

THESES OF THE DOCTORAL (Ph.D.) DISSERTATION

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

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1. 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).

2. RESEARCH AIMS, OBJECTIVE AND HYPOTHESES

- **RESEARCH AIMS:** This research aims to address the user acceptance gap in E-HRM adoption in the Jordanian telecommunication sector. The rapid digitization of HRM is transforming traditional industries, reducing time, effort, and cost. The adoption of software solutions and digital platforms offers advantages such as efficient data management, automated processes, real-time analytics, and improved decision-making. This digital transformation presents both opportunities and challenges for HR professionals, necessitating the development of new skills and capabilities to navigate the evolving landscape.
- **RESEARCH OBJECTIVES:** The objective of this research will be to explore the factors which affect the acceptance of E-HRM as a technology adopted by the management and, more precisely, to the HRM tasks. This research objectives are categorized in four main blocks as follows:
 - a. 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.
 - b. 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.
 - c. The third block is the trust in technology to perform tasks.
 - d. The last fourth 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.
- **RESEARCH HYPOSTHESES:**

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. RESEARCH PROBLEM

Despite the growing use of technology in organizations, there are obstacles and gaps in the adoption and utilization of E-HRM practices, especially in developing nations such as Jordan. This study aims to identify and analyze the key factors that influence employee acceptance of E-HRM systems in Jordan's telecommunications sector.

The issue arises from the need to leverage technology to overcome crisis-related limitations and disruptions and to align HRM practices with the expectations and requirements of end-users. The aim of the research is to investigate the technology acceptance of adopting E-HRM and the factors that influence user acceptance, such as trust in the system, factors affecting the behaviour of intention to use the E-HRM system, performing E-HRM practices in companies, resistance to traditional practices, infrastructure requirements, and the impact of experience on acceptance.

This study expands and extends the Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) model in order to better comprehend the factors that influence the acceptance of E-HRM systems in the telecommunications industry. The research findings will contribute to the existing literature on technology acceptance theories, provide practical insights for professionals

in the Jordanian telecommunications industry, and provide a foundation for future research aimed at enhancing the theoretical frameworks associated with technology acceptance.

Overall, the research problem focuses on examining the acceptance of E-HRM systems in the Jordanian telecommunications industry, identifying the key factors influencing acceptance, and providing practitioners and researchers with valuable insights.

4. 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?

5. 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, 2011). 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 (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., 2016). 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, 2013; 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, 2016; H. J. M. Ruël et al., 2007). 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, 2007). 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., 2002; Reddick, 2009). 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, 2003).

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.

6. 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., 2003a). 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., 2003a). 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., 1995). 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., 1995). 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 1).

After making some modifications, the model UTAUT2 incorporates trust. In the literature, scholars have demonstrated these modifications.

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).

