

**HR ROLES IN CONTINUANCE INTENTION USAGE  
TOWARDS E-HRM**

**(QUANTITATIVE STUDY)**

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## ABSTRAK (MALAY)

Kajian ini adalah ditumpukan pada lanjutan model sikap terhadap penggunaan Pengurusan Sumber Manusia Elektronik (E-HRM) dengan mengaitkan sikap penggunaan penerusan terhadap E-HRM. Di samping itu, model yang dicadangkan adalah Teori Penerusan Teknologi (TCT) yang membentuk niat penggunaan berterusan E-HRM. Peranan sumber manusia yang terpilih juga dicadangkan untuk dihubungkan dengan sikap terhadap E-HRM. Kertas kerja ini memejukan penyelidikan terhadap E-HRM dengan memperluaskan sempadan teori model E-HRM berterusan, dan menyumbang kepada penyelidikan teknologi E-HRM. Soal selidik telah digunakan untuk mengumpul data daripada 193 responden di kalangan pengguna di Pulau Pinang dan *Partial Least Square* (PLS) telah digunakan sebagai alat untuk pembinaan model dan pengujian hipotesis. Soalan-soalan kaji selidik berdasarkan Teori Penerusan Teknologi (TCT) dan Peranan sumber manusia yang terpilih dengan menggunakan skala *Likert 7-mata*. Kajian mendapati bahawa tanggapan kepenggunaan, sikap dan kepuasan ada kaitan positif terhadap penggunaan berterusan E-HRM. Ia juga mendapati bahawa Peranan sumber manusia yang terpilih ada kaitan positif terhadap penggunaan berterusan E-HRM. Masa depan kajian empirikal yang berdasarkan model yang dikaji dalam artikel ini perlu membantu mengenalpasti kawasan-kawasan yang mempunyai kesan ketara ke atas niat penerusan pengguna ke arah penggunaan teknologi E-HRM dalam persekitaran yang bergerak pantas.

## **ABSTRACT**

The study is focused on a model extension of the attitude towards using Electronic Human Resource Management (E-HRM) by linking attitude to E-HRM continuance intention. In addition, the proposed model elaborates the contingent factors that based on Technology Continuance Theory (TCT) that shape E-HRM continuance intention. Preferred HR roles are also proposed in relation to attitude towards E-HRM. This paper advances the emerging body of research on E-HRM by extending the theoretical boundaries of the E-HRM continuance model, and contributes to E-HRM technology research. Questionnaire was used to collect the data from 193 respondents among E-HRM users in Penang and Partial Least Square (PLS) was used as a tool for model construction and hypothesis testing. The survey questions were based upon the Technology Continuance Theory (TCT) and Preferred HR Roles Model using a 7-point Likert scale. The study found that the perceived usefulness, attitude and satisfaction were positively related to continuance usage of E-HRM. It was also found that preferred HR roles can positively explain the attitude towards the usage of E-HRM. Future empirical studies based on the model studied in this paper should help identify areas with significant impact on users' continuance intention towards using E-HRM technology in a fast moving environment.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Over the years the information technologies (IT) have created many benefits and opportunities. However, at the same time it also does creates unlimited challenges for managers and employees whom are using them in daily operation. The fast development of Internet during since last decade has increased the implementation of Electronic Human Resource Management (E-HRM) (Strohmeier, 2007; Zafar, 2010).. E-HRM aims at making information available to employers and employees at anytime and making it accessible everywhere (Panayotopoulou, Vakola, & Galanaki, 2007). The term of E-HRM was first started to be used in the late 1990's when "e-commerce" was emerging in the business world (Olivas-Lujan, Ramirez & Zapata-Cantu, 2007). According to Voermans and Van Veldhoven, (2007), E-HRM can be specifically defined as administrative support of the HR function in organizations by using the internet.

In 2006, as the CedarCrestone (2006) HCM Survey showed, companies venture into larger scope of HRM applications but administrative E-HRM was still the most popular application among 62% surveyed companies reported an increasing use of strategic applications like talent acquisition services (61%), performance management (52%), or compensation management (49%) (CedarCrestone, 2006). However, the participant of the survey was only from North America, Europe and Australia (CedarCrestone, 2006). Lepak and Snell (1998) divided E-HRM into three: operational; relational; transformational E-HRM. IT has actually been helping all the

three areas respectively. Operational HRM refers to the basic HR activities in the administrative area. The closest example for this area will be payroll, which requires a proper system catered to particular industry needs for the calculation of salary due to current increasing manpower in companies.

