & Lim, 2016; Hu et al., 2009)

Also, the coefficient of determination (R^2) for Behaviour of Intention was 0.39, indicating that the Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Habit, and Trust in the system explained 39 % of the variance in Behaviour of Intention. The structural model results showed that all paths in the structural model were statistically significant ($p < 0.05$) and in the positive direction, except two paths, which are the path between (Habit → Behavior of Intention), and the path (Facilitating Conditions → Behavior of Intention), which was insignificant at ($p < 0.05$) see Figure (13).

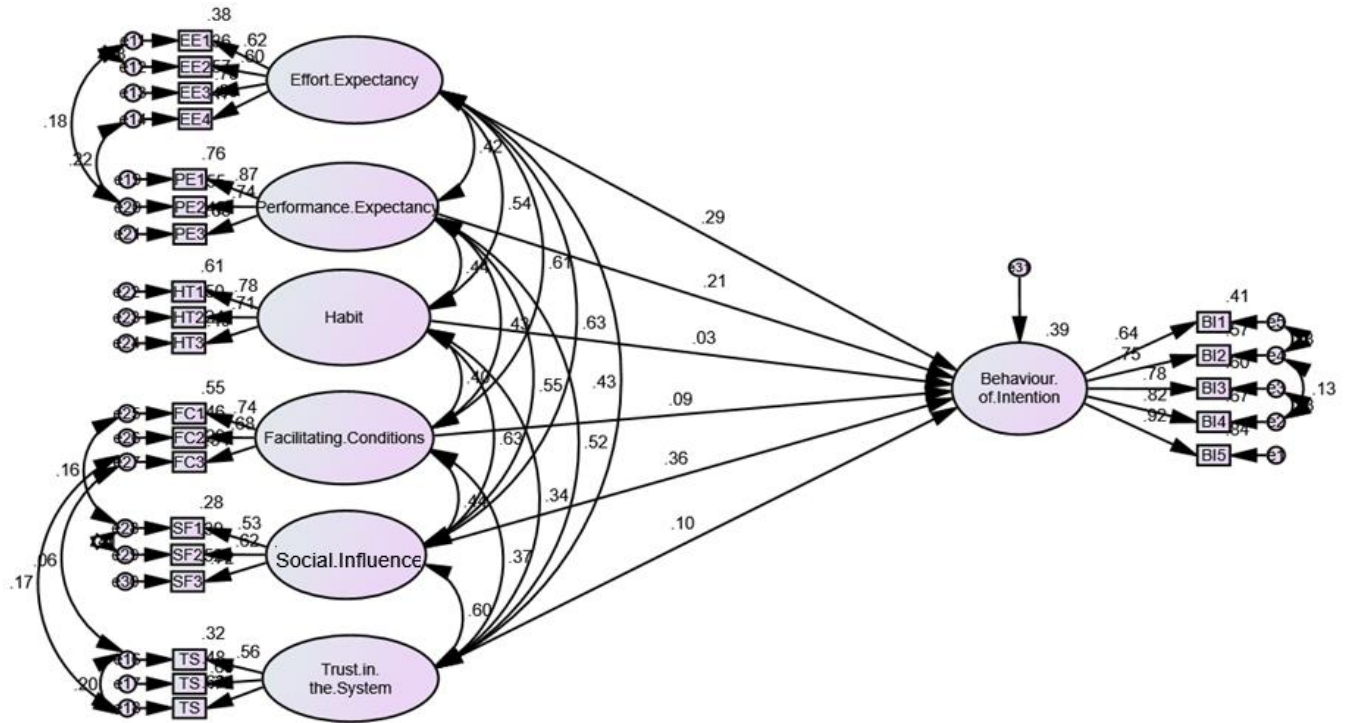


Figure 13: Revised structure model for acceptance of the E-HRM model

Source: Own Editing

Table (12) presents the estimated coefficients in a standardized way, the t-value, and the significant level, which is considered the basis for accepting or rejecting the proposed hypotheses. As Table (12) shows, Effort Expectancy and Performance Expectancy have a positive direct impact on Behavior of Intention (standardized coefficient (beta) =0.288; t=4.748; P<0.001, and standardized coefficient 0.214; t=4.758; P<0.001, (respectively), thus supporting H1 and H2. In addition, Social Influence and Trust in the System positively impact Behavior of Intention (standardized coefficient=0.361; t=4.395; P<0.001, and standardized coefficient 0.102; t=2.050; P<0.05, respectively), thus supporting H5, H6. Finally, the results show that Habit and Facilitating Conditions do not impact the behaviour of intention to accept E-HRM (standardized coefficient=0.032; t=0.614; P>0.05 and standardized coefficient 0.091; t=1.827; P>0.05, respectively), thus not supporting H3, H4.

Table 12: Summary of Hypothesis Testing Results

Hypothesis path description			SRW*	URW*	S.E.*	T value	P	Results
Effort Expectancy	→	Behaviour of Intention	.288	.490	.103	4.748	***	Supported
Performance Expectancy	→	Behaviour of Intention	.214	.313	.066	4.758	***	Supported
Habit	→	Behaviour of Intention	.032	.108	.176	.614	.539	Not Supported
Facilitating Conditions	→	Behaviour of Intention	.091	.176	.096	1.827	.068	Not Supported
Social Influence	→	Behaviour of Intention	.361	.763	.174	4.395	***	Supported
Trust in the System	→	Behaviour of Intention	.102	.173	.085	2.050	.040	Supported

Note: * $p < 0.05$; *** $p < 0.001$, SRW=Standardized Regression Weights, URW= Unstandardized Regression Weights, S.E. = Standard Error

4.5. TESTING MODERATING IMPACT

Next, researchers put "experience" through its paces as a potential moderator after confirming the existence of significant direct path relationships within the baseline model. This case involves an interaction between two latent variables. Although Kenny and Judd's product indicator method ($X1*M1$, $X1*M2$, $X2*M1$, and $X2*M2$) has the potential to identify the model, it is very complex due to the presence of numerous nonlinear constraints, necessitating a sizable sample size in order to achieve sufficient power and the assumption of normality. Marsh, Wen, and Hau detail the process created by Klein and Moosbrugger for estimating without the use of nonlinear constraints. This strategy uses what are known as "paired" product indicators (David, 2018). Interactions enable a more precise explanation of causal effects by explaining not only how X affects Y but also how the effect of X varies depending on the moderating variable of Z (Lowry & Gaskin, 2014). In this study, the moderator variable "experience" was assessed using the Klein and Moosbrugger technique see Figure (14).

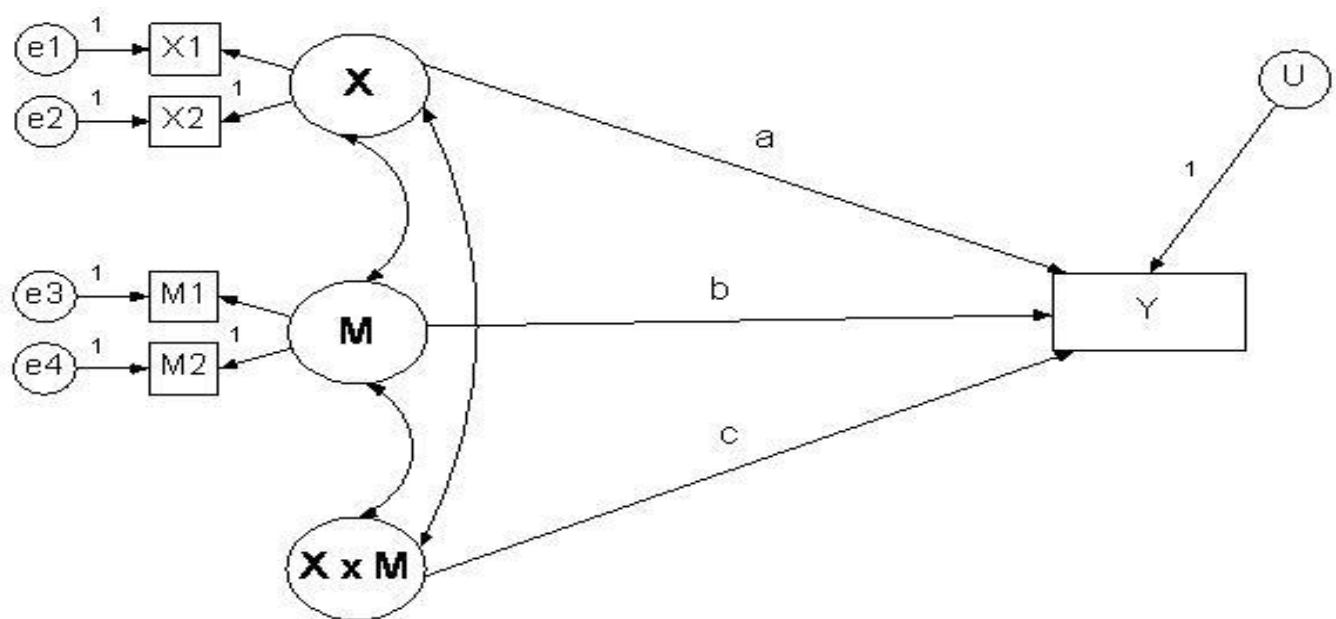


Figure 14: Moderator by latent variable interacts method

Source: (Lowry & Gaskin, 2014)

4.6. INTERACTION BETWEEN EE AND EXPERIENCE

Figure (15), showing path coefficients, demonstrates that the model is statistically significant ($R^2 = .253$, $P < 0.05$). Moreover, the beta (SRW) coefficient between effort expectance (EE) and behaviour of intention (PI) is 0.12 ($p < 0.05$), which is a significant positive effect. The positive effect of experience on intention behaviour is also significant, with a path coefficient of 0.35 ($p < 0.05$). When it came time to test for interaction effects, the entire dataset was used rather than a subset. First, standardised the IVs and then made product variables to test the interaction hypotheses. The following figure demonstrates the significance of this interaction, and the path coefficient between interaction (Exper. EE) and intention-related behaviour is 0.67 ($p < 0.05$).