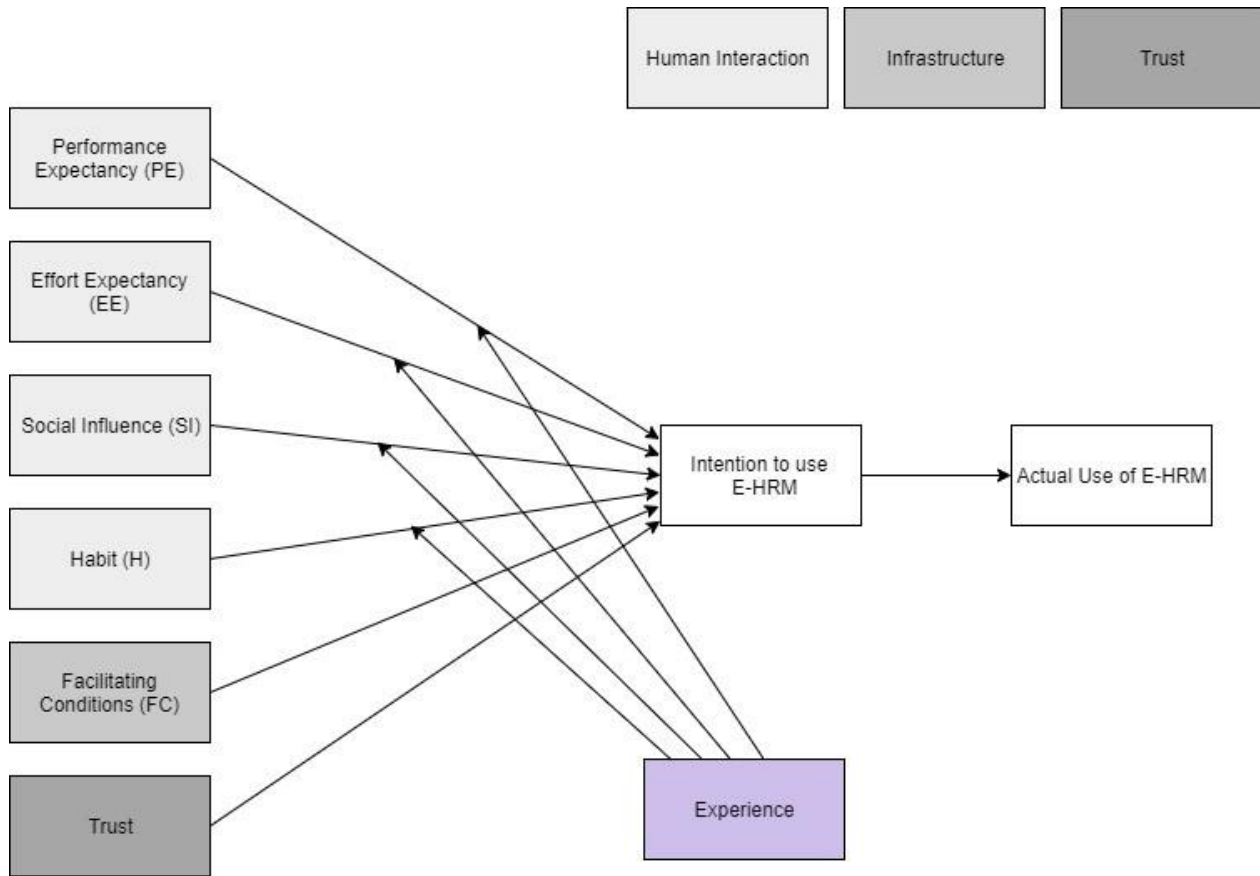


Figure 1: Proposed Framework

Source: (Author).

7. 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.

- **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 (1).

Table 1: 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., 2003b)
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	

Source: Author's Construction

8. RESEARCH FINDINGS AND THEIR EVALUATION

8.1. 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 (2). The skewness and kurtosis were tolerable for assuming a normal distribution (Hair et al., 2010).

Table 2: 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 3: 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

8.2. 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 ($\chi^2 = 452.309$, $df = 350$, $CFI = 0.979$, $SRMR = 0.041$, $RMSEA = 0.029$, and $P \text{ value} = 0.947$) 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 (4), the results show that the model is an excellent fit.

Table 4: 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 (5), 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 5: 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 (2) 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.

