Key Determinants of E-HRM Adoption Behavior: Banking Sector in Sri Lanka

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A B S T R A C T

The employee's adoption rate of e-HRM among developing countries is relatively low and difficult due to human dynamics and external factors. Investigating what factors might be critically contributing to adoption is vital to enhance the smooth working experience of e-HRM users. Hence, the current study is aimed at examining the factors that might influence the e-HRM adoption behavior of banking employees in Sri Lanka. In order to achieve this aim, the determinants were derived and conceptualized to empirically test based on the Unified Theory of Acceptance and Use of Technology 2 (UTAUT2). The Performance Expectancy, Effort Expectancy, Facilitating Conditions, Social Influence, and Hedonic Motivation were the determinants, and it was hypothesized that all these determinants positively influence on e-HRM adoption behavior of banking employees. The data was collected from 196 banking employees in 6 private sector banks located in the Sabaragamuwa region in Sri Lanka based on simple random sampling using a self-administered questionnaire. Data analysis was performed using the SPSS version 25. The results revealed that Performance Expectancy, Facilitating Conditions, and Social Influence positively impact e-HRM adoption behavior. Effort Expectancy and Hedonic Motivation do not significantly impact e-HRM adoption in this study. It indicates that employees are not highly concerned about conform level and gratification obtained by using e-HRM for adopting e-HRM for their work. The conceptual model provides a greater interpretation of the variables that affect employees' e-HRM adoption and provide insights to organizations about where more effort could be paid to ensure the effectiveness of the e-HRM adoption process.

Keywords: E-HRM, E-HRM adoption, key determinants, unified theory of acceptance and use of technology 2 (UTAUT2)

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1. Introduction

A wide range of Human Resources processes and information can now be managed and devolved to line managers and employees using e-HRM (Panayotopoulou & Galanaki, 2007). Generally, e-HRM is defined as "the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities" (Salloum et al., 2018). Moreover, e-HRM is described as an umbrella term covering all potential integration processes and contents between HRM and information technology with the goal of generating value within and through organizations for targeted employees and management (Bondarouk et al., 2015). A growing body of evidence indicates that successful e-HRM can make a substantial contribution to corporate success and contribute to the development of long-term competitive advantage (Ahmad, 2018).

Contemporary e-HRM solutions provide effective features that can assist organizations in lowering costs and enhancing the efficiency of Human Resource service delivery whilst facilitating greater competitiveness and delivering strategic capacity and assistance (Panos & Bellou, 2011). E-HRM enables businesses to gain a comparative edge. E-HRM can make it easier to turn HRM's position into a more strategic one (Panayotopoulou & Galanaki, 2007). E-HRM allows HR experts to make a more significant commitment to the firm's strategic direction (Wiblen el al., 2010). Researchers emphasized e-HRM as a unique scholarly area of inquiry that focuses on all forms of HRM material that is exchanged across IT to make HRM processes distinctive, coherent, and effective that help build long-term opportunities inside and through organizations. The literature is largely upbeat due to the dramatic change of the technology (Bondarouk et al., 2015).

Emerged from the e-HRM technologies, classical human resource management involved issues like hiring, finding, creating, compensating, maintaining, evaluating, and encouraging employees within an enterprise that could also be translated to the virtual world (Bondarouk & Looise, 2004). Furthermore, a consensus has arisen among science and practitioner groups about the capacity of e-HRM to allow human resource managers to improve the efficacy and productivity of the HRM function and to contribute more to the achievement of strategic organizational objectives (Bondarouk & Looise, 2004). Simultaneously, there is a growing need for the e-HRM market value function to be more reliable, competitive, and capable of serving the strategic goals of any business function (Waheed et al., 2019). For decades, both HR leaders and leaders outside HR have consistently rated e-HRM as only adequately satisfactory level from the employee perspective (Boudreau & Cascio, 2014). In particular, scientific research supports the efficacy of e-HRM in improving HRM role effectiveness at both the policy and practice levels (Ahmad, 2018). More empirical studies are required to inform the conceptualization of e-HRM adoption and its implications. Furthermore, there is not any exact information on which variables are needed to be concerned with when implementing e-HRM. Around the same time, staffing organizations continue to struggle with emerging technology adoption, and e-HRM outcomes are not quite as good as popular belief. To put it differently, e-HRM projects continue to report failures (Strohmeier, 2007) and have been found to achieve less than expected (Chapman & Webster, 2003). Furthermore, exploiting the ability of e-HRM was hampered by the complexity of human dynamics, such as managing employee acceptance while implementing new e-HRM programs (Wiblen et al., 2010). For example, (Ahmad, 2018) it was found that rather than freeing up time for HR professionals, the implementation of e-HRM in practice resulted in the substitution of administrative tasks with technologically