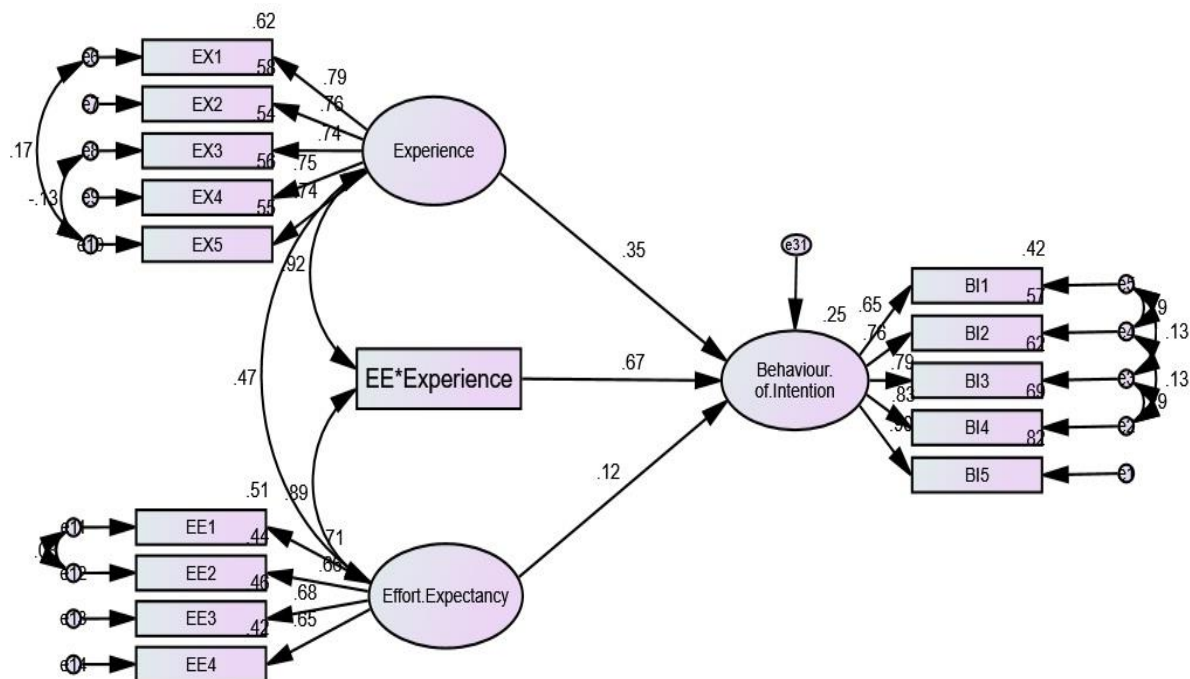


Figure 15: Revised Structure Model (interaction between effort expectancy and experience)

Source: Own Editing

Table 13: Parameter Estimates and Regression Weights for the Structure Model

Hypothesis path description			SRW	URW	S.E.	T value	P	Results
Effort Expectancy	→	Behaviour of Intention	.117	.219	.067	3.254	.001	Support
Experience	→	Behaviour of Intention	.351	.563	.084	6.714	***	Support
Experience * Effort Expectancy	→	Behaviour of Intention	.666	.184	.017	11.141	***	Support

* SRW=Standardized Regression Weights, URW= Unstandardized Regression Weights, S.E. = Standard Error and $P < 0.05$

Table (13) shows that effort expectancy positively affects the behaviour of intention and that this effect is significantly moderated by prior experience ($B = .184$, $t = 11.141$, $P = .001$). Figure (15) depicts this interaction. Three levels of experience (one standard deviation below the mean, at the mean, and one standard deviation above the mean) had their effort expectancy tested to investigate the relationship between the two variables. Figure (16) shows that when experience is high, the

expected effort has a strong positive effect on E-HRM acceptance intent, but when experience is low, the EE dimension has no effect.

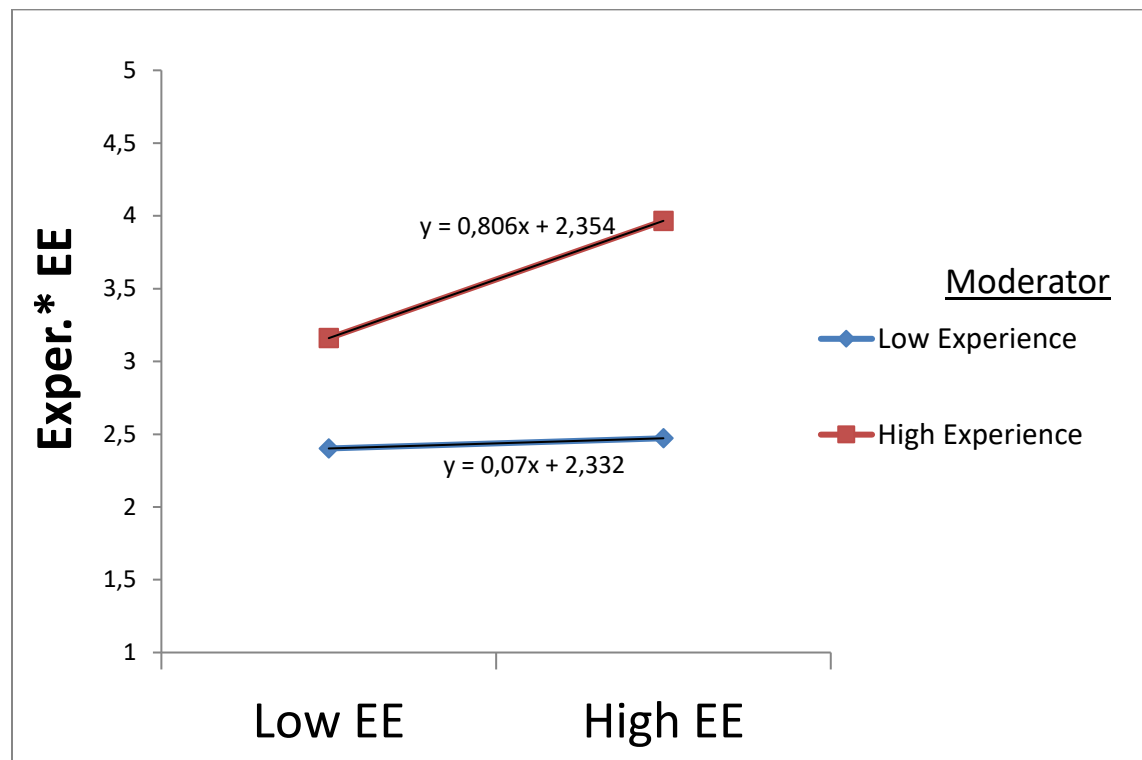


Figure 16: Interaction between effort expectance and Experience

*EE= Effort Expectance, Exper= Experience

Source: Own Editing

4.7. INTERACTION BETWEEN PE AND EXPERIENCE

As can be seen in Figure (17), there is a statistically significant (path coefficient) positive relationship between performance expectancy (PE) and behaviour of intention ($B=.553$, t value= 6.206 , p 0.001). In addition, there is a relatively insignificant influence between prior experience and behaviour intention (path coefficient $B=.079$, t value= 1.098 , $p>.05$). As a final step, the entire dataset, as opposed to the moderated dataset, was used to test for interaction effects. The researcher first standardized the IVs and then created product variables to test the interaction hypotheses. As can be seen in Table (14), both the interaction (Exper. PE) and the path coefficient to behaviour intention ($B=.148$, t value= 1.003 , $p=.335$) were statistically insignificant.

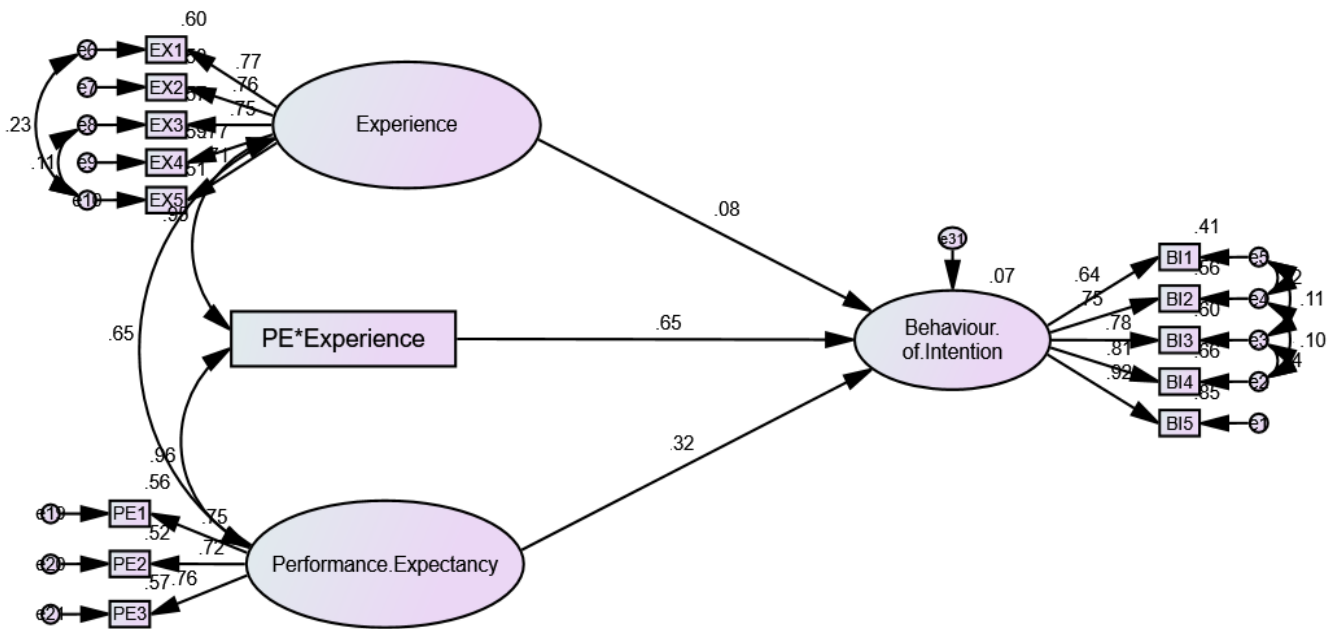


Figure 17: Revised Structure Model (interaction between performance expectancy and experience)

Source: Own Editing

Table 14: Parameter Estimates and Regression Weights for the Structure Model

Hypothesis path description			SRW	URW	S.E.	C.R.	P	Results
Performance Expectancy	→	Behaviour of Intention	.322	.553	.089	6.206	***	Support
Experience	→	Behaviour of Intention	.079	.132	.120	1.098	.272	Not Support
Experience * Performance Expectancy	→	Behaviour of Intention	.648	.148	.122	1.003	.335	Not Support

4.8. INTERACTION BETWEEN HABIT AND EXPERIENCE

According to Figure (18), there is a highly significant positive effect between habit and intention behaviour, with a path coefficient of ($B=.313$, $t \text{ value}=6.965$, $p 0.001$). The two variables also have a substantial influence, as demonstrated by the path coefficient ($B=.162$, $t \text{ value}=6.023$, $p 0.001$). To conclude, the entire dataset, as opposed to the moderated dataset, was used to test for interaction effects. First, we standardized the IVs so that we could create product variables with which to test

the interaction hypotheses. As can be seen in Table (15), both the interaction (Exper. PE) and the path coefficient between it and behaviour intention (B=.014, t value=.360, p=.719) were statistically insignificant.