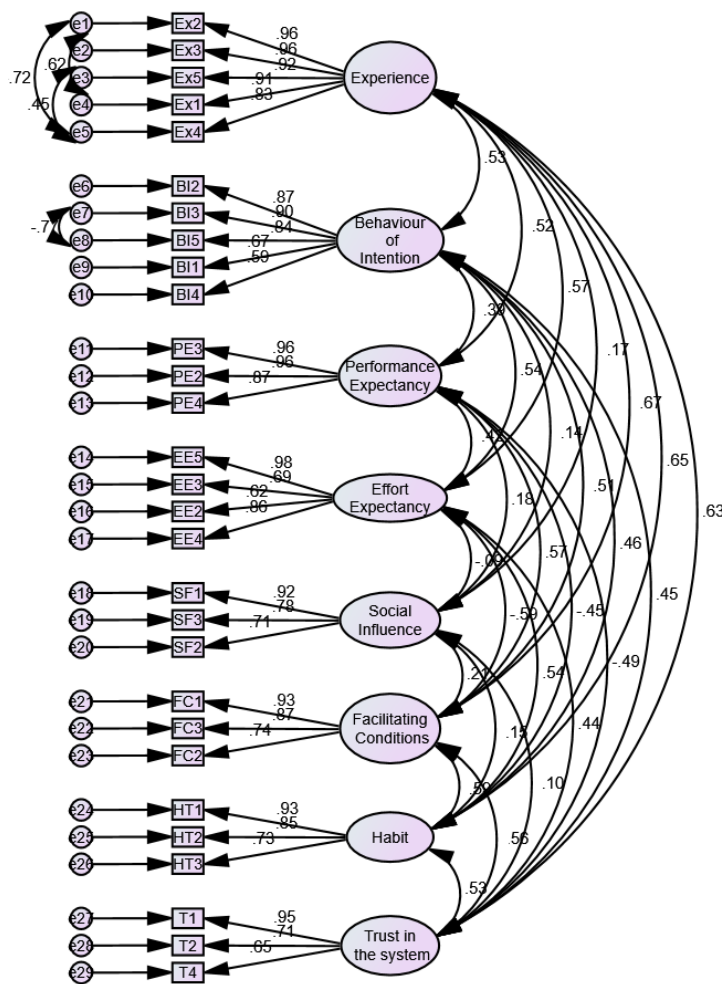


Figure 2: Revised Measurement Model for Acceptance of E-HRM model

Source: Own Editing

8.3. 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 (7).

Based on Table (6), 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 6: Discriminant, Convergent validity, and Composite Reliability

	CR	AVE	MSV	Max R(H)	Exper .	Behaviou r of Intention	Perfor m. Expect.	Effort Expect.	Social Influen ce	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						
Performan ce 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 7: 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	

8.4.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 (8).

Table 8: 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 (R²) 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 (3).

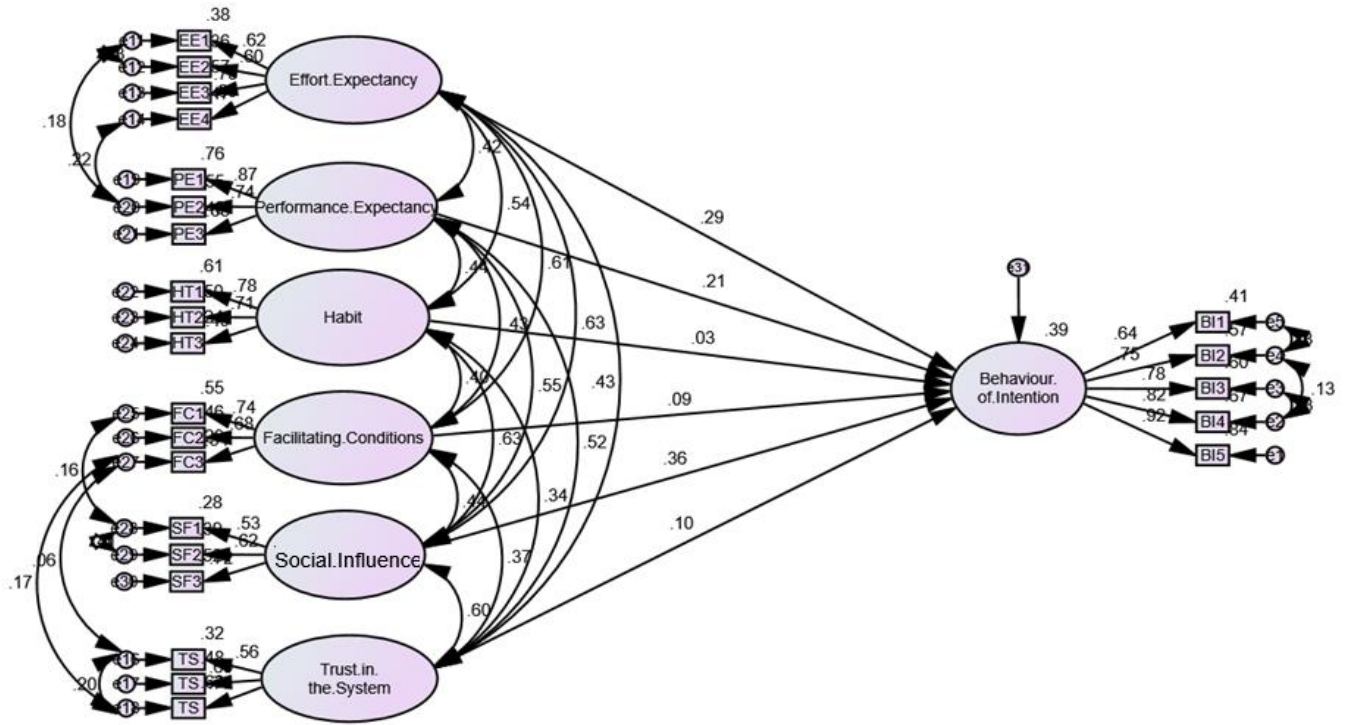


Figure 3: Revised structure model for acceptance of the E-HRM model

Source: Own Editing

Table (9) 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 9: 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