The second area, relational HRM, concerns more advanced HRM activities which emphasizes on HR tools that support basic business processes such as recruiting and the selection of new personnel, training, performance management and appraisal, and rewards. Online recruitment and selection is one of the most frequently cited applications of the internet to HRM which also brings substantial benefits in terms of cost, time, candidate pool and quality of response (Panayotopoulou, et al., 2007). Transformational HRM, the third area concerns HRM activities with a strategic character (Ruël, Bondarouk, & Looise, 2004). These will be activities that look into the long term planning from the department. Examples will be on succession planning and talent management in organizations. For this purpose, a few software is being introduced in the market and it is getting popular. The most commonly used will be the succession planning software.

E-HRM applications basically helps to locate and relocate the human assets around the world using the web-based HR applications (Olivas-Lujan et al., 2007). Companies are increasing the use of these systems to deliver training, manage employee performance, and compensation and benefit systems management (Strohmeier, 2007). In the globally competitive marketplace, organizations could not afford the disadvantages associated with paper and pencil, labor intensive HR tasks (Olivas-Lujan et al., 2007). With E-HRM, HR processes can be reduced as it requires less paperwork or manual job (Olivas-Lujan et al., 2007). The data accuracy can be increased and this directly affects the efficiency of the HR Department. The increased

data accuracy and less paperwork could also provide the HR department with more time to develop their skills and strategically contribute to the management level. Companies are increasingly utilizing IT to design and deliver their HR practices (Zafar, 2010).

E-HRM as a research stream is only started emerging, partly as a consequence of the technology advancements (Olivas-Lujan et al., 2007). The academic involvement in this topic is quite recent and yet to find a serious answer (Ruël, Bondarouk, & Van der velde, 2007; Wickramasinghe, 2010). But Strohmeier (2007) finds that it is actually in the increasing trend. Even though the study on E-HRM is yet to take effect worldwide but eventually more popular in the US and European countries (Wickramasinghe, 2010), and fewer studies in Malaysia (Yusliza & Ramayah 2011a; Yusliza, Ramayah, & Haslindar, 2011; Yusliza & Ramayah 2011b; Yusliza & Ramayah 2011c).

While the above studies did a reasonable job at predicting attitude towards using E-HRM, none have examined E-HRM continuance intention by utilizing TCT. We attempt to fill the above gaps in the IS continuance intention literature by proposing an extended model of E-HRM continuance intention, and this will be done from Malaysian context. We therefore need to continue to study the contingent factors on E-HRM continuance intention. Also, TCT is considered a new theory and not much study has been done so far to test on its effectiveness.

## **1.2 Problem Statements**

There is an evidence of growing interest towards implementation and acceptance of E-HRM in organizations (Strohmeier, 2007). The topic of E-HRM is seriously not becoming obsolete, and its potential is still being anticipated (Ruël et al., 2007), and

that is why the academic involvement in the topic needs to grow. However, academic involvement in E-HRM started relatively late and, to an extent, is actually trying to catch up with practice (Ruel et al., 2007). Ruel et al. (2007) also further stressed that research on E-HRM is still in its “youth-phase”. Strohmeier (2007) believes that research on E-HRM stems from several areas and is scattered throughout various different journals and since the initial reviews are not so encompassing (Anderson, 2003; Lievens & Harris, 2003; Welsh et al., 2003), the results of these studies basically remains unclear at the moment. In addition, Stone et al. (2006) also highlighted that little research has focused on such issues as the degree to which they are accepted by users.

In the Malaysian context, there has been limited study done on E-HRM topic. Yusliza and Ramayah (2011a) examined HR professionals’ self-reported intention to use E-HRM technology by employing the Theory of Planned Behaviour (TPB) as the research framework. Yusliza, Ramayah, and Haslindar (2011) conducted a preliminary investigation on HR roles and E-HRM among 51 HR professionals by utilizing Technology Acceptance Model. Yusliza and Ramayah (2011b) examined various technology factors on attitude towards using E-HRM. Yusliza and Ramayah (2011c) investigated the relationship between HR competencies and attitudes towards using E-HRM. Yusliza, Ramayah, and Haslindar (2010) proposed a model based on Technology Acceptance Model and HR Roles that examine the relationship between HR roles and E-HRM adoption. Ramayah, Nornina, Noorliza, and Normalini (2006) studied the adoption and usage of an HR information system (HRIS) among HR executives and HR professionals working in companies in Penang. Hooi (2006) studied the extent of E-HRM practiced in the small and medium sized manufacturing companies.

Accordingly, in terms of scholarly activity, surprisingly only limited number of research has been conducted on the impact of IT on HR (Heikkila & Smale, 2011). In two separate reviews of the literature, Hoobler and Johnson (2004) show that as few as one percent of HRM articles published in the top HRM journals focus on this topic and Strohmeier (2007) identifies only 57 relevant studies in peer-reviewed journals since 1995. According to Voermans and Van Veldhoven (2007), one out of two factors that influences employee's attitude towards E-HRM is their preferences as to the role played by HR in the organization. Many HR functions these days struggle to get beyond the roles of administration and employee champion, and are seen rather more reactive than strategically proactive partners for the top management (Zafar, Shaukat, & Mat, 2010).