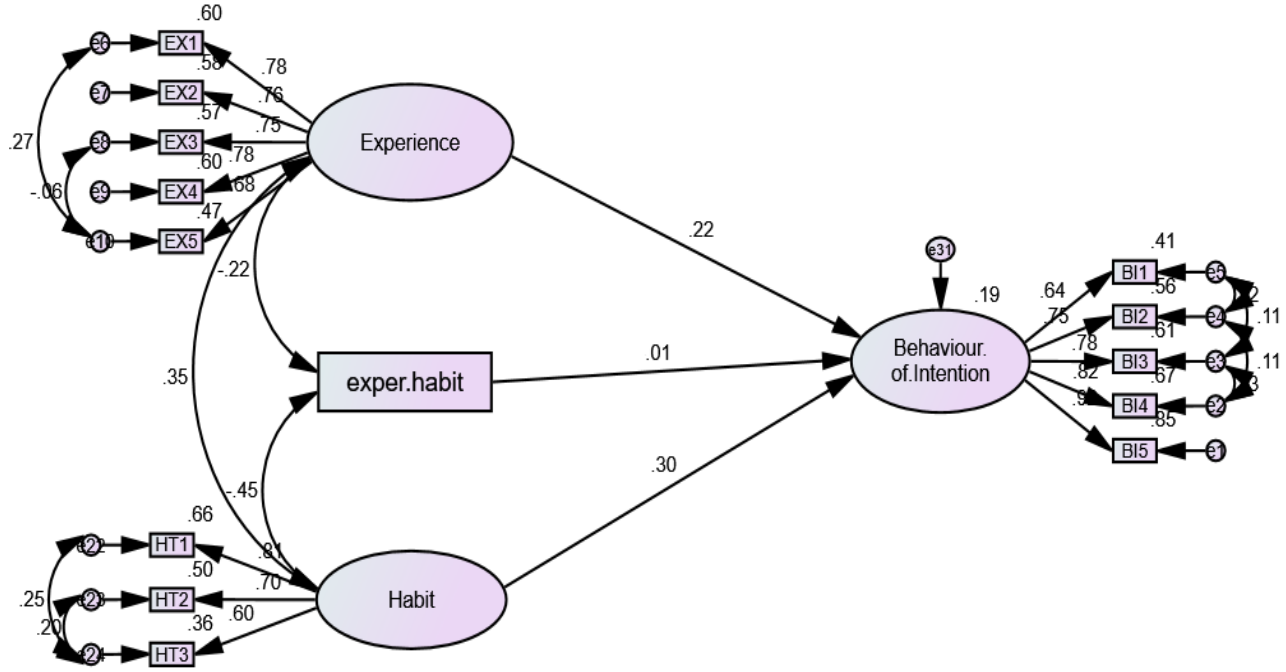


Figure 18: Revised Structure Model (interaction between habit and experience)

Source: Own Editing

Table 15: Parameter Estimates and Regression Weights for the Structure Model

Hypothesis path description			SRW	URW	S.E.	C.R.	P	Results
Habit	→	Behaviour of Intention	.300	.313	.145	6.965	***	Support
Experience	→	Behaviour of Intention	.218	.162	.060	6.023	***	Support
Experience * Habit	→	Behaviour of Intention	.013	.014	.039	.360	.719	NS*

***=P<0.001, NS= not significant,

4.9. INTERACTION BETWEEN SOCIAL INFLUENCE AND EXPERIENCE

Figure (19) indicates that the path coefficient between social influence and behaviour of intention is (B=.545, t value=9.119, p< 0.001), which is a significant positive impact. Also, the path coefficient between experience and behaviour intention is (B=. 142, t value=.884, p=0.377), which is an insignificant impact. Finally, Interaction effects were tested using the entire dataset rather

than the moderated dataset. The researcher standardized the IVs and created product variables to test the interaction hypotheses. In this case, the interaction was insignificant, as shown in Table (16), and the path coefficient between interaction (SI*Exper) and behaviour intention ($B = .013$, t value = .187, $p = .851$).

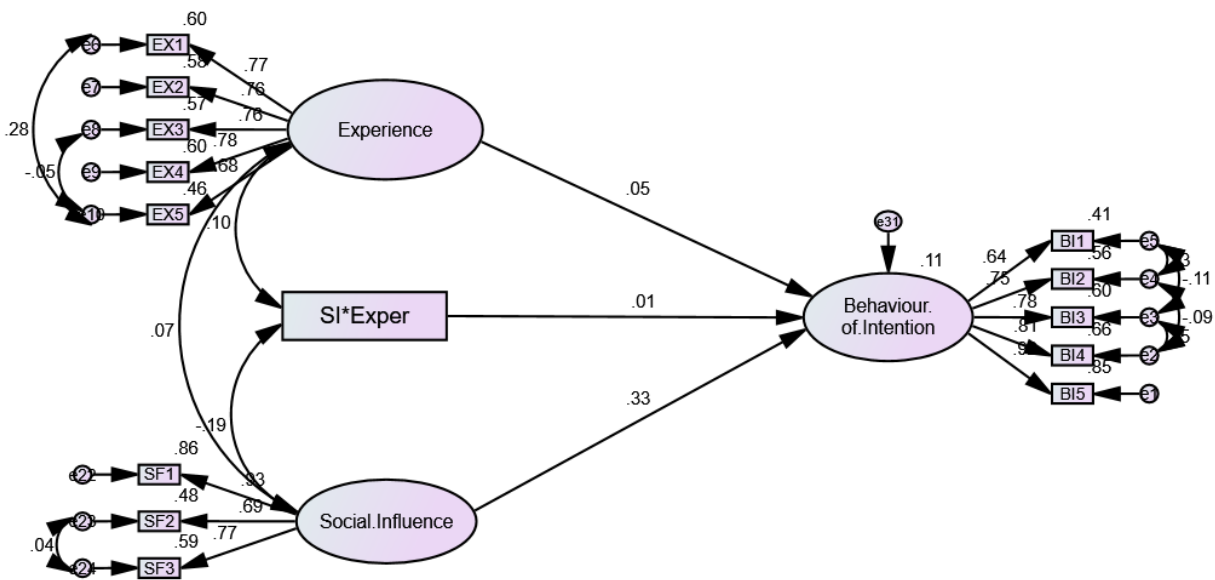


Figure 19: Revised Structure Model (interaction between Social Influence and Experience)

Source: Own Editing

Table 16: Parameter Estimates and Regression Weights for the Structure Model

Hypothesis path description			SRW	URW	S.E.	C.R.	P	Results
Experience	→	Behaviour of Intention	.050	.142	.161	.884	.377	NS
Social Influence	→	Behaviour of Intention	.325	.545	.060	9.119	***	Support
SI* Experience	→	Behaviour of Intention	.010	.013	.072	.187	.851	NS

***= $P < 0.001$, NS= not significant.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. DISCUSSION

The findings from the study questionnaire validated the conceptual model based on the UTAUT2 extended model, which was presented and analyzed in the previous chapter. Advanced statistical techniques were deployed in the previous chapter to evaluate the research hypotheses using the regression analysis test. This study's main objective was to investigate the key factors that affect the behaviour of intention to use behaviour E-HRM, which leads to technology acceptance. More specifically, it has examined the effect of **Human Interaction** represented by (Performance Expectancy, Effort Expectancy, Social Influence and Habit), **Organization Infrastructure** and **Trust** on E-HRM technology acceptance in the Jordanian telecommunication sector. UTAUT2 model was validated by the study in the Jordanian telecommunication sector and has extended the theory by including additional variables.

This section discusses and interprets the findings using this study's results. The chapter will use descriptive outcomes to provide additional explanations and clarify the findings discussed. The moderated variables shown in the descriptive analysis explain various influences among the leading independent factors which affect the acceptance of using E-HRM systems.

In this study, the two-stage procedure was done, the first step was to check the scaling model for the level of fit of the model data, and the second step was to check the structural model to check that the validity of the convergent and distinct structures was maintained throughout the CFA .

CFA results indicated that the measurement model fit the data well. Moreover, all typical construction quality indicators were within the recommended threshold. The author examined new constructs influencing Behaviour of Intention (BI), which significantly affected employees' perceptions and attitudes towards the acceptance of the E-HRM system.

E-HRM has enabled the transfer of digitized HR information and served as a method to implement HR plans, policies and practices in an organization (M. Rahman et al., 2018f). The literature suggests that E-HRM as an innovation can become a strategic capability and enable organizations to achieve the outcomes of strategic HRM (Marler & Fisher, 2010). Consequently, using the E-HRM system could add value to the HRM function and contribute to the company's competitive advantage.

The behaviour of Intention (BI) is a vital factor influencing employees' usage of E-HRM systems. BI influences the total use of the IT system and its related applications. This direct relation and interaction were initially established and verified by (Venkatesh et al., 2003a) and were subsequently applied in other research. Obeidat (2016) found that BI mediates the relation between factors that predict the use of the E-HRM system and the E-HRM system's actual use.

The behaviour of Intention (BI) to use an IT system is the main factor for the introduction and use of E-HRM. UTAUT was developed to distinguish the intended and actual use of the IT-based system (Venkatesh et al., 2003). It is argued that BI use of the IT system increases the acceptance and actual use of the E-HRM system (Heikkilä & Smale, 2011).

Venkatesh et al. (2003) found that the four UTAUT constructs explained about 56% of the variance in BI related to technology use and about 40% of the variance in actual technology use. Subsequently, Venkatesh, Thong and Xu (2012) tested the extended UTAUT2 model in the context of customer acceptance and the use of new technologies to integrate new builds. They found that the extensions proposed in UTAUT2 explained 74% of the variances in users' BI related to technology usage and 52% in technology usage.