8.5. 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 (4).

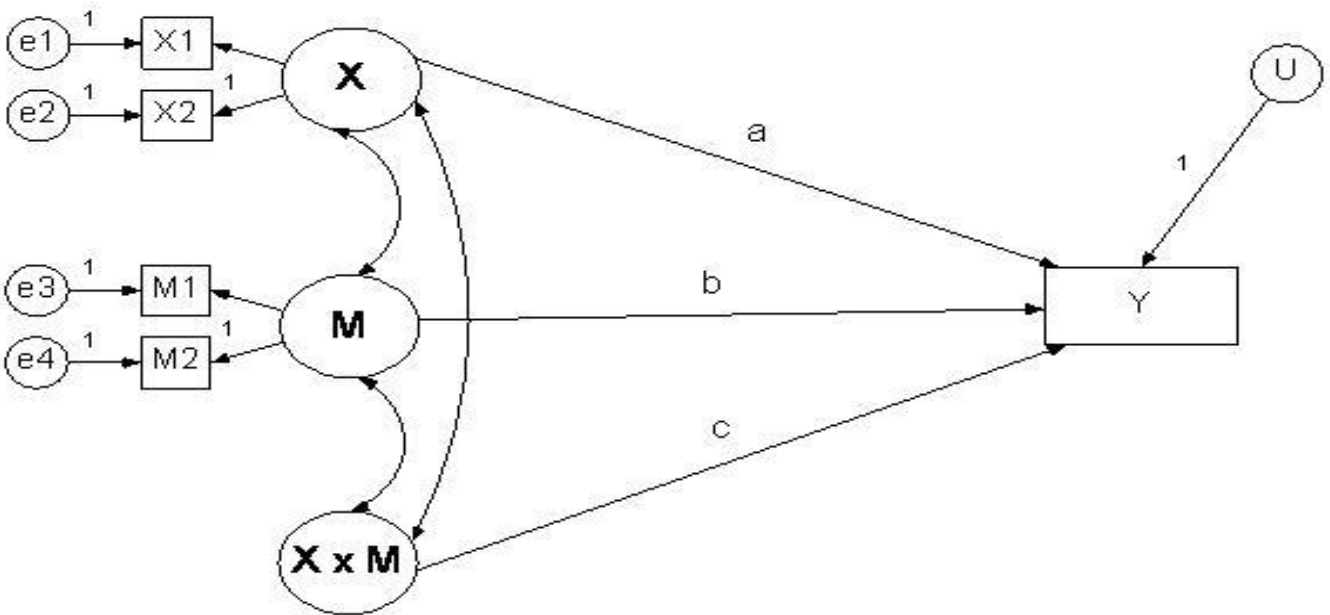


Figure 4: Moderator by latent variable interacts method

Source: (Lowry & Gaskin, 2014)

8.6.INTERACTION BETWEEN EE AND EXPERIENCE

Figure (5), 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 ($p < 0.05$).