Earlier studies has actually look into the user's acceptance towards E-HRM. However, Bhattacharjee (2001b) mentions that IS' eventual success depends on its continued use while the acceptance will be important towards realizing its success. Parthasarathy and Bhattacharjee (1998) has verified that continuance usage intention is important due to its ability to guarantee a long term revenue of an organization. It also lowers operational costs by retaining customers (Ndubisi, 2004). Acquiring new customers is more expensive than to retain an existing ones taking into count cost involved in identification of new customers, setting up account, training and man-hour spent on the project (Parthasarathy & Bhattacharjee, 1998).

E-HRM has the potential towards lowering operational and management costs (Wangpipatwong, Chutimaskul & papasratorn, 2008). At the same time, the possibility of discontinuance may occur if the system does not meet the user's need after its successful adoption (Limayem, Hirt & Cheung, 2003) and it will incur undesirable cost or a waste of effort in developing it (Hong, Thong & Tam, 2006).

Implementation of e-HRM involves several challenges with its implications like high set up costs, presence of an IT culture, the security of the information and loss of the 'human touch' (Shilpa & Gopal, 2011). It can be seen here that the heavy investments will be a wasteful effort to implement a system which will not be used continuously in longer term by the users.

Thus, in order to ensure that this investments towards the system is not gone wasteful, this paper intends to investigate the users' continuance intention to use towards E-HRM system

### **1.3 Research Objectives**

The main objective of the study is to examine HR roles in enhancing the continuous usage of the E-HRM system. So, the objectives of the study are:

1. To examine the effect between preferred HR roles and E-HRM continuance usage intentions
2. To examine the effect between perceived ease of use and perceived usefulness
3. To examine the effect of Confirmation on perceived usefulness
4. To examine the effect between perceived usefulness on satisfaction
5. To examine the effect of confirmation on satisfaction
6. To examine the effect between perceived usefulness on attitude
7. To examine the effect between perceived ease of use on attitude
8. To examine the effect between Satisfaction and attitude
9. To examine the effect between perceived usefulness and E-HRM Continuance usage intention?
10. To examine the effect between Satisfaction and E-HRM Continuance usage intention

11. To examine the effect between attitude and E-HRM Continuance usage intention

#### **1.4 Research Questions**

In order to achieve the above objectives, the following research questions were posed to this study :

1. Is there a relationship between preferred HR roles and E-HRM continuance usage intentions?
2. Is there a relationship between perceived ease of use and perceived usefulness?
3. Is there a relationship between Confirmation and perceived usefulness
4. Is there a relationship between perceived usefulness and satisfaction?
5. Is there a relationship between confirmation and satisfaction?
6. Is there a relationship between perceived usefulness and attitude?
7. Is there a relationship between perceived ease of use and attitude?
8. Is there a relationship between Satisfaction and attitude?
9. Is there a relationship between perceived usefulness and E-HRM Continuance usage intention?
10. Is there a relationship between Satisfaction and E-HRM Continuance usage intention?
11. Is there a relationship between attitude and E-HRM Continuance usage intention?

#### **1.5 Significance of the Present Study**

The findings from the present research may benefit organizations to provide sufficient support to them, present and future users of E-HRM at work. The theories and methods included in this research may be useful in developing measurements of employees' technology acceptance and continuance of usage of the E-HRM system and applications. Apart from looking into acceptance level of end users, it is vital to know the drive to get them moving towards continuously using them.

The study can be helpful to organizations adopting the E-HRM to know how to make end users to continuously use them. It is a waste to terminate the usage of a system after time and financial factors are involved towards the implementation. Many encountered difficulties and some failed in their efforts, just as they do today. These difficulties were seen as implementation problems and gave rise to an early research stream addressing the nature and sources of the problems and how they can be dealt with (Lucas, Swanson, & Zmud, 2007). When organizations are aware of issues and factors contributing towards the continuation and discontinuation of E-HRM at the early stage, they could save cost and other factors towards the implementation of the product.

## **1.6 Definitions of Key Variables**

In order to achieve a better understanding of the concepts used in this research, here are the key terms' definitions that will be used throughout this research:

**E-HRM Continuance Intention** has been used as a key dependent variable in post-adoption behavior (Bhattacharjee, 2001b). IS continuance intention describes the user's decision to continue to use a specific IS that he or she has already been using. This is different from the user's first-time usage of the IS.

**Attitude:** is described as dispositions or predispositions held by individuals that effect how they act or whether they respond favorably or unfavorably towards people, objectives, or events (Azjen & Fishbein, 1980).