associated ones. In a nutshell, it did not change HRM facilities. Furthermore, HR experts have been inefficient in using technologies to initiate and sustain business decisions and align it with strategic objectives (Dery & Wailes, 2005). Therefore, above empirical evidence showed that due to lack of understanding about factors that influence e-HRM adoption, most of the organizations are confronted with several concerns.

1.2. Research problem

E-HRM is designed for performing duties together with sharing a networked environment (Bondarouk & Looise, 2004). Introducing these new technologies to the employee must be a difficult task faced by the HR departments of organizations. There is a considerable body of information that needs to be considered when adopting and implementing e-HRM in organizations(Wiblen et al., 2010). E-HRM adoption results in most of the organizations are not generally positive as always(Bondarouk & Looise, 2004) and less than expected (Chapman & Webster, 2003). Most studies indicate that HR practitioners failed to implement e-HRM technology (Panayotopoulou & Galanaki, 2007), get better outcomes (Ahmad, 2018), and sustain within strategic decisions (Panayotopoulou & Galanaki, 2007). Furthermore, exploiting the ability of e-HRM was restricted by the nature of human dynamics, such as managing users' acceptance while embracing digital e-HRM technologies (Bondarouk & Looise, 2004). Directly e-HRM works with employees of the organizations (Bondarouk et al., 2015). Then, the success of the introduced system depends on the perceptions of its users(Strohmeier, 2007). Empirical studies indicate that well adaptation of the e-HRM system for employees generates the best outcomes for the organization (Salloum et al., 2018). Hence, the adoption rate was a critical issue as companies in countries mainly face when aligning HR functions with strategic objectives of organizations (Bondarouk et al., 2015). On the other hand, succession of the clear adoption of e-HRM system directed better performance to the organizations (Panos & Bellou, 2011). Due to the lack of awareness about the factors that influence the adoption of e-HRM by the employees of organizations, theoretically and empirically problematic consequences arise as to what factors are sought by the employees when adopting new e-HRM systems to perform their duties. Therefore, without knowing that, organizations cannot adopt e-HRM properly for their workforce. This study was carried out for finding solutions to this problematic situation.

According to the 2019 central bank report of Sri Lanka, the banking and finance industry is one of fastest -growing industries in Sri Lanka, and it plays a critical role within the Sri Lankan financial system. As per cbsl.gov.lk, the Sri Lankan financial sector is primarily comprised of 24 licensed commercial banks and 6 licensed specialty banks. Both commercial and special banks operating in different geographical locations in Sri Lanka continued to support economic activities by enhancing accessibility and expanding the branch network throughout Sri Lanka and extending to the foreign locations as well. The Licensed commercial banks are the single most relevant group of financial institutions within the banking sector in terms of fund base and magnitude of services rendered (cbsl.gov.lk). The banking sector, the dominant sector in the economy, plays a very positive and important role in the overall economic development of the country. The prosperity of the banking sector is the prosperity of the country (Kapparagoda, 2012). Employees in the banking system, in particular, are most likely to use information technology, and all bank operations, such as online banking, telephone banking, ATM, cash deposit machine, cheque deposit machine, E-transfer, and SMS banking, have been revamped to make use of technology (Edirisuriya, 2007). As a service industry, its services are inevitable and it has a significant impact on employment(Mishra & Akman, 2010). It has always sparked the interest

of potential employees and today's highly competitive environment, keeping up with technological advancements aids in survival and progress(Jain & Sharma, 2018). IT has an impact on every aspect of a company, from A to Z(Mishra & Akman, 2010). To remain competitive, IT-related practices must be adopted and used; yet, this is only possible if staff are ready to adopt (Mishra & Akman, 2010). This study gains importance as HRM plays a vital role in the banking industry, as they are directly linked with customers. Therefore, HRM facilitated with electronic medium is gaining importance(Mishra & Akman, 2010). Due to the above reasons, this study discusses e- HRM adoption based on the banking sector.