Effort Expectancy (EE)

The study's results indicated a direct positive effect of EE on the BI to use E-HRM, as the standardized coefficient (β) = 0.288; $t = 4.748$; $P < 0.001$, which supports the results of the first hypothesis. The Effort Expectancy is based on perceived ease of use (Davis, 1989). It is the extent to which the users believe that dealing with the offered system will not require significant effort (Venkatesh et al., 2003). Thus, Effort Expectancy refers to the perceived ease related to e-HRM system usage (Y. Al-Harazneh et al., n.d.; Maatman, 2006; Obeidat, 2016). Moreover, it will impact the acceptance of the use of E-HRM.

Performance Expectancy (PE)

Also, the results indicated that there is a direct positive effect of PE on the behaviour of the intention to use E-HRM, as the value of the standard coefficient ($\beta = 0.288$; $t = 4.748$; $P < 0.001$, standardized coefficient 0.214 ; $t = 4.758$; $P < 0.001$. UTAUT2 suggests that several factors, such as PE, EE, and SI, predict the users by accepting the use of E-HRM (Venkatesh et al., 2003, 2102). The first determinant, PE, is the extent to which an employee perceives that E-HRM will help acquire benefits in job performance (Maatman, 2006). PE is the most dominant predictor of the BI of system usage (Heikkilä & Smale, 2011). Where the findings of Taiwo and Downe (2013) confirmed the expectation of Venkatesh et al. (2003) that the correlation between PE and BI is significant, and this result agrees with (Al-Harazneh & Sila, 2021). This showed that PE significantly and positively affects the BI to use the E-HRM system.

Habit (H)

Another significant theoretical contribution of this work is integrating habit into UTAUT2 in a new environment such as Jordan. Researchers such as Benbasat and Barki (2007) have called for more research into Habit, which is under-studied in the literature. Most previous studies on the use of technology have two aspects: experience and habit. They are relevant and similar to the concept, but they are distinct. In this study's results, Habit is considered not a significant factor affecting technology acceptance. One can understand that in different settings where employees are forced to use a system, Habit may not apply as an influential factor.

According to (Venkatesh et al. 2003a), experience is the duration of time that a user has spent using technology. The degree to which people are likely to learn to use technology and carry out behaviours automatically is referred to as a habit. Between habit and experience, there are two critical distinctions. Furthermore, experience is required for the formation of a habit. On the other hand, Habit is based on the user's familiarity with and interaction with the targeted system. Habit is based on the user's familiarity with and interaction with the targeted system.

Previous studies suggested that information technology knowledge to the individual and their colleague urge them to adopt or accept the technological transformation towards the E-HRM (Ruel et al, 2004; Voermans and Van Veldhoven, 2007), And the importance of habits in user acceptance for the adoption of E-HRM (Khashman and Al-Riyalat 2015b).

Where the results of the current study showed that Habits do not have an impact on Behavior of Intention, where the value of the standardized coefficient reached 0.032; $t=0.614$; $P>0.05$.

The final dimension of human interaction (social influence) relates to the "degree to which the individual perceives that others think he should use the new system" (Venkatesh et al., 2003; p.451).

Social Influence (SI)

Many studies have applied UTAUT2 to SI and found that intention to use technology was affected by social influence (Venkatesh and Zhang, 2010). In previous studies, BI has shown SI as a critical factor influencing personal beliefs. The degree to which an individual perceives that others believe they should use new systems determines the level of SI (Venkatesh et al., 2003).

Shafi and Wirakody (2009) emphasized the importance of SI effects on BI. The results of Al-Awadhi and Morris (2008) also show that peer influence primarily determined this. This indicates that SI influences individual decisions. Karahanna (2006) suggests that social normative factors determine intended behaviour. In this study, SI showed a positive direct effect on intention behaviour, as SI influences individual behaviour. In this study, SI was significant in the Jordanian telecommunication sector setting. The results explore that SI is vital to affect the intention of employees to use any new technology. It is sometimes more effective for an organization to adapt new technologies to its culture so that colleagues in the same department or organization will motivate each other to use this technology.

Facilitating Conditions (Infrastructure)

As for the FC, the results showed that FC was not significant in the Jordanian telecommunication sector setting. It did not affect the behaviour of the intention to use E-HRM. Based on the previous study, UTAUT2 constructs have been considered influential factors for evaluating the user acceptance of new technology (Taiwo & Downe, 2013). UTAUT2 argues that FC deals with the extent to which employees believe that the technical infrastructure is convenient to support the use of the system. FC influences users' BI and actual system usage (Venkatesh et al., 2003). Thus, FC is related to the accessibility of suitable tools to facilitate the use of the E-HRM system. For example, the results (Al-Harazneh & Sila, 2021) showed that facilitating conditions significantly positively impacted using the E-HRM. However, using an E-HRM system nowadays is easy to

access from a personal laptop or even a mobile phone. In early times. Having no computer to access unique systems was a massive problem for employees and users. The researcher believes that FC could be vital with unique systems requiring particular machine standards. Nevertheless, when soft systems like E-HRM systems are applied, employees or users with mobile phones can access these systems easily.

Trust

E-HRM aims to manage and strengthen workplace relationships by empowering employees (Ruël et al., 2004). Many firms continuously invest in E-HRM systems to develop a positive employment relationship by reinforcing Trust in rules, procedures and systems (Bissola and Imperatori, 2014; Searle and Dietz, 2012).

Where the study results (Iqbal et al., 2019) showed that E-HRM has positive and significant effects on Trust, various authors have argued that there is a deep relationship between HRM practices and Trust. However, it turned out that Trust in the system and the acceptance of E-HRM have a positive role in accepting the use of E-HRM. Moreover, this was confirmed by the results of the current study that Trust in the system has a direct positive effect on the BI to use E-HRM, as the value of the standard coefficient was (0.102) and (2.050) and $P < 0.05$. This finding also aligns with previous research (Carter and Plunger, 2005; Buffalo, 2003). So, trust in the system affects and leads to technology adoption.

Experience as a Moderator

The researcher also examined the relationship between the human interaction variables (PE, EE, SI, H) and Experience by using Experience as a moderator. The findings showed that EE positively affects the BI and is significantly mitigated by previous experience. When the experience is high, the expected effort has a strong positive effect on the E-HRM's acceptance intent, but when the experience is low, the energy efficiency dimension has no effect.

There is also a statistically significant positive relationship between PE and BI. In addition, there is a relatively small effect between previous experience and BI. The effect of (Exper and PE) on BI is not statistically significant. Concerning the interaction between habit and experience, the results showed a significant positive effect between habit and intention behaviour, but each interaction between (Exper and PE) and behaviour intention was statistically insignificant.

Finally, the experience interaction between SI and BI showed a significant positive effect on the path coefficient. However, the path coefficient between experience and BI showed little effect. Furthermore, the BI showed that the interaction is not significant.

5.2. RECOMMENDATIONS

The study's primary focus is on how this investigation can best help the Jordanian telecommunications sector fill in the gaps and clarify the questions surrounding employee acceptance of E-HRM systems. Not just the Jordanian telecommunications sector but any sector with roughly equivalent features and analytic framework.

For academics and the top management of Jordan's telecommunication sector, this study suggests the following changes:

The top management of Jordan's telecommunications sector should prioritize three key factors in their efforts to implement Electronic Human Resource Management (E-HRM) systems: performance expectancy, effort expectancy, and trust in the system. First and foremost, the management should focus on increasing the belief among workers that the adoption of E-HRM systems will significantly improve employee productivity. This can be achieved through effective communication and by providing evidence of the positive impact of E-HRM on performance.

Secondly, implementing an E-HRM system will lead to a reduction in employee efforts. The top management should emphasize the ease of use and convenience of the system, highlighting how it simplifies HR processes, reduces manual tasks, and saves time and effort for employees. By clearly demonstrating the benefits of E-HRM in terms of reducing workload and streamlining administrative tasks, the management can alleviate concerns and resistance to change among employees.

Thirdly, employees' trust in the system is crucial for the successful adoption of E-HRM. The top management should foster an environment of trust by ensuring the security, reliability, and confidentiality of the system. Clear communication about data privacy and protection measures, as well as providing training and support for employees to enhance their understanding and confidence in using the system, can contribute to building trust and encouraging acceptance.

Interestingly, the results of this study indicated that facilitating conditions, particularly in terms of infrastructure, were readily available and well-equipped in the Jordanian telecommunications

sector. This finding is noteworthy, as it contradicts previous studies conducted in other developing countries. It suggests that the telecommunication sector in Jordan has invested in the necessary technological infrastructure to support the implementation of E-HRM systems, which can be seen as a positive facilitator for the acceptance of such systems by employees.

Overall, the study highlights the importance of addressing performance expectancy, effort expectancy, and trust in the system when implementing E-HRM in the telecommunications sector of Jordan. By prioritizing these factors, the top management can increase the likelihood of successful adoption and usage of E-HRM systems, ultimately leading to improved employee productivity and organizational effectiveness. Additionally, the presence of favourable facilitating conditions in the Jordanian telecommunications sector provides a solid foundation for embracing E-HRM, setting it apart from other developing countries and positioning it as a potential leader in HR technology adoption.

6. NOVEL FINDINGS OF THE DISSERTATION

This study contributes to the current research on technology acceptance theories by expanding upon the UTAUT2 model. This study offers a valuable contribution by identifying the key factors that impact the acceptance of E-HRM. This information is particularly relevant in the context of employee acceptance and usage. Although E-HRM may be perceived as an extensively researched area, this study proves that by incorporating relevant constructs into the UTAUT2 model, it can offer valuable insights into crucial phenomena.

The study's findings hold practical significance for professionals working in the telecommunications sector in Jordan. The results emphasize the significance of E-HRM applications as essential tools that facilitate improved management of HRM service quality. The study highlights the importance of ensuring that HRM policies and practices are in line with the expectations and needs of end-users. This involves considering the various factors that can impact their level of acceptance.

This study is consistent with prior research that has replicated and modified the UTAUT2 model to determine the factors that impact the implementation of different IT systems. The study's findings offer significant backing for the majority of the suggested hypotheses, which aids in the advancement of the theory. The study focuses on new factors that have a significant impact on how employees perceive and feel about using an E-HRM system.

The study's specific findings showed that Performance Expectancy, Effort Expectancy, Facilitating Conditions, Habit, and Trust in the system collectively accounted for 39% of the variance in Behavior of Intention. The analysis of the structural model revealed that all paths in the model were positively directed and statistically significant, except for two paths: Habit to Behavior of Intention and Facilitating Conditions to Behavior of Intention.