**Perceived Usefulness (PU):** PU will be measured as the degree to which a person believes that using a particular system or technology would improve his or her job performance (Davis, 1989).

**Perceived Ease of Use (PEOU):** PEOU will be measured as the degree to which a person believes that using a particular system or technology would be free from effort (Davis, 1989).

**Satisfaction** is defined as a pleasurable fulfillment response resulting from an evaluation with respect to how well the consumption of a product or service meets a need, desire, or goal (Deng, Turner, Gehling, & Prince, 2010).

**Confirmation** is a cognitive belief derived from prior IS use. In addition, it influences subsequent IS use via the satisfaction (affect) and intention constructs (Bhattacharjee, 2001b).

**HR Roles** are the dimension role of HR identifies the importance of HR staff in execution and implementation of HR processes and practices within the operational business field (Ulrich, 1997).

## **1.7 Organization of Chapters**

Chapter 1 renders an overview of the present study. The purpose and the research objectives have been put forth to steer the direction of the present study. The importance of the present study is addressed to provide readers the rationale of conducting the study. Chapter 2 is on the background theories and model being studied in the study. It will discuss the factors to study the continuance intention to use E-HRM. In Chapter 3, literature review on the dependent variable and the independent variables are presented. It forms the backbone of the present study and helps to develop the theoretical framework.

Next, Chapter 4 discusses the Research model and hypothesis developed in the study. Chapter 5 illustrates the methodology applied in the present study which encompasses the sample collected, measurements, and the statistical analyses. Chapter 6 presents the results of the statistical analysis for the data collected and the findings encapsulated from the analyses. Finally, Chapter 7 provides discussions and implications of the present study's findings. It also highlights the limitations of the present study and proposes some suggestions for future research. Lastly, conclusions will be penned to wrap up this research.

## CHAPTER 2

### BACKGROUND THEORIES AND MODEL

#### 2.1 Introduction

Many theories in Information Systems (IS) research studied the factors that influence the continuance intention to use a new technology. This chapter will discuss the factors to study the continuance intention to use E-HRM.

#### 2.2 Technology Continuance Theory

Technology Continuance Theory (TCT) is introduced by Liao, Palvia, and Chen (2009) is a new theory on predicting the users' continuance intention towards a technology. It is a combination of three most used theories in the research of Technology and information system namely Technology Acceptance Model (TAM) by Davis (1989), Expectation Confirmation Model (ECM) by Bhattacharjee (2001b), and Cognitive Model (COG) by Oliver (1980). TCT is a three-level model with IS continuance intention as the final dependent variable. TCT includes two central constructs: satisfaction and attitude, and three first level antecedents: confirmation, perceived usefulness, and perceived ease of use. All of the hypotheses proposed in TAM, ECM, and COG are included in TCT (Liao et al., 2009).

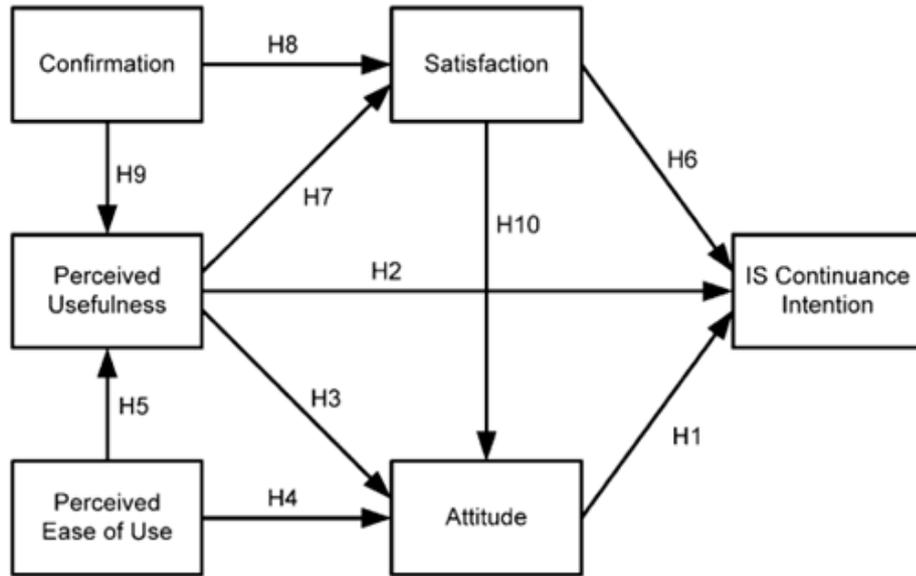


Figure 2.1: Technology Continuance Theory (TCT) by Liao et al. (2009)

### 2.2.1 Technology Acceptance Model

The TAM was specifically tailored for modeling user acceptance of an IS with the aim of explaining the behavioral intention to use the system (Davis, 1989). The original TAM measured the impact of four variables upon the actual usage of a technology. The variables in the original TAM were: perceived ease of use (PEU), perceived usefulness (PU), attitude (A) and behavioral intention to use (BI). According to Venkatesh, Morris, Davis and Davis (2003), TAM was tailored for IS contexts, and was designed to predict the IT acceptance and usage on the job. It has received and is still receiving wide attention from IS researchers from all areas. TAM proposes that perceived ease of use and perceived usefulness are two main beliefs affecting user adoption (Davis, 1989). A recognized limitation of TAM is that it does not take into consideration any barriers that would prevent an individual from adopting a particular information systems technology (Taylor & Todd, 2001).