The main objectives of this study are to examine the factors that impact e-HRM adoption and to identify the most influential factors that banking employees consider about adopting e-HRM to their work and usage. Based on that, insights will be given to deploy banking professionals with more efficient and effective methods with optimum utilization for meeting HR department objectives aligned with strategic objectives of the businesses and ultimately contributing to the success of the firms.

2. Literature review

2.1. E-HRM

In Research articles, E-HRM was defined in many ways, and (Strohmeier, 2012) defined that "Planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities". E-HRM is an inclusive term that contained all the mechanisms of integration and its contents between the human resources management, information technology, which aimed to create value within organizations (Bondarouk & Ruël, 2009). Use of e-HRM to perform Human Resource functions would make them more accurate, speedy, transparent, and able to be done within a short period (Hamidianpour et al., 2017).

2.2. Adoption of E-HRM

Adoption of technology is defined by many researchers in different ways, and generally, it can be defined as the favorable acceptance of technology for use their working practices (Strohmeier, 2007). The difference between E-HRM and HRIS is that , employees cannot access to the HRIS and support from the Human Resource Department is needed for that (Bondarouk et al., 2015). However, in the E-HRM systems, employees can access the system, and they can perform their Human resource tasks by themselves. In the developing context, it is far from technological development and introducing the E-HRM system is a challenge, and employee's attitudes regarding the concept of E-HRM are also not positive (Boudreau & Cascio, 2014). Moving from HRIS to E-HRM system brings costly beneficial method, and it helps to reduce administrative burden (Bondarouk et al., 2015). Due to the lack of knowledge regarding E-HRM adoption, implementing results of E-HRM system results in generating negative consequences. The adoption decision of E-HRM differs from context to context and industry to industry and is determined by various unknown factors.

2.3. Theories of study variables

Based on a study of the current literature, (Venkatesh, 2012) established extended UTAUT known as UTAUT2 as a systematic synthesis of prior technology adoption research. UTAUT2 is comprised of major constructs such as performance expectancy, effort expectancy, facilitating conditions, social influence, a hedonic motivation that affect technology adoption. Previous empirical studies emphasized the performance expectancy (Anouze & Alamro, 2020; Venkatesh & Zhang, 2014), effort expectancy (Bondarouk et al., 2015; Zuiderwijk &

Janssen, 2019), facilitating conditions (Venkatesh & Zhang, 2014), social influence (Ali et al., 2018; Tarhini et al., 2017), hedonic motivation (Anouze & Alamro, 2020), (Panos & Bellou, 2011) implication on technology adoption within employees. Based on the theoretical foundation and empirical findings Figure 1 conceptual model of the study developed.