The study examined whether Experience could moderate the four paths. The study's findings indicate that Experience played a significant role in moderating the relationship between Effort Expectancy and Intentional Behavior. Nevertheless, the impact of Experience on the relationships among Performance Expectancy, Habit, Social Influence, and Intentional Behavior was not significant.

This study contributes to our comprehension of E-HRM acceptance in the Jordanian telecommunication industry and offers valuable insights for professionals. This study confirms the

relevance of the UTAUT2 model in this particular context and highlights significant factors that impact the adoption of E-HRM. These findings can be used as a foundation for further research to investigate additional factors and enhance the theoretical frameworks that contribute to technology acceptance theories.

6.1. NEW RESULTS AND SCIENTIFIC CONTRIBUTION

The study conducted in the private sector of Jordan aimed to test and validate the UTAUT2 model in a new environment, specifically focusing on the acceptance of Electronic Human Resource Management (E-HRM) systems. The findings of the study shed light on the main factors that influence E-HRM acceptance, namely performance expectancy, effort expectancy, and trust in the system.

One significant contribution of this study is the identification of trust in the system as a crucial and fundamental factor for accepting E-HRM systems. Trust plays a vital role in technology acceptance as it affects individuals' perceptions of the reliability, security, and overall credibility of the system. The study's emphasis on trust highlights its significance in the context of E-HRM adoption and underscores the need for organizations to establish trust-building mechanisms to encourage employees' acceptance and use of E-HRM systems.

Moreover, the study contributes to the body of knowledge by creating a new theoretical framework specifically tailored for a developing country like Jordan. Developing countries often have unique contextual factors and challenges that may influence technology acceptance differently compared to developed countries. By developing a theoretical framework that considers these specific contextual factors, the study provides valuable insights for understanding and predicting technology acceptance in similar developing country contexts. This framework can serve as a reference for researchers in Jordan and other similar countries, providing a foundation for further research and building upon these findings.

The findings of this study have practical implications as well. By identifying the factors that influence E-HRM acceptance in the private sector of Jordan, organizations can gain insights into the specific drivers and barriers to the adoption of E-HRM systems. This understanding can inform the development and implementation of strategies aimed at promoting successful E-HRM adoption and enhancing employee engagement and satisfaction. Additionally, the study's findings can guide

policymakers in developing supportive policies and infrastructure to facilitate the adoption of technology in the HRM domain, leading to more efficient and effective HR practices.

In conclusion, this study contributes to the existing literature by testing and validating the UTAUT2 model in a new environment and exploring the main factors influencing E-HRM acceptance in Jordan's private sector. The emphasis on trust in the system as a crucial factor, along with the development of a new theoretical framework for developing countries, adds to the understanding of technology acceptance in HRM contexts. The study's findings have both theoretical and practical implications, serving as a reference for researchers and providing insights for organizations and policymakers seeking to enhance E-HRM adoption and improve HRM practices in similar contexts.

6.2. THE PRESENTATION OF NEW AND NEWEST NOVEL FINDINGS AND THEIR LINKAGE TO HYPOTHESES

The study yielded several novel findings that contribute to our understanding of the factors influencing the intention to use Electronic Human Resource Management (E-HRM) systems. Table (17) examines the results and their linkage to the hypotheses as follows:

Hypothesis 1: Effort Expectancy has a positive influence on the intent to use E-HRM.

Result: Supported.

This finding suggests that when employees perceive E-HRM systems as easy to use and require minimal effort, they are more likely to have the intention to use them. It highlights the importance of user-friendly interfaces and streamlined processes in promoting the adoption of E-HRM.

Hypothesis 2: Performance Expectancy has a positive influence on the intent to use E-HRM.

Result: Supported.

The results indicate that when employees believe that using E-HRM systems will enhance their job performance and productivity, they are more inclined to adopt them. This emphasizes the significance of showcasing the benefits and advantages of E-HRM in improving individual and organizational outcomes.

Hypothesis 3: Habit has a positive influence on the intent to use E-HRM.

Result: Rejected.

Contrary to expectations, the study found no significant positive relationship between habit and the intention to use E-HRM. This suggests that individuals' habitual behaviours may not strongly influence their willingness to adopt E-HRM systems.

Hypothesis 4: Facilitating Conditions have a positive influence on the intent to use E-HRM.

Result: Rejected

Surprisingly, the study did not find a significant positive relationship between facilitating conditions (e.g., infrastructure, technical support) and the intention to use E-HRM. This implies that despite the presence of favourable facilitating conditions, they may not be strong drivers of employees' adoption decisions.

Hypothesis 5: Social Influence has a positive influence on the intent to use E-HRM.

Result: Supported.

The findings demonstrate that when employees perceive social influence, such as the opinions and recommendations of colleagues and superiors, to be in favour of using E-HRM systems, they are more likely to adopt them. This highlights the impact of social factors on shaping individuals' intentions.

Hypothesis 6: Trust in the System positively influences the intent to use E-HRM.

Result: Supported.

The study confirms that employees' trust in the E-HRM system is a crucial factor influencing their intention to use it. When employees have confidence in the system's reliability, security, and confidentiality, they are more likely to embrace its usage.

Hypothesis 7: Experience strengthens the positive relationship between Effort Expectancy and the behaviour of intention to use E-HRM.

Result: Supported.

The findings reveal that employees' prior experience with E-HRM systems enhances the relationship between perceived effort expectancy and their intention to use them. This implies that as employees gain familiarity and proficiency through experience, the perceived ease of use becomes a stronger predictor of their adoption decisions.

Hypothesis 8: Experience positively influences the relationship between Performance Expectancy and the behaviour of Intention to use E-HRM.

Result: Rejected.

In contrast to expectations, the study found no significant positive influence of experience on the relationship between performance expectancy and the intention to use E-HRM. This suggests that prior experience may not have a significant impact on employees' beliefs about the system's ability to enhance performance.

Hypothesis 9: Experience strengthens the positive relationship between Habit and the behaviour of Intention to use E-HRM.

Result: Rejected.

the study found no significant positive influence of experience on the relationship between Habit and the intention to use E-HRM. This suggests that habit may not have a significant impact on employees' habitual behaviors may not strongly influence their willingness to adopt E-HRM systems.

Hypothesis 10: Experience strengthens the positive relationship between Social Influence and the Behaviour of Intention to use E-HRM.

the study found no significant positive influence of experience on the relationship between social influence and the intention to use E-HRM. This suggests that individuals' prior experience with E-HRM systems may not significantly enhance the impact of social influence on their intention to adopt these systems.

Result: Rejected.

The findings of the study's extended model are summarised in table (17).

Table 17: Results Summary of Hypotheses Testing

#	Study Hypothesis	Results
1.	H1: Effort Expectancy has a positive influence on intent to use E_HRM.	Supported
2.	H2: Performance Expectancy has a positive influence on intent to use E_HRM.	Supported
3.	H3: Habit has a positive influence on intent to use E_HRM.	Rejected
4.	H4: Facilitating Conditions have a positive influence on intent to use E-HRM.	Rejected
5.	H5: Social Influence has a positive influence on intent to use E-HRM.	Supported
6.	H6: Trust in the System positively influences intent to use E-HRM.	Supported
7.	H7: Experience strengthens the positive relationship between Effort Expectancy and the Behaviour of intention to use E-HRM	Supported
8.	H8: Experience positively influences the relationship between Performance Expectancy and the Behaviour of Intention to use E-HRM.	Rejected
9.	H9: Experience strengthens the positive relationship between Habit and the Behaviour of Intention to use E-HRM.	Rejected
10	H10: Experience strengthens the positive relationship between Social Influence and the Behaviour of Intention to use E-HRM.	Rejected

Source: Author's Construction

6.3. NOVEL FINDINGS INTERPRETATION

- EFFORT EXPECTANCY

The finding that effort expectancy has a positive influence on the intention to use E-HRM systems suggests that employees' perceptions of the ease of use and the level of effort required play a crucial role in their decision to adopt and utilize these systems. When employees perceive E-HRM systems as easy to use and requiring minimal effort, they are more likely to develop a positive intention to use them.

This finding emphasizes the significance of user-friendly interfaces and streamlined processes in promoting the adoption of E-HRM systems. Organizations should prioritize the design and

development of E-HRM interfaces that are intuitive, accessible, and require minimal training or technical knowledge. By providing employees with systems that are easy to navigate and interact with, organizations can reduce barriers to adoption and increase the likelihood of employees embracing and utilizing E-HRM functionalities.

User-friendly interfaces enhance the overall user experience and contribute to a positive perception of E-HRM systems. When employees find the systems easy to use, they are more likely to feel confident in their ability to perform tasks and complete HR-related activities effectively. This, in turn, can lead to increased efficiency, productivity, and job satisfaction among employees.

Streamlined processes within E-HRM systems also play a crucial role in promoting adoption. By automating and simplifying HR processes, organizations can reduce the time and effort required to complete various tasks, such as submitting leave requests, accessing employee information, or managing performance evaluations. Employees who perceive these processes as streamlined and efficient are more likely to view E-HRM systems as valuable tools that enhance their work experience.

Overall, this finding highlights the importance of considering employees' perceptions of effort expectancy when implementing E-HRM systems. By prioritizing user-friendly interfaces and streamlined processes, organizations can enhance the user experience, reduce barriers to adoption, and ultimately increase the likelihood of successful implementation and utilization of E-HRM systems.

- PERFORMANCE EXPECTANCY

The finding that performance expectancy has a positive influence on the intention to use E-HRM systems suggests that employees' beliefs about the potential benefits and advantages of using these systems play a crucial role in their decision to adopt them. When employees perceive that using E-HRM systems will enhance their job performance and productivity, they are more inclined to embrace and utilize these technologies.

This finding highlights the significance of showcasing the benefits and advantages of E-HRM systems to employees. Organizations should effectively communicate the potential positive impacts that using these systems can have on individual and organizational outcomes. This can be done through training sessions, informational materials, and demonstrations that emphasize how

E-HRM systems can streamline HR processes, provide access to valuable information and resources, and enable employees to perform their tasks more efficiently.

By highlighting the benefits of E-HRM systems, organizations can create a compelling value proposition for employees, addressing their concerns about the usefulness and relevance of these technologies. Employees who believe that using E-HRM systems will enhance their job performance are more likely to view them as valuable tools that contribute to their professional growth and success.