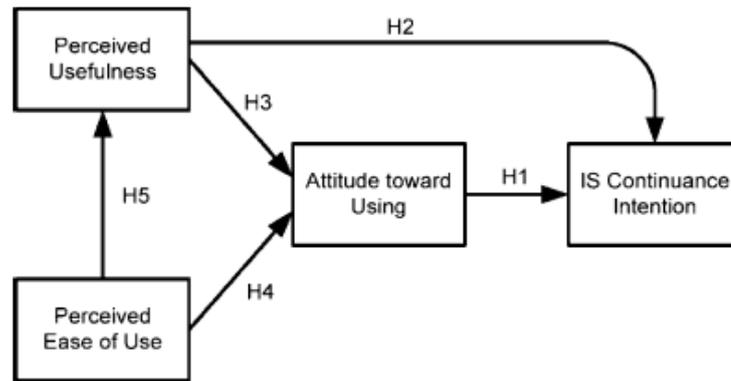


Figure 2.2: Technology Acceptance Model (TAM), (Davis, 1989)

### 2.2.2 Expectation Confirmation Model

On the other hand, ECM was introduced by Bhattacharjee (2001b). The theory was adopted from Oliver’s Expectation-Confirmation Theory (ECT) which involves a customer behaviour model commonly used to define and predict satisfaction and repurchase intention. According to Bhattacharjee (2001b), user satisfaction is affected by two major determinants: post-adoption expectations regarding the IS and discrepancies between pre-adoption expectations and actual performance of the IS. Users’ IS continuance intention is determined primarily by their satisfaction with prior use. ECT expectation confirmation theory posits that user satisfaction is determined by two constructs: expectation of the IS and confirmation of expectation following actual use.

As derived from Bhattacharjee (2001b), the process by which consumers reach repurchase intentions in an ECT framework is as follows (Oliver, 1980). First, consumers will have expectation, and then they accept and use that particular product or service. Third, perceived performances are compared to original expectation and confirm the expectation. Fourth, they form a satisfaction, and finally, satisfied consumers form a repurchase intention, while dissatisfied users discontinue its

subsequent use. ECM replaces pre-consumption expectations with post-consumption expectations and postulates that satisfaction is a function of expectations and confirmation (Liao et al., 2009).

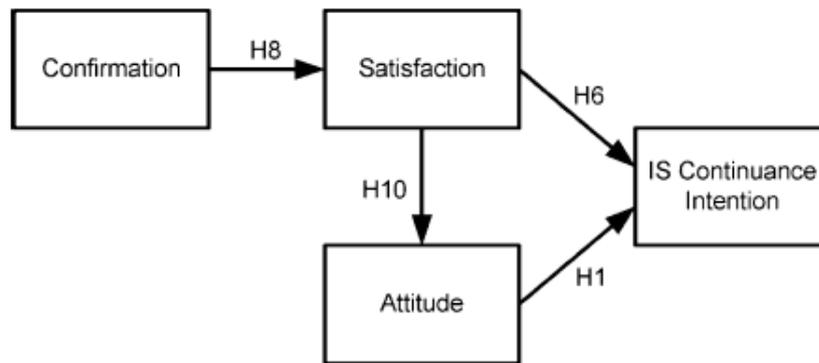


Figure 2.3: Cognitive Model (COG), (Oliver, 1980)

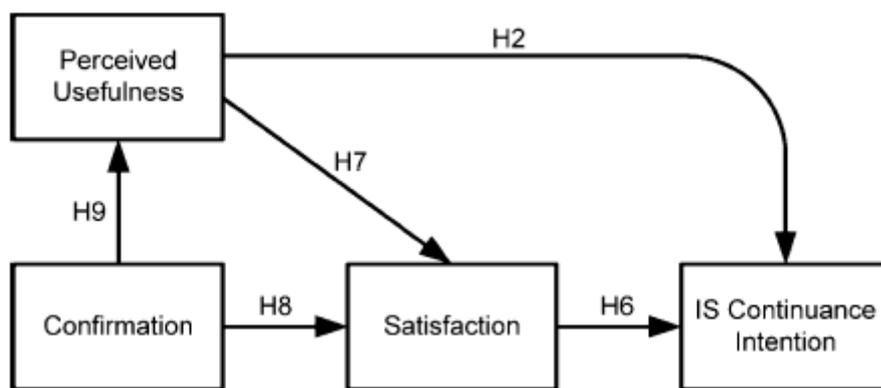


Figure 2.4: Expectation Confirmation Model (ECM), (Bhattacharjee, 2001b)