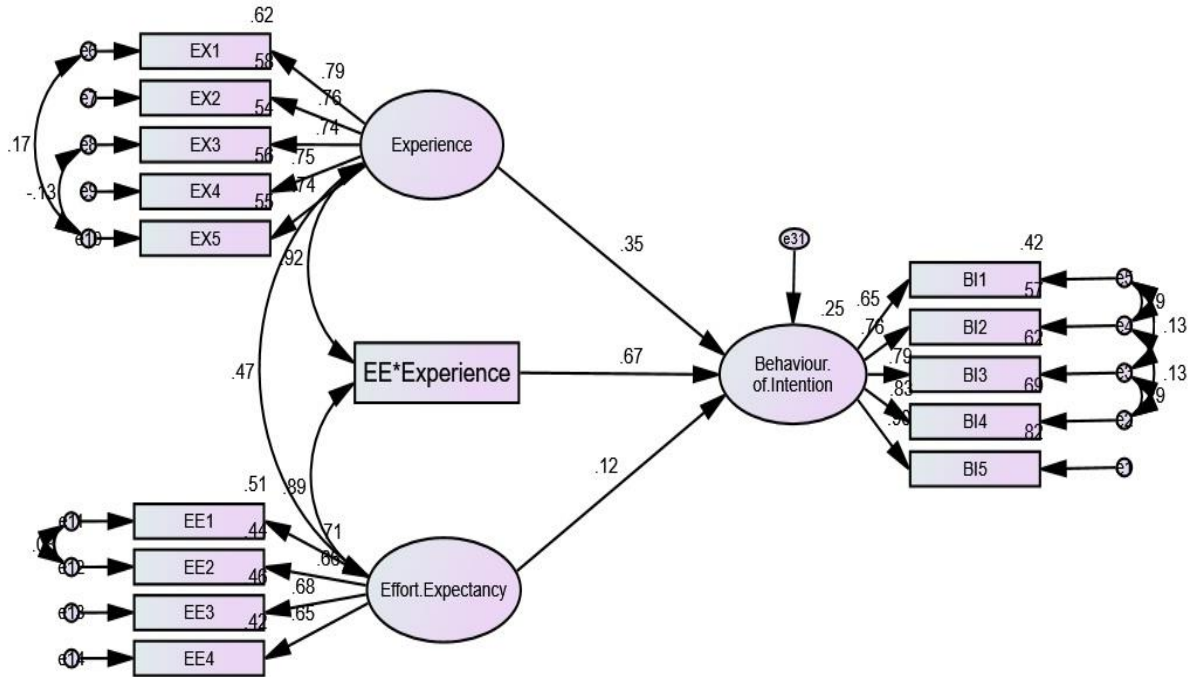


Figure 5: Revised Structure Model (interaction between effort expectancy and experience)

Source: Own Editing

Table 10: 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 (10) 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 (5) 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 (6) 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.