Moreover, organizations should provide evidence-based examples and success stories of how E-HRM systems have improved job performance and productivity in similar contexts or industries. Sharing real-life examples of how these systems have positively impacted employees' work processes and outcomes can help to build credibility and foster a sense of trust and confidence in their potential benefits.

Additionally, organizations should consider aligning the implementation of E-HRM systems with performance-related goals and objectives. By clearly demonstrating how these systems support the achievement of individual and organizational performance targets, employees are more likely to perceive them as valuable assets that can contribute to their success.

Lastly, the finding underscores the importance of effectively communicating the benefits and advantages of E-HRM systems to employees. By showcasing how these systems can enhance job performance and productivity, organizations can increase employees' intention to adopt and utilize these technologies, ultimately leading to improved individual and organizational outcomes.

- HABIT

The finding that there was no significant positive relationship between habit and the intention to use E-HRM systems suggests that individuals' habitual behaviors may not strongly influence their willingness to adopt these technologies. This finding challenges the notion that habitual behaviors play a significant role in the adoption of E-HRM systems.

One possible explanation for this result could be that E-HRM systems are relatively new and unfamiliar to the participants of the study. Since habits are formed through repeated behaviors over time, it is possible that individuals had not yet developed strong habitual patterns of using E-HRM

systems. In this case, the lack of familiarity and experience with E-HRM systems may have diminished the influence of habit on their intention to use these technologies.

Another explanation could be that the context in which the study was conducted influenced the relationship between habit and intention to use E-HRM systems. Factors such as organizational culture, management support, and training opportunities may have overshadowed the influence of individual habits in shaping the intention to adopt E-HRM systems. In environments where there is strong organizational emphasis on embracing new technologies and providing adequate training and support, the influence of habit may be less pronounced.

Additionally, the absence of a significant relationship between habit and intention to use E-HRM systems could indicate that other factors, such as perceived usefulness, ease of use, or social influence, may have stronger influences on individuals' intention to adopt these technologies. Individuals may prioritize their perceptions of the benefits and ease of use of E-HRM systems over their habitual tendencies.

This finding suggests that organizations implementing E-HRM systems should focus on other factors that have been shown to be influential in promoting technology adoption, such as performance expectancy, effort expectancy, and trust in the system. By emphasizing the benefits, ease of use, and reliability of E-HRM systems, organizations can create a favorable perception of these technologies, which may have a stronger impact on individuals' intention to use them than their habitual behaviors.

Further research is warranted to explore the role of habit in the context of E-HRM adoption and to investigate whether the relationship between habit and intention to use E-HRM systems varies across different organizational settings or user groups. Understanding the specific circumstances under which habit becomes a significant factor can provide valuable insights for organizations seeking to promote the adoption of E-HRM systems and enhance their effectiveness in improving HR processes and outcomes.

- FACILITATING CONDITIONS

The unexpected finding that there was no significant positive relationship between facilitating conditions, such as infrastructure and technical support, and the intention to use E-HRM systems

suggests that these factors may not be strong drivers of employees' adoption decisions in the context of the study.

One possible explanation for this result is that employees in the study may have already perceived the facilitating conditions to be adequate and satisfactory. It is possible that the organizations in the study had already invested in robust infrastructure and provided comprehensive technical support for the implementation and use of E-HRM systems. In such cases, where employees perceive the facilitating conditions to be sufficient, their influence on the intention to use E-HRM systems may be diminished.

Additionally, other factors such as perceived usefulness, ease of use, and the perceived benefits of E-HRM systems may have overshadowed the impact of facilitating conditions on adoption decisions. Employees may prioritize the perceived advantages of using E-HRM systems, such as improved efficiency, access to information, and automation of HR processes, over the presence of facilitating conditions. Thus, while facilitating conditions are important for enabling the use of E-HRM systems, they may not be the primary factors that drive employees' intention to adopt these technologies.

Another possible explanation is that employees' perceptions of facilitating conditions were not accurately captured by the measures used in the study. The specific aspects of infrastructure and technical support that were assessed may not have fully captured the employees' experiences or the actual availability and effectiveness of these conditions. It is essential to consider the specific components of facilitating conditions that are relevant and impactful for employees in the given organizational context.

The finding suggests that organizations should not solely rely on the provision of facilitating conditions to drive the adoption of E-HRM systems. While it is important to have a supportive technological infrastructure and technical assistance in place, organizations should also focus on addressing other factors that have been shown to be influential, such as performance expectancy, effort expectancy, and trust in the system. Emphasizing the benefits, usability, and reliability of E-HRM systems can have a more significant impact on employees' intention to adopt them than solely relying on facilitating conditions.

Further research is needed to explore the specific aspects of facilitating conditions that are most relevant for employees' adoption decisions and to investigate whether these relationships vary

across different organizational and contextual factors. By gaining a deeper understanding of the factors that drive employees' intention to use E-HRM systems, organizations can tailor their strategies and interventions to enhance the adoption and effective utilization of these technologies in the workplace.

- SOCIAL INFLUENCE

The findings of the study indicate that social influence, specifically the opinions and recommendations of colleagues and superiors, significantly influences individuals' intention to use E-HRM systems. This suggests that employees are more likely to adopt E-HRM systems when they perceive social support and positive attitudes towards these technologies from their peers and supervisors.

The influence of social factors on technology adoption can be attributed to several reasons. Firstly, humans are social beings who seek validation and guidance from their social networks. When employees observe their colleagues and superiors using and endorsing E-HRM systems, it creates a sense of social norm and legitimacy around their adoption. This can lead to a positive perception of these systems and increase individuals' intention to use them.

Moreover, the opinions and recommendations of colleagues and superiors can serve as informational cues for employees. When individuals see others successfully using E-HRM systems and benefiting from them, it provides evidence of the systems' effectiveness and usefulness. This social proof can alleviate uncertainties and skepticism and reinforce the belief that adopting E-HRM systems will lead to positive outcomes.

Additionally, social influence can play a role in fostering a supportive and collaborative work environment. When employees perceive that their colleagues and superiors are supportive of using E-HRM systems, it creates a sense of teamwork and shared goals. This can facilitate the adoption process by reducing resistance to change and promoting a collective acceptance of the technology.

Organizations can leverage the power of social influence to promote the adoption of E-HRM systems. They can encourage early adopters and influential individuals within the organization to share their positive experiences and benefits gained from using these systems. Peer-to-peer learning and mentoring programs can be implemented to facilitate knowledge sharing and create a culture of support for E-HRM adoption.

Furthermore, organizations should actively involve supervisors and managers in promoting and endorsing the use of E-HRM systems. By demonstrating their own commitment to these technologies and emphasizing their value, leaders can influence employees' perceptions and attitudes towards adoption.

It is important to note that while social influence was found to be a significant factor in the study, it does not negate the importance of other factors such as performance expectancy, effort expectancy, and trust in the system. These factors work in conjunction with social influence to shape individuals' intentions to adopt E-HRM systems. Therefore, organizations should consider a comprehensive approach that addresses multiple factors to facilitate successful adoption and implementation of E-HRM systems.

Lastly, the study highlights the impact of social influence on employees' intention to use E-HRM systems. By fostering a supportive social environment and leveraging the opinions and recommendations of colleagues and superiors, organizations can enhance the adoption and acceptance of E-HRM systems among their employees.

- TRUST

The study's findings support the notion that employees' trust in the E-HRM system is a significant factor influencing their intention to use it. Trust plays a crucial role in shaping individuals' attitudes and perceptions towards new technologies, particularly in the context of E-HRM systems where sensitive and confidential information is involved.

When employees have trust in the E-HRM system, they perceive it as reliable, secure, and capable of maintaining the confidentiality of their personal and professional information. This trust provides a sense of assurance that their data will be handled appropriately and protected from unauthorized access or misuse. It alleviates concerns about privacy breaches and potential negative consequences of using the system.

Moreover, trust in the system also relates to the perception of system performance and functionality. Employees who trust the E-HRM system believe that it will effectively support their HR-related tasks, streamline processes, and deliver accurate and timely information. They have confidence that the system will enhance their job performance and contribute to overall organizational effectiveness.

Trust is built through various mechanisms. One of the primary factors influencing trust is the system's track record and previous experiences with its usage. Positive experiences and reliable performance over time contribute to building trust among employees. This highlights the importance of providing a seamless and satisfactory user experience with the E-HRM system to instill and reinforce trust.

Organizational communication and transparency also play a vital role in fostering trust. Clear and open communication about the system's functionalities, security measures, and data handling practices can enhance employees' confidence in the system. Addressing any concerns or doubts proactively and providing avenues for feedback and support can further strengthen trust.

Furthermore, the study's findings suggest that trust in the E-HRM system is not only influenced by the system itself but also by broader organizational factors. Organizational reputation, leadership credibility, and the overall organizational culture of trust and integrity contribute to employees' trust in the system. When employees perceive the organization as trustworthy and value-driven, they are more likely to extend that trust to the technologies implemented within the organization, including the E-HRM system.

Organizations should prioritize building and maintaining trust in the E-HRM system to promote its adoption and usage. This can be achieved through robust security measures, privacy safeguards, and data protection practices. Regular training and education programs can also help employees understand the system's capabilities, address any concerns, and foster trust.

Lastly, the study's findings emphasize the significance of employees' trust in the E-HRM system as a critical factor influencing their intention to use it. By ensuring system reliability, security, and confidentiality, and by fostering organizational trust and transparent communication, organizations can cultivate employees' trust in the E-HRM system, thereby promoting its adoption and successful implementation.

- EXPERIENCE * EFFORT EXPECTANCY → BEHAVIOUR OF INTENTION

The study's findings suggest that employees' prior experience with E-HRM systems has a significant impact on the relationship between perceived effort expectancy and their intention to use them. This indicates that as employees gain more familiarity and proficiency with E-HRM

systems through prior usage and exposure, the perceived ease of use becomes a stronger predictor of their adoption decisions.

When employees have prior experience with E-HRM systems, they have firsthand knowledge of the system's functionalities, features, and user interface. This experience enables them to develop a deeper understanding of how the system works and how it can benefit their work processes and tasks. As a result, they can better assess the effort required to use the system and perceive it as easier to use when they have prior experience.