2.4. Conceptualization
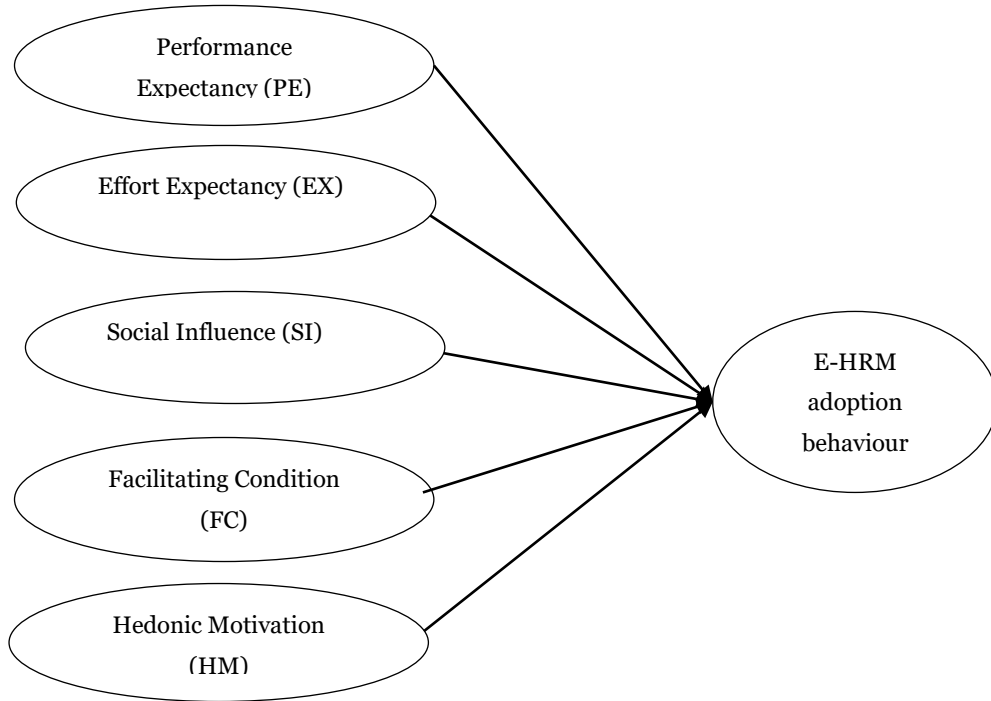
Figure 1: Conceptual Framework

Source: Authors' construct (2021)

2.5. Hypotheses development

Performance expectancy (PE) is described as the degree to which a person believes that using the approach can help him or her achieve changes in job results (Venkatesh, 2003). Including internet banking (Anouze & Alamro, 2020) and web banking (Venkatesh & Zhang, 2014) performance expectancy is an indication of intent to use a new system. According to the current research, performance expectancy has a significantly positive relationship with e-HRM adoption, and based on these findings the following hypotheses were postulated.

H1: Performance expectancy positively and significantly impact E-HRM adoption behavior.

The degree of convenience at which users use technology is referred to as effort expectancy (EE) (Venkatesh & Zhang, 2014). That is the degree of comfort associated with information system use. (Venkatesh, 2003) and the degree to which a person believes he or she can use technology without exerting additional effort (Bondarouk et al., 2015). Many previous studies (Zuiderwijk & Janssen, 2019) have shown that effort expectancy has a

favorable effect on system adoption and is a key predictor of system adoption to use e-HRM (Mtebe & Raisamo, 2014). This study assumes that if an e-HRM system is simple to use, he or she is more likely to use it and the following hypotheses were developed from that.

H2: Effort expectancy positively and significantly impact E-HRM adoption behavior.

Social influence means the extent to which a person believes it is important for others believe he or she should utilize the new system (Venkatesh, 2003). Users are more inclined to embrace a certain technology if it comes highly recommended by others who are important to them (Lee, 2005). Many studies have validated social influence as a significant influencing element that influences people's behavior to adopt technological breakthroughs such as e-HRM technologies (Ali et al., 2018; Tarhini et al., 2017). Thus, the following hypothesis was derived.

H3: Social influence positively and significantly impacts E-HRM adoption behavior.

Facilitating conditions (FC) can define physical setting or the environmental factors that convince an individual to perform some activities (Venkatesh, 2003). It is an environmental aspect that influences people's perceptions of how difficult or easy it is to complete a job. Individuals perceive themselves to have FCs when the technological and organizational infrastructure to improve them is open, and in this light, individuals are encouraged to use e-HRM programs. FC is regarded as one of the most influential variables in determining an individual's usage of technology (Venkatesh & Zhang, 2014), and most studies assume that FC has an influence on the use behavior of e-HRM. Based on this discussion, the following hypothesis is formulated.

H4: Facilitating conditions positively and significantly impact on E-HRM adoption behavior.

Hedonic motivation (HM) is characterized as "the enjoyment or gratification obtained from the use of a technology" (Venkatesh & Zhang, 2014). It assesses users' perceived happiness and entertainment. Venkatesh used this vector in the UTAUT2 model to investigate the function of intrinsic utilities. Prior research (Anouze & Alamro, 2020) discovered that HM plays an important role in influencing users' adoption behavior technology (Panos & Bellou, 2011). As a result, because using an e-HRM makes people happy, they are more likely to try it again. As a result, the following hypothesis is proposed.

H5: Hedonic motivation positively and significantly impact E-HRM adoption behavior.

3. Methodology

This study is a quantitative study based on a questionnaire survey that enables testing the relationships between the variables identified in the model and thereby providing evidence to support or disprove the hypotheses. Five independent variables were identified from existing literature. After analyzing the literature, the five proposed hypotheses for testing, the conceptual model shown in figure 1 has been developed making it explanatory.