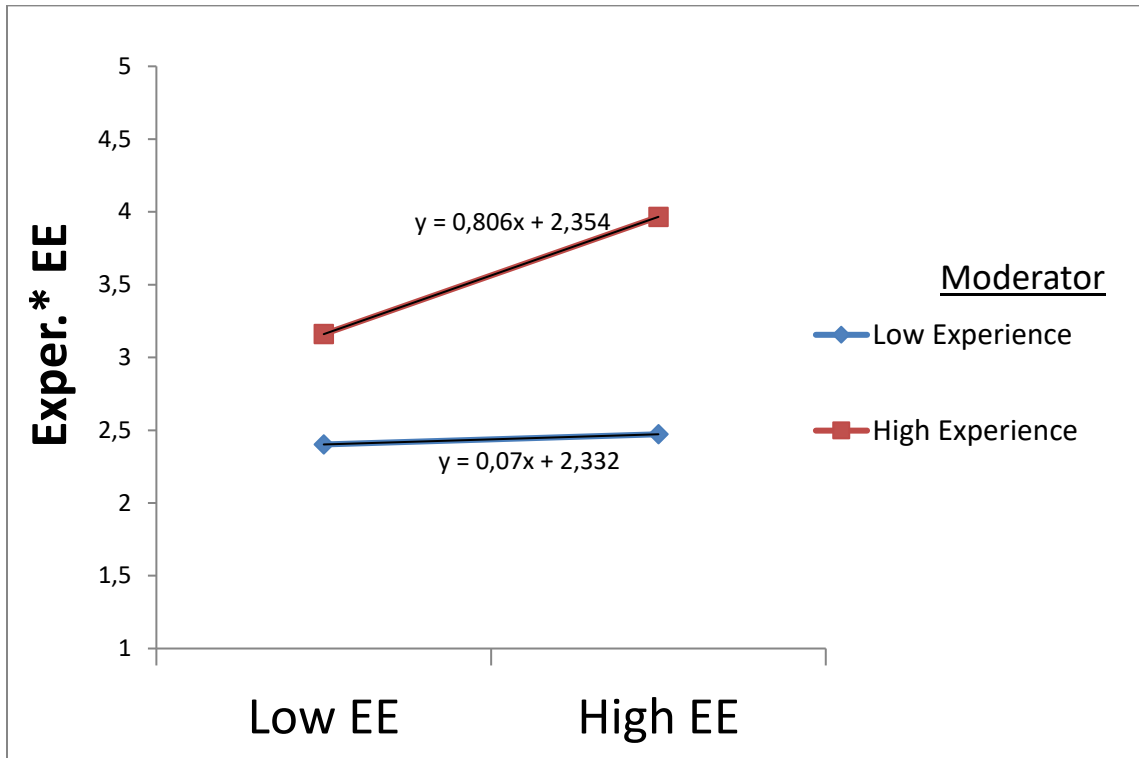


Figure 6: Interaction between effort expectance and Experience

*EE= Effort Expectance, Exper= Experience

Source: Own Editing

8.7.INTERACTION BETWEEN PE AND EXPERIENCE

As can be seen in Figure (7), 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 (11), both the interaction (Exper. PE) and the path coefficient to behaviour intention (B=.148, t value=1.003, p=.335) were statistically insignificant.

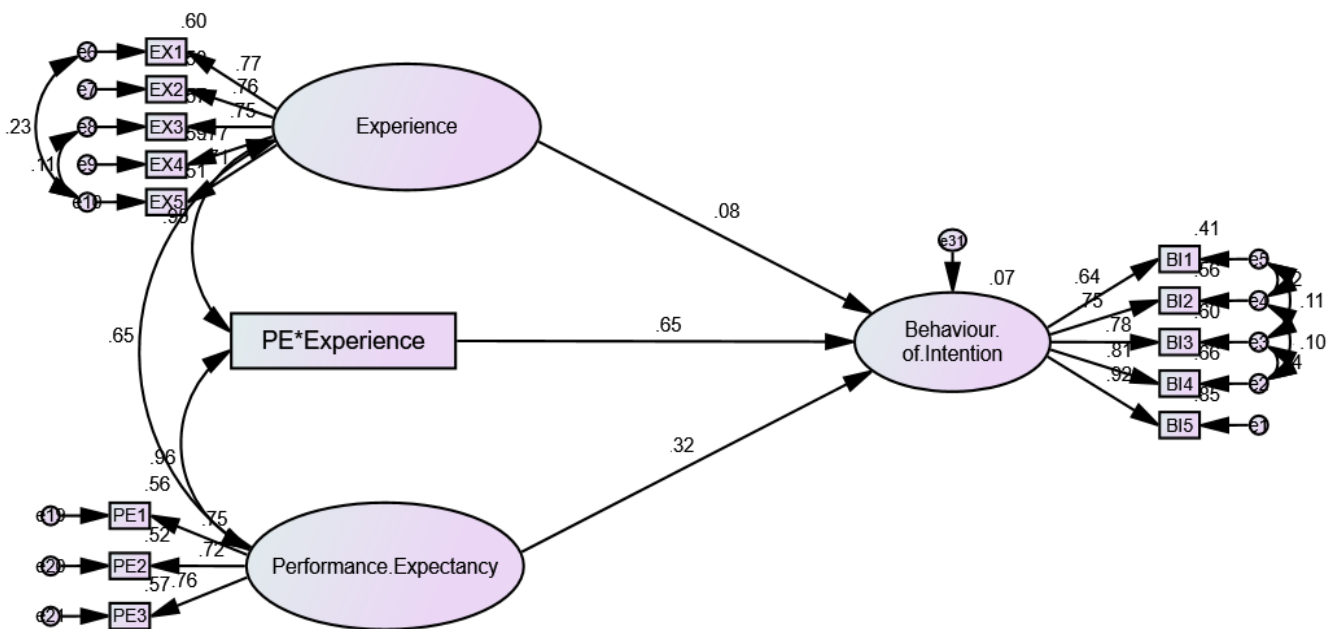


Figure 7: Revised Structure Model (interaction between performance expectancy and experience)

Source: Own Editing

Table 11: 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

8.8.INTERACTION BETWEEN HABIT AND EXPERIENCE

According to Figure (8), there is a highly significant positive effect between habit and intention behaviour, with a path coefficient of (B=.313, t value=6.965, p 0.001). The two variables also have a substantial influence, as demonstrated by the path coefficient (B=.162, t 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 (12), both the interaction (Exper. PE) and the path coefficient between it and behaviour intention (B=.014, t value=.360, p=.719) were statistically insignificant.