### 2.3 Preferred HR Roles Model

Many researches has been done on role of the HR department. The most prominent in HR roles research which is described by Ulrich (1997) was chosen in this study. (Voermans & Van Veldhoven, 2007). Further, Ulrich's (1997) HR role found to be the most comprehensive within the HR roles literature and it is widely cited in HRM based literature (Lawler & Mohrman, 2003). The measurement of HR roles by Ulrich (1997) has been proven to have a valid and reliable scale (Conner & Ulrich, 1996;

Voermans & van Veldhoven, 2007; Yusliza & Hasliza, 2009). Ulrich (1997) addressed four roles for HR staff namely administrative expert, change agent, employee champion and strategic partner.

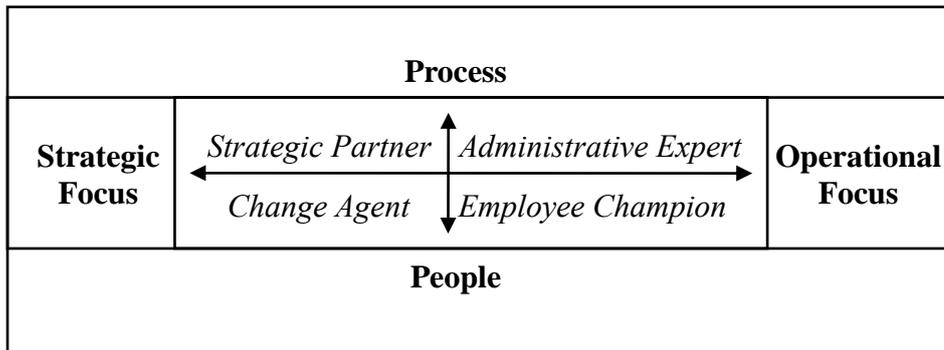


Figure 2.5: Ulrich's (1997) Model of HR roles

**Administrative Expert:** Whom concerns more with process efficiency that involve people, Ulrich's (1997).

**Employee Champion:** According to Ulrich's (1997), this role represents the staff whom needs to keep employees of the business committed towards the organization. The HR staff is assumed to be responsible for the engagement of employees within the organization.

**Change agent:** Change management is assumed to be a necessity in order to convince, encourage and entrust the employees and managers with E-HRM application. It needs lot of change management for the employees to change from a traditional system to a modern system.

**Strategic partner:** Combination of the former three roles, and aligns HR practices with strategic management. The HR roles identified could be related to the e-HRM adoption and deployment outcomes. However before interlocking the two concepts (i.e., e-HRM adoption and deployment outcomes and HR roles), it should be reminisced that the HR roles identified by Ulrich (1997) are the ideal spectrum of the

axes. The HR staff is more likely to be typified in between the four roles thus combining characteristics of multiple HR roles. (Bell, Lee & Yeung 2006) identified that the HR staff sensed that e-HRM implementation increased the importance of the competence “knowledge of the businesses” for the HR department.

#### **2.4 Choice of Theory for the study**

According to Bhattacharjee (2001b), perceived usefulness was a stronger predictor of acceptance intention in TAM than attitude (Davis et al. 1989; Taylor & Todd 1995), while satisfaction was stronger than perceived usefulness as a predictor of continuance intention in his study. TCT includes two central constructs: satisfaction and attitude, and three first level antecedents: confirmation, perceived usefulness, and perceived ease of use. All of the hypotheses proposed in TAM, ECM, and COG are included in TCT (Liao et al., 2009). So, by combining the two important construct from the three theories discussed above the TCT is believed to be more relevant to identify the user’s continuity towards the technology usage.

The purpose of this study is to extend the TCT by adding the HR Roles to determine the effect towards attitude in the continuous usage of E-HRM. Previous study has been done by Yusliza, Ramayah, and Haslindar (2010) proposed a model based on Technology Acceptance Model and HR Roles that examine the relationship between HR roles and E-HRM adoption.

#### **2.5 Summary**

Chapter 2 presented information on the choice of theory chosen for the study. The Technology Continuance Theory (TCT) was presented to provide information on the theoretical constructs used to predict behavioural intentions and technology adoption

and continuance attitude. Also on how other models has helped in the early studies done in this area to examine the end user's acceptance and adaptability towards a major change. Next in Chapter 3, literature review on the dependent variable and the independent variables will be discussed.