Experience with E-HRM systems allows employees to become more proficient in navigating through the system, accessing the desired information, and performing various HR-related tasks. With repeated usage, they become more familiar with the system's workflows and can efficiently utilize its functionalities. This increased familiarity and proficiency contribute to a lower perceived effort required to use the system.

Additionally, prior experience provides employees with a basis for comparison. They can reflect on their past encounters with E-HRM systems and assess how the current system aligns with their expectations and prior experiences. Positive experiences and successful outcomes in the past enhance their confidence in using the system and strengthen the relationship between perceived effort expectancy and intention to use.

It is important to note that the study's findings indicate an enhancing effect of experience on the relationship between perceived effort expectancy and intention to use E-HRM systems. This means that the impact of perceived effort expectancy on intention to use is strengthened by prior experience. However, it does not imply that experience alone is a determining factor. Other variables, such as performance expectancy, social influence, and trust in the system, still play significant roles in shaping employees' intention to use E-HRM systems.

Organizations can leverage these findings by providing employees with opportunities for hands-on experience with E-HRM systems. Offering training programs, workshops, and simulations can help employees gain familiarity and confidence in using the system. Encouraging employees to share their positive experiences and success stories with the system can also contribute to building a culture of adoption and further enhance the relationship between perceived effort expectancy and intention to use.

Lastly, the study's findings highlight the importance of employees' prior experience with E-HRM systems in enhancing the relationship between perceived effort expectancy and their intention to use them. By providing employees with opportunities to gain experience and proficiency, organizations can reduce perceived effort, increase perceived ease of use, and ultimately promote the adoption and effective utilization of E-HRM systems.

- EXPERIENCE * PERFORMANCE EXPECTANCY → BEHAVIOUR OF INTENTION

The study's findings indicate that there was no significant positive influence of experience on the relationship between performance expectancy and the intention to use E-HRM systems. This suggests that employees' prior experience may not have a significant impact on their beliefs about the system's ability to enhance their job performance.

One possible explanation for this unexpected result could be that employees' prior experience with E-HRM systems did not sufficiently demonstrate or convince them of the system's effectiveness in improving their performance. It is possible that their previous encounters with the system did not provide them with substantial evidence or positive outcomes that would strongly influence their beliefs about its performance-enhancing capabilities.

Another factor to consider is the nature of employees' prior experience with E-HRM systems. If their previous encounters were limited or if they primarily involved basic tasks or functionalities of the system, employees may not have developed a comprehensive understanding of how the system can significantly impact their performance. In such cases, the influence of experience on their beliefs about performance expectancy may be minimal.

Additionally, employees' perceptions of performance expectancy may be influenced by other factors beyond their prior experience. Factors such as their expectations, organizational context, and the quality of the system itself can also shape their beliefs about how the system will affect their performance. It is possible that these other factors have a stronger influence on employees' perceptions of performance expectancy compared to their prior experience alone.

It is important to note that while the study did not find a significant positive influence of experience on the relationship between performance expectancy and intention to use, other variables such as

perceived effort expectancy, social influence, and trust in the system may still play significant roles in employees' intention to use E-HRM systems. These factors may contribute more strongly to their adoption decisions and attitudes towards the system, overshadowing the influence of prior experience in the specific context of performance expectancy.

Future research could delve deeper into understanding the specific aspects of prior experience that may impact employees' beliefs about performance expectancy. Exploring the types of tasks, responsibilities, and outcomes that employees associate with E-HRM systems in relation to performance could provide valuable insights into how prior experience can influence their beliefs. Additionally, investigating the role of other contextual factors and individual differences in shaping performance expectancy perceptions could further enhance our understanding of the complex relationship between experience, performance expectancy, and intention to use E-HRM systems.

Lastly, the study's finding of no significant positive influence of experience on the relationship between performance expectancy and intention to use E-HRM systems suggests that employees' prior experience may not strongly impact their beliefs about the system's ability to enhance their performance. Further research is needed to explore the specific factors and conditions that shape employees' perceptions of performance expectancy and to gain a more comprehensive understanding of the role of experience in technology acceptance.

- EXPERIENCE * HABIT —► BEHAVIOUR OF INTENTION

The study's findings indicated that there was no significant positive influence of experience on the relationship between habit and the intention to use E-HRM systems. This suggests that the impact of habit on employees' willingness to adopt E-HRM systems may be limited, and prior experience with such systems may not have a significant effect on their habitual behaviors.

In the context of technology adoption, habit refers to the automatic and repetitive behaviors that individuals develop over time. It is typically formed through repeated use and familiarity with a particular technology. Previous research has shown that habits can play a role in influencing individuals' technology use behaviors, as they tend to rely on familiar and established patterns.

However, in the case of E-HRM systems, the study did not find a significant relationship between habit and the intention to use. This suggests that employees' habitual behaviors may not strongly

influence their willingness to adopt E-HRM systems, even when they have prior experience with similar technologies.

There could be several reasons for this finding. First, the adoption of E-HRM systems may require a conscious decision-making process that goes beyond habitual behaviors. Employees may consider various factors, such as the perceived usefulness, ease of use, and organizational support, in their decision to adopt E-HRM systems. These factors may outweigh the influence of habit in shaping their intentions.

Second, the unique characteristics of E-HRM systems, such as their integration into organizational processes and the potential changes they bring to HR practices, may require employees to evaluate the systems more deliberately. Habitual behaviors developed in other contexts may not directly translate into the adoption of E-HRM systems, as the perceived benefits and requirements may differ.

It is important to note that the lack of a significant relationship between habit, experience, and the intention to use E-HRM systems does not imply that habit is irrelevant or insignificant. Habitual behaviors can still play a role in technology adoption, but in the context of E-HRM systems, other factors may have a stronger influence on employees' adoption decisions.

Further research is needed to explore the underlying mechanisms and contextual factors that affect the relationship between habit, experience, and the intention to use E-HRM systems. Understanding the specific factors that mediate or moderate this relationship can provide valuable insights for organizations aiming to promote the adoption of E-HRM systems.

Lastly, the study's findings suggest that habit may not have a significant impact on employees' willingness to adopt E-HRM systems. Prior experience with E-HRM systems did not strengthen the relationship between habit and intention to use. Further research is needed to understand the complexities of technology adoption and the factors that influence employees' adoption decisions in the context of E-HRM systems.

- EXPERIENCE * SOCIAL INFLUENCE —> BEHAVIOUR OF INTENTION

The study did not find supporting evidence for Hypothesis 10, which proposed that experience strengthens the positive relationship between social influence and the intention to use E-HRM

systems. This suggests that individuals' prior experience with E-HRM systems may not significantly enhance the impact of social influence on their intention to adopt these systems.

Social influence refers to the influence of others' opinions, recommendations, and norms on an individual's behavior. Previous research has shown that social influence can play a crucial role in shaping individuals' technology adoption decisions. The presence of positive social influence, such as colleagues and superiors endorsing the use of E-HRM systems, can create a sense of social approval and increase the likelihood of adoption.

However, in the specific context of E-HRM systems, the study did not find a significant strengthening effect of experience on the relationship between social influence and intention to use. This suggests that individuals' prior experience with E-HRM systems may not amplify the impact of social influence on their adoption decisions.

There could be several explanations for this finding. Firstly, individuals' prior experience may not necessarily enhance the influence of social factors when it comes to adopting E-HRM systems. Other individual and contextual factors, such as perceived usefulness, perceived ease of use, and personal motivations, may play a more significant role in individuals' decision-making process.

Secondly, the influence of social factors may be independent of individuals' experience with E-HRM systems. Even individuals with limited prior experience may be influenced by the opinions and recommendations of others, recognizing the potential benefits and advantages of adopting E-HRM systems based on social cues.

It is important to note that the absence of a significant relationship between experience, social influence, and the intention to use E-HRM systems does not negate the relevance of social influence or the potential impact of prior experience. Social influence can still be a powerful driver of technology adoption, and individuals' experience may shape their perceptions and attitudes towards E-HRM systems.

Further research is needed to gain a deeper understanding of the interplay between experience, social influence, and the intention to use E-HRM systems. Exploring the underlying mechanisms and contextual factors can provide valuable insights into the complex dynamics of technology adoption within organizational settings.

Lastly, The study's findings indicate that individuals' prior experience with E-HRM systems did not strengthen the relationship between social influence and the intention to use. This suggests that experience may not significantly enhance the impact of social influence on individuals' adoption decisions in the context of E-HRM systems.

In conclusion, the study provides valuable insights into the factors influencing the intention to use E-HRM systems in the telecommunication sector. It highlights the importance of factors such as effort expectancy, performance expectancy, social influence, and trust in the system in promoting E-HRM adoption. The findings also suggest that habit and facilitating conditions may have limited impact in this specific context. Organizations can leverage these insights to develop strategies that enhance employees' acceptance and effective utilization of E-HRM technologies.

6.4. STUDY LIMITATIONS

The study acknowledges several limitations that should be considered when interpreting the findings:

- Online Survey: The study relied on an online survey due to the distance constraints imposed by the COVID-19 pandemic. While online surveys provide convenience and accessibility, they may limit the representativeness of the sample. Not all employees may have had equal access to participate, potentially introducing bias in the results. Future research could consider using a mixed-method approach or conducting in-person interviews to gather more comprehensive data.
- Sample Focus: The study focused specifically on employees in Jordan's telecommunications industry in the year 2021. Therefore, the findings may not be generalizable to other industries or countries. The unique characteristics of the telecommunications sector and the specific context of Jordan may influence the adoption of E-HRM systems differently compared to other sectors or countries. Replication studies in different contexts would be beneficial to validate and extend the findings.
- Limited Factors: Given the wide variety of factors influencing technology acceptance, this study was unable to delve deeper into all potential factors. For example, hedonic motivation (the pleasure or enjoyment derived from using technology) and ease of use were not extensively explored. Additionally, trust related to other factors such as security and

privacy could have been given more attention. Further research could examine these additional factors and their impact on E-HRM acceptance.

Despite these limitations, the study provides valuable insights into the widespread adoption of E-HRM systems. By acknowledging the limitations, the researchers demonstrate transparency and an awareness of potential areas for improvement. The identified limitations also serve as a call for further research to address these gaps and explore other relevant factors that may influence E-HRM acceptance. Future studies can build upon this research by using diverse research methods, expanding the sample size and scope, and investigating additional factors to enhance our understanding of E-HRM adoption in different contexts.