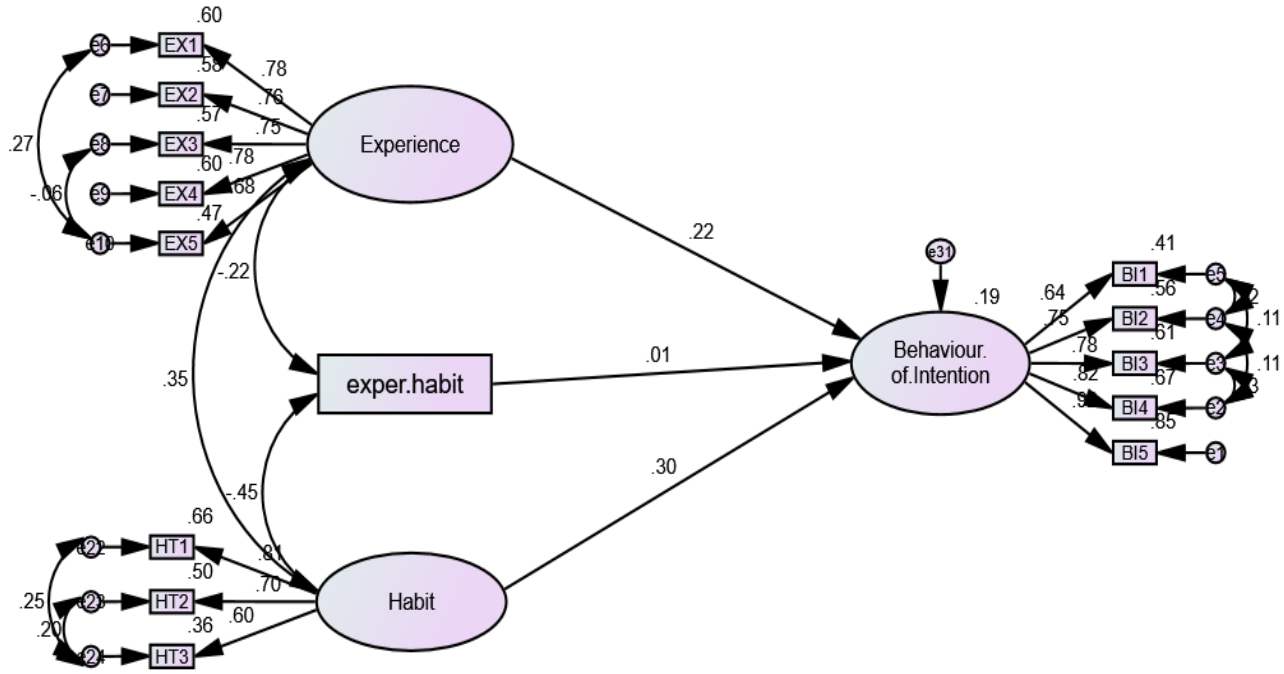


Figure 1: Revised Structure Model (interaction between habit and experience)

Source: Own Editing

Table 12: 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,

8.9.INTERACTION BETWEEN SOCIAL INFLUENCE AND EXPERIENCE

Figure (13) 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 = $-.187$, $p = .851$).