This investigation was intended for banking sector employees. Hence, the unit of analysis was individuals. The population of this study is banking sector employees in Sri

Lanka. The study adopted a convenient sampling method. A questionnaire was designed using Google Forms. Performance expectancy, effort expectancy, facilitating conditions, Social influence, and adoption behavior (Venkatesh, 2003) were measured using 4,5,3,4 and 6 questions respectively. Hedonic motivation (Venkatesh & Zhang, 2014) was measured by using 4 questions. Designed questionnaires were distributed among 250 employees who work in 6 private sector banks in Sabaragamuwa province by using emails and social media networks and 196 responses were received. The constructs PE, EE, FC, SI, HM, and e-HRM adoption used a five-point Likert scale where respondents marked their agreement scaling from strongly disagree (1) to strongly agree (5). Gathered data was analyzed by using SPSS 25 version, and hypotheses were tested by using multiple regression method.

4. Data analysis

The Table 1 illustrated the sample composition of the study.

Table 1: Sample Characteristics

Category	Subcategory	Frequency
Gender	Male	113
	Female	83
Age Range	18-24 years	31
	25-31 years	59
	32-38 years	71
	39-45 years	22
	45-51 years	8
	51-57 years	5
Educational Level	G.C.E A/L	12
	Diploma Level	91
	Advance Diploma Level	15
	Degree Level	66
	Postgraduate Diploma Level	12

Source: Survey data (2021)

Data clearing was done and there was not any missing value found from the data set. Cronbach's alpha is a popular estimate for measuring internal consistency. An acceptable reliability score is one that is 0.6 and higher (Bagozzi & Yi, 1988). Thus, in the study all the variables Cronbach's alpha values generated more than 06 as illustrated in Table 2.

Table 2: Reliability Test

Variable	Cronbach's Alpha	No of Items
Performance Expectancy	0.681	4
Effort Expectancy	0.662	5
Social Influence	0.694	4
Facilitating Conditions	0.749	3
Hedonic Motivation	0.621	4
E-HRM adoption behavior	0.749	6

Source: Survey data (2021)

Table 3: Descriptive Statistics

Variable	Mean	Std. Deviation
Performance Expectancy	3.5855	0.67084
Effort Expectancy	3.4786	0.58996
Social Influence	3.6964	0.59188
Facilitating Conditions	3.7334	0.58511
Hedonic Motivation	3.6854	0.76474
E-HRM adoption behavior	3.9235	0.45957

Source: Survey data (2021)

According to the descriptive analysis presented from Table 3, the highest mean value was from e- HRM adoption behavior and the lowest mean value was from effort expectancy. The highest standard deviation was from hedonic motivation and the lowest was by e-HRM adoption behavior.

Table 4: Regression model summary and ANOVA (a)

R	R Square	Adjusted R Square	Std. An error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
.514ᵃ	0.264	0.245	0.3994	0.264	13.637	0

Source: Survey data (2021)

According to the research findings illustrated in Table 4, multiple regression coefficients (R) of the five independent variables and e-HRM adoption behavior were 0.514. Research findings have shown that the *R*- Square was 0.264 (26.4%) and the adjusted R-Square was 0.245 (24.5%). The significant value of the set of variables was 0.000.

Table 5: Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Performance Expectancy	0.049	0.044	0.071	1.093	0.006
Effort Expectancy	0.092	0.051	0.118	1.801	0.073
Social Influence	0.151	0.051	0.194	2.970	0.003
Facilitating Conditions	0.288	0.052	0.366	5.567	0.000
Hedonic Motivation	0.045	0.04	0.074	1.132	0.259

Source: Survey data (2021)

According to the illustrated Table 5, beta values of all the selected independent variables are positive, and it proved that the above variables have a positive direction to e-HRM adoption behavior. Especially, performance expectancy, social influence, facilitating conditions generated statistically acceptable significance values 0.006, 0.003, and 0.000, respectively.

5. Results and discussion

According to the results from the study, performance expectancy beta coefficient yielded 0.071 and had a positive marking which supported the direction of the hypothesis, and the significance level was 0.006. According to the analysis, hypothesis 1 (H1) was accepted. Effort expectancy beta coefficient value yielded 0.118 and significance value is 0.073. It is not an acceptable significance level but makes a positive direction. Therefore, H2 cannot be rejected and thereby is partially accepted. Social influence yielded a value of 0.194, and the significance value is 0.003. Due to the positive direction and the significance value, H3 is accepted. Facilitating conditions generated 0.366 beta coefficient value and significance with 0.000 acceptable level. Based on that H4 accepted. Hedonic motivation yielded 0.74 beta coefficient values and a 0.259 significance level. It indicates that hedonic motivation direction to the adoption is positive, but it does not significantly impact the adoption of e-HRM in the banking sector employees. Then, H5 was partially accepted in this study.