## **CHAPTER 3**

### **LITERATURE REVIEW**

#### **3.1 Introduction**

In this chapter, research about E-HRM, preferred HR roles, technology factors, and continuance intention in different contexts is discussed.

#### **3.2 Electronic Human Resource Management (E-HRM)**

There are hardly any explicit definitions even though the E-HRM concept is widely used today, (Strohmeier, 2007). E-HRM is the planning, implementation and application of IT for both networking and supporting at least two individual or collective actors in their shared performing of HR activities (Strohmeier, 2007). E-HRM can be considered as an innovation in terms of HRM, first because it creates opportunities to put employee–management relations in the hands of employees and line managers which were originally handled only by HR Department. Second, because it creates possibilities to design HRM tools that would not be possible without IT (Ruël et al., 2007).

With E-HRM, employees can now have access to everything they need to such as change and manage their personal files, application for trainings, leave and claims application and even apply for new jobs (Sanayei & Mirzaei, 2008). E-HRM has the potential to change all traditional HR Management functions. HRM services are being offered through an intranet for use by employees (Ruël et al., 2004). E-HRM is a new and intriguing field of research at the intersection of HRM and IS (Strohmeier, 2007). E-HRM research has made considerable effort insisting that by making HR digital,

HRM systems become strategically oriented by freeing HRM professionals from administrative work (Bondarouk, Ruël, & van der Heijden, 2009).

The various goals of E-HRM, and the different types of E-HRM, are expected to result in outcomes that include more efficient HRM processes and better level of HR services (Ruël et al., 2007). One's assessment of the quality of E-HRM applications is based on the user friendliness of the product, in other way how good the technology is for the software (Ruël et al., 2007). E-HRM applications are no longer 'stand-alone' as per the initial implementation tools but mostly a part of more complicated ERP systems, where now most E-HRM modules are integrated with financial, SCM or other modules. After some discussions on E-HRM, Bondarouk and Ruel (2009) defined E-HRM as an umbrella term covering all possible integration mechanisms and contents between HRM and Information Technologies.

### ***3.2.1 Advantages of E-HRM***

Much is acclaimed and expressed about the advantages of E-HRM, but scientific proof of this advantages are scarce (Ruël et al., 2007). It is assumed that E-HRM reduces the amount of paperwork for the HR staff since the employees and managers are enabled, via options as Employee Self Service (ESS) and Manager Self Service (MSS), to self-administrate their working hours and use the shared service center to specify, read and address questions regarding contract specification, lone specification or other issues related to HR without the interference of HR staff (Hendrickson, 2003; Panayotopoulou et al., 2007). The Manager self Service (MSS), allows the manager to look into confirm salary actions, salary changes, and bonuses and. Web-based access and self-service options have simplified the usability of many benefit options and administration alternatives for most employees (Hendrickson, 2003). The MSS on the

other hand, even gives the managers decide on the choice they need to make or verify about rewards of their subordinates and asks them to insert their decision (Panayotopoulou et al., 2007).

Another advantage of web-based self-service model is that it makes things easy for the employees to have access to their personal information from the HR system and enables them to ensure its accuracy (Reddick, 2009). Everyday tasks such as approving pay rises, sorting out training, and checking holiday entitlements can be handled by employee themselves or their supervisors using E-HRM (Olivas-Lujan et al., 2007). Also in many organization', E-HRM has led to a drilled down distribution of the work that HR managers used to do to other managers and at the same time empowered employees (Ruël et al., 2007). Various goals of E-HRM, and the different types of E-HRM, are expected to result in outcomes that include more efficient HRM processes, a higher level of service delivery and a better strategic contribution (Ruël et al., 2007). In a case study done among the Banks of Pakistan, it is believed that The Bank needs to move its HR department to Transformational E-HRM with more emphasis on strategy making and freeing time from administrative. The banks ever since then increasingly using relational E-HRM for recruitment and talent management chores. The company has an elaborate e-Recruitment infrastructure considering the size of the company (Zafar, Shaukat & Norazuwa, 2010). The introduction of E-HRM is accompanied by the decentralization of HR tasks and by the harmonization and standardization of HR processes (Ruël et al., 2004).

### **3.2.2 *Downfall of E-HRM***

Results the CedarCrestone survey in 2007 showed that only 14% of companies report that E-HRM have enabled them to make better HR decisions (CedarCrestone, 2007).

These show two possibilities, either the application is not user-friendly or the features are not complex enough to assist in other tasks for HR. As a result, there may be problems with the design or implementation of these systems that hinders them from achieving their intended goals (Stone, Stone-Romero, & Lukaszewski, 2003). For instance, the messages in electronic systems may lack the richness of face-to-face communication, and prevent individuals from understanding important HR information such as HR rules, procedures, safety and other guidelines. Similarly, electronic HR systems may be less engaging than traditional HR systems, and less likely to capture individuals' attention.