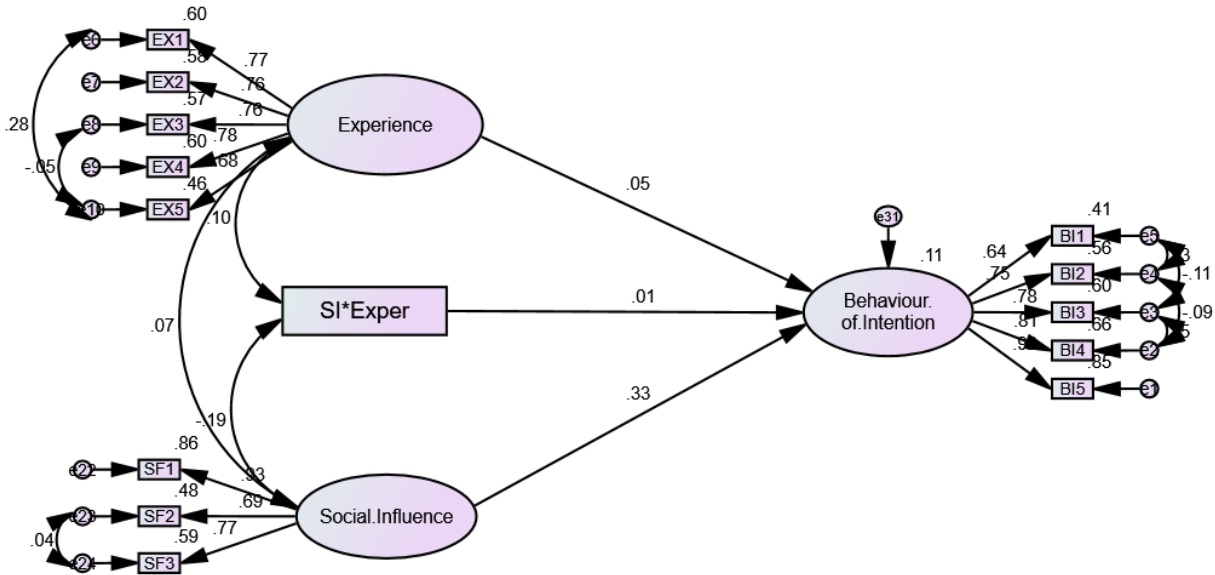


Figure 9: Revised Structure Model (interaction between Social Influence and Experience)

Source: Own Editing

Table 13: 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.

9. CONCLUSIONS AND RECOMMENDATIONS

9.1.DISCUSSION

The research conclusion discussed in the text is based on a study that aimed to investigate the factors influencing the acceptance of E-HRM (Electronic Human Resource Management) technology in the Jordanian telecommunication sector. The study validated and extended the UTAUT2 (Unified Theory of Acceptance and Use of Technology 2) model by incorporating additional variables.

The findings of the study validated the UTAUT2 model and confirmed the significant impact of several factors on the behavior of intention to use E-HRM. The factors examined include Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), Habit (H), Organization Infrastructure (Facilitating Conditions), and Trust. The study used advanced statistical techniques, such as regression analysis and confirmatory factor analysis, to analyze the research hypotheses and evaluate the measurement model.

The results indicated that Effort Expectancy and Performance Expectancy had a direct positive effect on the behavior of intention to use E-HRM, supporting the first two hypotheses. Social Influence also showed a positive direct effect on intention behavior. However, Habit was not found to be a significant factor in technology acceptance in the studied context.

The study also examined the moderating role of experience in the relationship between human interaction variables (PE, EE, SI, H) and behavior of intention. The results showed that previous experience can moderate the effect of Effort Expectancy and Social Influence on the acceptance intent of E-HRM.

Furthermore, the study highlighted the importance of Trust in the system, as it was found to have a direct positive effect on the behavior of intention to use E-HRM. Trust was identified as a factor that contributes to technology adoption and strengthens workplace relationships.

Overall, the research findings provide insights into the key factors influencing the acceptance of E-HRM technology in the Jordanian telecommunication sector, validating and extending the UTAUT2 model. The study emphasizes the significance of Effort Expectancy, Performance Expectancy, Social Influence, and Trust in shaping employees' intentions to use E-HRM systems, while also highlighting the moderating role of previous experience in these relationships.

9.2. 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.
- 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.
- 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.
- 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.
- 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.
- 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.

9.3. 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.
- 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.
- 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.
- 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.

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

Table 14: 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

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List of publications related to the dissertation

Articles, studies (6)

1. Fraij, J. K. I., Aldabbas, A. K. A. E., Várallyai, L.: Awareness of The Impact and Usage of Artificial Intelligence in Human Resources Practices: A Developing Country Case Study. *International journal of economics and management systems*. 7, 579-593, 2022. ISSN: 2367-8925.
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List of other publications

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