According to the study, the most influential factors of the e- HRM adoption are facilitating condition, social influence and performance expectancy and they have a positive significant impact on the adoption of e-HRM within baking sector employees in Sri Lanka. Facilitating conditions means physical setting or the environmental factors that convince an individual to perform some activities. This study confirmed that the environmental aspect influences banking employees' perceptions of how difficult or easy it is to complete a job.

Therefore, they perceive that if they have facilitating conditions such as technological and organizational infrastructure, it would encourage them to adopt to use e-HRM programs. Social influence also positively and significantly influences banking sector employees' e-HRM adoption decisions. When adopting to use e-HRM systems, banking employees will consider the other suggestions and recommendations. Performance expectancy significantly impacts the adoption of e-HRM to the banking sector employees. It indicates that banking sector employees believe that using the e-HRM can help or achieve changes in job results and due to that reason, they like to adopt and use e-HRM systems for their work. Further, in this study, it is confirmed that hedonic motivation and effort expectancy are positively related to the adoption of e -HRM system by the baking employees, and the impact of hedonic motivation and effort expectancy is not considered in adoption of e-HRM through banking sector employees.

5.1. Theoretical and practical implications

This research adds to both theory and practice. From a theoretical standpoint, the conceptual model validated in developing the context to give a greater interpretation of the variables that affect employees' e-HRM adoption behavior in the workplace. However, as emphasized by (Venkatesh & Zhang, 2014), this study has discussed explicitly on one of the fastest-growing businesses with a higher rate of employee retention, and it included the banking sector in Sri Lanka by adopting domain, to be validated in diversified context. This research used an expanded UTAUT2 to cover further viewpoints on banking employees' e-HRM adoption behavior. This study sought to provide patients with a specific path. The results will indicate where more effort could be paid to ensure the effectiveness of the e-HRM adoption process. Furthermore, it provides top-level bankers with a clear view of the characteristics of their workers in the case of e-HRM device implementation, as well as what employees would want to see and include in their technology-assisted working process so that potential implementations and current installations can be more tailored to meet the needs and desires

of these employees. This investigation provides hints to suppliers of such e-HRM systems about what to concentrate on when customizing such systems for bankers in Sri Lanka.

6. Conclusion

Mainly this study was done to identify key factors that affect e-HRM adoption behavior in the banking sector of Sri Lanka by adopting extended UTAUT2 findings and empirical evidence related to the field of technology adoption. Performance expectancy, effort expectancy and facilitating conditions, social influence, and hedonic motivation were identified from the UTASUT2 model. This study identifies most influential areas for adopting e-HRM to the banking industry in Sri Lanka. Based on the theories and empirical findings, three hypotheses were accepted in statistically accepted significant values, and two hypotheses were accepted partially. The study results confirm that performance expectancy, social influence, and facilitating conditions are the most considerable positive and influential factors in banking sector employees. Especially, facilitating conditions are the most influential factors that influence adopting to e-HRM of the banking sector employees in Sri Lanka.

6.1. Limitations and future research

The following limitations of the study were identified and based on that directions were provided to future research studies. The sample was limited to 196 respondents due to time and cost restrictions, and a bigger sample might enhance statistical power and provide more robust conclusions (Hair, 2010). As a result, additional research with a larger sample size will generate more accurate results. In the current study, data was obtained at a single point in time, using a cross-sectional design. Future research employing a longitudinal study design would significantly contribute to the literature as well as adoption and usage are regarded as psychological phenomena, and studying by using longitudinal empirical investigations would help to get a proper grasp. For measuring variables limited number of instruments were used due to the characteristics of the collected context data. Thus, in the future studies, it is encouraged to use more instruments in the questionnaire for getting more accurate outcomes. The current study used only five factors based on UTAUT2 theory and empirical findings. Additional variables specified in other theories such as Theory of planned behavior, technology acceptance model, Diffusion of Innovation Theory might have an impact on the adoption of E-HRM decision. Future studies in the same phenomena can overcome these limitations in their research.

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