The critical evolving question pertains to the amount of human interaction that is required in the workforce because of the implementation of new e-technological advancements. Individuals may not feel comfortable with computerized performance management systems that keep track of such variables as the number of keystrokes or the amount of time spent on tasks (Stone et al., 2006). Differences in cultures and languages between continents and countries are a hurdle in the acceptance of newly introduced web-based HR facilities (Ruël et al., 2004). Thus, it is important for the implementing organization to look into what will be the downfall of the E-HRM implementation, acceptance and continuation.

### **3.3 Preferred HR Roles**

Ulrich (1997) acknowledged four roles for HR staff along two axes namely administrative expert, change agent, employee champion and strategic partner. Specifically, Ulrich (1997) defined four roles the HR professional must fulfill in order to create a business partnership with the firm with the expectation that this will add value. Different HR roles require the HR units develop different capabilities, different

mindsets, different priorities and different attention (Yusliza & Hazman, 2008). The adoption and deployment of E-HRM is likely to set direction towards new paths in the organization and the HR roles. The shift from traditional HRM to E-HR practices gives rise to several effects on the role of HRM (Panayotopoulou et al., 2007). In the past, HRM focused mainly on control, registration, and administration: in the knowledge economy where knowledge workers are capital of the organization, HRM should focus on improving service, change management, and facilitating organizational flexibility (Zafar, 2010). According to Ensher et al., (2002), E-HRM apart only from substantial reductions in cost and time and transition of administrative activities from the HR department to the employees themselves, can bring about an “increased emphasis on HR as a strategic business partner (Ensher et al., 2002). The strategic role of the HR function means being involved in strategic planning of the HR functions and being able to have a broad perspective of the HR job were from the outset and not only during the implementation phase and matching employee resources with business needs (Panayotopoulou et al., 2007).

Bell et al. (2006) identified that the HR staff sensed that E-HRM implementation increased their knowledge on the business for the HR department. Given the central function of HR as a protector and developer of human assets and intellectual capital, its transformation from an administrative expert entity into a value-adding contributor is critically important (Zin & Talat, 2011). According to Lepak and Snell (1998), the increasing demands on the HR staff are a consequent from the introduction of virtual HR. According to a finding by Panayotopoulou et al. (2007), the majority of the respondents suggested that HRM would become an integral part of strategy in the future which could result in a bigger HR department employing more HR professionals.

### ***3.3.1 Administrative Expert***

In Ulrich's (1997) model of the role of the HR department, administrative expert concerns more with jobs that involve people and increasing the process efficiency of the HR function's. More of their time is spent on this role. This role requires that HR professionals design and deliver efficient HR processes for staffing, training, appraising, promoting, and also managing the flow of employees through the organization. HR professionals need to manage the firm administrative infrastructure through administrative expertise. These shall be done by designing and delivering efficient HR processes for staffing, training, and payroll.

### ***3.3.2 Employee Champion***

As employee champions, it requires the HR function to know the employee concerns there's a need to spend time talking to them and listening to their concerns rather than only focusing on the processes. Moreover, the HR function should promote all possible methods of communication, including employee surveys, suggestion programs, team meetings and any other means of sharing information and views. It needs the HR professionals to strive to increase employee commitment and capability through this role.

### ***3.3.3 Change Agent***

The HR role as change agents will be implementing change to other departments, being a main person involved in change across the entire organization, resolving employee issues that is due to a change, and slotting in change by implementing

efficient and flexible processes whenever necessary. This role is both strategic and process oriented.

#### ***3.3.4 Strategic Partner***

The organization must make sure that its practices, processes, and policies complement the overall organizational strategy. HR professional works to be a strategic partner, helping to ensure the success of business strategies. By being a strategic partner, HR professionals actually do help to manage the human resources in the organization and align HR practices with the business strategy.

### **3.4 Variables Related to the Study**

The variables related to the study will be discussed in the section. Independent variables will be finally followed by E-HRM continuance intention as the dependent variable.

#### ***3.4.1 Attitude***

Attitude refers to the person's own performance of the behavior, rather than his or her performance in general (Fishbein & Ajzen, 1975). Attitude is viewed as the degree to which an individual's is favorably or unfavorably disposed towards using the system. Attitude means the user's evaluation of the desirability of using the system (Ajzen & Fishbein, 1977). Attitudes influence an individual's adoption and aversion to IT. Attitudes influencing adoption may include perceptions where systems provide benefits and are easy to learn and operate. Although many definitions of attitude have been proposed, most researchers would agree that a person's attitude represents his evaluation of the entity in question (Ajzen & Fishbein, 1977).