6.5. FUTURE RESEARCH

The study acknowledges several areas for improvement and suggests avenues for future research. These include:

- **Use of Semantic Differential Scale:** To enhance the measurement of adoption and make it more robust, future studies could consider incorporating a semantic differential scale. This type of scale allows participants to rate their perceptions using polar opposite adjectives, providing a more nuanced understanding of their attitudes towards E-HRM adoption. This would contribute to a more comprehensive analysis of users' perspectives and facilitate a deeper exploration of their adoption behavior.
- **Long-Term Study:** The current study employed a cross-sectional method, which captures data at a specific point in time. To assess the stability of the variables and their relationships over time, a long-term study could be conducted. This would involve collecting data at multiple time points to track changes in adoption behavior and explore any potential fluctuations or patterns that may emerge. A longitudinal approach would provide a more in-depth understanding of the dynamics of E-HRM adoption in the telecommunication sector.
- **Consideration of Distribution Challenges:** The distribution of questionnaires was impacted by the COVID-19 pandemic, which may have introduced limitations in terms of sample representativeness. Future research should strive to distribute questionnaires to an equal number of participants across different companies, ensuring a balanced representation of

employees' perspectives. This would improve the generalizability of the findings and provide a more comprehensive understanding of E-HRM acceptance in the telecommunication sector.

- **Additional Variables Related to Trust:** The study focused on exploring the impact of users' trust in the E-HRM system on their adoption intentions. To gain a deeper understanding of this variable, future research could investigate additional factors related to trust, such as security, privacy, and transparency. These factors are crucial in shaping individuals' trust in technology and can significantly influence their willingness to adopt E-HRM systems. Examining these variables would provide a more comprehensive perspective on the role of trust in driving E-HRM adoption decisions.
- **Cross-Sector and Cross-Cultural Comparisons:** The study's findings are expected to be beneficial not only for the Jordanian telecommunications industry but also for similar industries operating in comparable settings. However, to enable meaningful comparisons across sectors and countries, further research should be conducted to compare different sectors with diverse cultural contexts. This would contribute to a broader understanding of the factors influencing E-HRM adoption and allow for more comprehensive benchmarking and knowledge sharing among industries and countries.

By identifying these areas for improvement and suggesting future research directions, the study demonstrates a commitment to ongoing inquiry and knowledge advancement in the field of E-HRM adoption. It highlights the importance of refining measurement approaches, considering longitudinal perspectives, addressing distribution challenges, exploring additional variables, and broadening the scope of comparative studies. Through these endeavors, researchers can continue to deepen our understanding of E-HRM adoption and its implications for various industries and cultural contexts.

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LIST OF PUBLICATIONS:

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LIST OF TABLES:

Table 1: Interviews with the Jordanian Telecommunication Sector Representatives in the Supervisory Positions (Own Editing).....	14
Table 2: Types of E-HRM (Own Editing)	21
Table 3: Research Factors	62
Table 4: Demographic Data	81
Table 5: Factor loadings and Cronbach's α based on a principal axis factoring with promax rotation for Acceptance of the E-HRM model.....	86
Table 6: Descriptive Statistics for Acceptance of E-HRM model	87
Table 8: Goodness-of-fit indices of the measurement.	87
Table 7: Standardized and Unstandardized Regression Weights with P values	88
Table 9: Discriminant, Convergent validity, and Composite Reliability	91
Table 10: Assessing Discriminant Validity by HTMT method	92
Table 11: Goodness-of-fit indices of the structural model.....	93
Table 12: Summary of Hypothesis Testing Results.....	95
Table 13: Parameter Estimates and Regression Weights for the Structure Model	97
Table 14: Parameter Estimates and Regression Weights for the Structure Model	99
Table 15: Parameter Estimates and Regression Weights for the Structure Model	100
Table 16: Parameter Estimates and Regression Weights for the Structure Model	101
Table 17: Results Summary of Hypotheses Testing	114

LIST OF FIGURES:

Figure 1: Theory of Reasoned Action Model (TRA).....	39
Figure 2: Theory of Planned Behaviour.....	40
Figure 3: Technology Acceptance Model (TAM)	41
Figure 4: Motivational Model (MM)	42
Figure 5: Unified Theory of Acceptance and Use of Technology (UTAUT).....	43
Figure 6: Extending the Unified Theory of Acceptance and Use of Technology (UTAUT2).....	44
Figure 7: Proposed Framework.....	61
Figure 8: The Pros and Cons of Various Questionnaire Design Types	75
Figure 9: Calculate the required sample size for SEM	79
Figure 10: Sample size for given population size	80
Figure 11: the Five-Step Exploratory Factor Analysis Protocol	82
Figure 12: Revised Measurement Model for Acceptance of E-HRM model.....	89
Figure 13: Revised structure model for acceptance of the E-HRM model	94
Figure 14: Moderator by latent variable interacts method	96
Figure 15: Revised Structure Model (interaction between effort expectancy and experience)	97
Figure 16: Interaction between effort expectancy and Experience	98
Figure 17: Revised Structure Model (interaction between performance expectancy and experience)	99
Figure 18: Revised Structure Model (interaction between habit and experience)	100
Figure 19: Revised Structure Model (interaction between Social Influence and Experience)	101

QUESTIONNAIRE

Dear Participants,

This questionnaire, divided into three parts, asks you to please reply to all of the statements included. In the first part, there is an introduction, the second section contains demographic information, and the third section is concerned with the participants' perceptions of Electronic Human Resources Management (E-HRM) usage and acceptability. " Factors Affecting the Acceptance of E-HRM in the Jordanian Telecommunication Sector Using the UTAUT2 Extended Model " is the title of the doctorate research project that this questionnaire is a part of.

Best regards,

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Károly Ihrig Doctoral School of Management and Business
Debrecen - Hungary.

Your answers will be treated with absolute confidentiality and will be only used for research purposes.

Thank you for taking the time to complete this survey.
Your participation is highly appreciated and will contribute to the fulfilment of this research.

Section 1: Demographic Section

In this section simply tick in the square (☐) that corresponds to your answer, as in the example below.

Example:	
What is your gender (sex)?	
Female	<input type="checkbox"/>
Male	<input checked="" type="checkbox"/>

1- Gender Female ☐ Male ☐

2- What is your education level?

- ☐ Primary school
- ☐ Secondary school
- ☐ Bachelor degree
- ☐ Master / Postgraduate degree
- ☐ PhD

3- What age group are you in?

- ☐ Under 25 years
- ☐ 26-45
- ☐ 46-55
- ☐ 55 and above

4- How often do you use the internet?

- ☐ About once a month
- ☐ A few times a month
- ☐ About once a week
- ☐ Several times a week

5- Roughly, your gross monthly income

- ☐ Less than 500 USD
- ☐ 500-1000 USD
- ☐ 1000-1500 USD
- ☐ More than 1500 USD
- ☐ Prefer not to say

E-HRM: the use of information technology in human resource practices to facilitate interactions between employees and employers technologies as a result of the change in interaction.

Section 2: Questions' items (13 Parts)

In this section, circle the number that corresponds to your opinion for most questions, as in the example below.

Example:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
E-HRM enables me to fulfil my HR practices easily and flexibly.	1	2	3	4	5

Part 1: Performance expectancy

no.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6	I find E-HRM useful in my daily life.	1	2	3	4	5
7	Using E-HRM services help me to accomplish things more quickly.	1	2	3	4	5
8	Using E-HRM services save my time.	1	2	3	4	5
9	Using E-HRM services increases my productivity.	1	2	3	4	5

Part 2: Effort expectancy

no.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
10	It is easy for me to become competent at using E-HRM services.	1	2	3	4	5
11	I find E-HRM services easy to use.	1	2	3	4	5
12	It would be easy to explore E-HRM portals at your company.	1	2	3	4	5
13	Interactions with E-HRM websites would be clear and understandable for me.	1	2	3	4	5
14	After learning how to use E-HRM services, I consider myself an efficient user.	1	2	3	4	5

Part 3: Social influence

no.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
15	People advise me that I should use E-HRM services.	1	2	3	4	5
16	I would use online E-HRM services if people who are important to me also used them.	1	2	3	4	5
17	People around me who use the E-HRM services have more prestige.	1	2	3	4	5
18	I would use E-HRM services if I needed to.	1	2	3	4	5
19	People, who I respect their opinions, prefer if I use E-HRM services.	1	2	3	4	5

Part 5: Habit

no.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
20	The use of E-HRM has become a habit for me.	1	2	3	4	5
21	I should use the E-HRM services.	1	2	3	4	5
22	Using E-HRM services has become natural to me.	1	2	3	4	5

Part 6: E-HRM Infrastructure

no.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
23	I have the necessary resources to use E-HRM services.	1	2	3	4	5
24	I can get help from others when I have difficulties using E-HRM services.	1	2	3	4	5
25	E-HRM is compatible with other technologies I use.	1	2	3	4	5

Part 8: Experience

no.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
26	I frequently visit E-HRM portals for information gathering.	1	2	3	4	5
27	I frequently use E-HRM for my job.	1	2	3	4	5
28	I have used similar websites or systems before this one to perform the tasks.	1	2	3	4	5
29	I am pleased with the experience spent with E-HRM portals.	1	2	3	4	5
30	My experience with other systems like E-HRM was pleasing.	1	2	3	4	5

Part 9: Trust in the System

no.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
31	E-HRM portals have enough safeguards (e.g. security policy) to make me feel comfortable using them to access HR services.	1	2	3	4	5
32	I feel assured that legal and technological structures adequately protect me from any problems with using E-HRM portals	1	2	3	4	5
33	In general, E-HRM portals are now a robust and safe environment to access HR services.	1	2	3	4	5
34	In my opinion, E-HRM portals are trustworthy.	1	2	3	4	5

Part 10: Behaviour of Intention

no.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
35	I plan to continue using E-HRM services.	1	2	3	4	5
36	I will always try to use E-HRM services in my daily life.	1	2	3	4	5
37	I use E-HRM portals services frequently	1	2	3	4	5
38	I prefer to avoid E-HRM portals and going personally to complete the transactions	1	2	3	4	5
39	I plan to use E-HRM services in the future.	1	2	3	4	5

APPENDIX (1)

Questions that were asked to the Jordanian Telecom Sector Representatives

#	
1.	When using E-HRM systems, what did you find the most challenging?
2.	Do you think that COVID_19 boosted the use of E-HRM in your company?
3.	Describe how well your company is performing E-HRM systems?

Source: Own Editing

Feel free to add any additional comments

.....
.....
.....

Thank you for your time and effort!