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Analysis of Factors Affecting the Acceptance of E-HRM Management System: A Case Study of UK Banking Sector

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Abstract:
The aim of this research paper to assess the factors influencing the acceptance and effectiveness of EHRM in banking sector of UK. This study has followed quantitative method where survey questionnaire was used as the instrument to collect data from 200 employees and managers working in the banking industry of UK. The research model has considered the internal process of mediating variable, source factors, message factors, and audience factors as independent variables and communication effects as dependent variable. In order to test the model, smart PLS has been used where confirmatory factor analysis (CFA) was used as the technique. The outcomes of this research suggests directly only source factors tend to impact the communication, however, message factors and audience factors do not have a direct relationship with the communication. It is also apparent from the table that source factors do not have a significant impact on internal processes of an organization however, audience factors and message factors do have an impact on the internal processes. Lastly, the above table suggests that internal processes mediates the relationship of message factors, audience factors, and source factors with the communication effects.

Keywords: *EHRM, acceptance of EHRM, internal process, communication*.

I. Introduction

All over the world, technology has revived the business fields, therefore the HRM has also been affected by the technological advancement (Kano, et al. 2019). This study is focussed towards the factors which affect the acceptance of the E-HRM management system for the UK banking sector. For that particular reason, it is necessary to specify that what exactly the E-HRM means and why the organisations have been moving towards the new technology. E-HRM enables the organisation to save their time for multiple tasks such as the report generation for data analysis of their employees when it comes to compensation (Musfiqur, Mordi, and Nwagbara, 2018). Moreover, organisations are required to decide the pay scale of their new employees as well as they also require to design their jobs (Hosain, 2017). Together, all these task which are related to the HR activities can be easily executed with the help of E-HRM (Neema, 2019). However, this system also enables the organisations to connect multiple offices over a single system whether their offices are located in a single country or spread all over the world (Morsy, and El Demerdash, 2017).

In addition, it is also necessary to mention that there are multiple functions that the HR departments of the companies are required to perform for the tasks that are related to decision making. Such tasks includes the promotion of the employees, termination, employee development program, rewards, appraisal and others (Trullen, et al. 2016). This technology helps the HR professionals to gather related information that is necessary to analyse before taking any decision for any employee or the group of employees (McDonald, Fisher, and Connelly, 2017).

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Furthermore, it involves the high competence of the HR professionals as they would be required to use the systems in an effective manner or else the implementation would be of no use (Iqbal, et al. 2018). As per the study of Olson, Johansson, and De Carvalho, (2018), there are various software which are used in the organisations all over the world such as ERP, SAP and others. These software are similar to E-HRM but does not consist all of the features that an efficient E-HRM software must include.

Therefore, analysing the importance of the E-HRM management systems, it becomes necessary to analyse that what are the factors which affect the acceptance of this system (L'Écuyer, et al. 2019). This study is focused towards the analysis of the related factors and investigate their relation towards the acceptance. Reason being focusing the acceptance of the E-HRM management system is that multiple researchers have focused that whenever the organisations are required to implement any new system, they need to analyse that whether they are ready to implemented such system or not (Ambarwati, and Ratulangi, 2017; Khankaew, Ussahawanitchakit, and Raksong, 2017; Mikolajewicz-Wozniak, and Scheibe, 2017). Another study has contributed that as organisations usually have to bear the extra cost of system implementation and the change of infrastructure that becomes necessary after the implementation (Prodan, et al. 2018). In addition, it was also observed that the organisations have to train their employees to enhance their skills in order to use the implemented system in an efficient manner (Khaskhelly, and Khoso, 2018).

In the light of the study of Agarwal, and Lenka (2018), it was found that there are multiple objectives that has been achieved by the organisations by the implementation of E-HRM management system which help the managers for the process of decision making. Major objectives which has been achieved by the implementation of E-HRM include enhanced quality of service of HR to their clients, increasing the efficiency and become the cost effective department of the organisation (Channar, et al. 2016). Moreover, the implementation and efficient utilisation of E-HRM management system helps the organisation to become the strategic partner of the managers in order to achieve their organisational goals (Priya, 2017). This study further funnel downed the methodology by using some of the factors which have been analysed through the related review of literature and appropriate tests have been applied over it. Results obtained from the tests have helped the researcher to conclude the study and based upon which some of the recommendations have been provided in the last section of the study.

II. Literature Review

A. E-HRM

The constant advancement in diverse technologies have transformed traditional business practices, which brings significant improvement and efficiency in different business operations (Njoku et al., 2019). HRM as one of the most important function of any organisation has also transformed with the inclusion of new technologies in a workplace. In this regard, the concept of E-HRM has emerged over the years, which refers to the progression of different technologies that support the provision of HR services (Obeidat, 2016). The notion of E-HRM is commonly viewed as a business-wide strategy that incorporate flexible, integrated and scalable technology to aligned knowledge workers and internal processes with key business objectives. The study carried by McDonald, Fisher and Connelly (2017) defines E-HRM as a technology application that allows employees and managers to have direct access to HR and different workplace services for performance appraisals, communication, knowledge management, reporting, learning of administrative applications, and reporting team management. Moreover, in accordance with the study of Atallah (2016), E-HRM can be explained as the administrative assistance from HR functions of the organisation by utilising internet technologies.

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As per the study of Berber, Đorđević and Milanović (2018), E-HRM is recognised as an important component that covers all the implications and mechanisms of the probable amalgamation between information technology and human resource management, which creates value for management and employees of the organisation. According to Wirtky et al. (2016), the concept of E-HRM is often overlapped with human resource information system (HRIS); however the most fundamental difference between the two concepts is that HRIS is mainly associated with HR department, as these technologies is mainly used by HR professionals with the main intention to improve processes within the HR department. In contrast, E-HRM is mainly targeted to the management and employees of the organisation. Conclusively, the concept of E-HRM is referred to the process of incorporation between HRM and information technologies by making the use of web-based application in HRM.

B. Significance of E-HRM

In current challenging business environment, IT plays a major role in providing competitive benefits and developing opportunities for different enterprises (Gupta & Saxena). In this regard, the profession of HR has been forced to respond to growing competition for modifications in both compositions and workforce attitudes, and also quick advancement in HR technologies. According to Deshwal (2015), E-HRM is regarded as one of the key essence for decentralising the functions of HR, which allows the manager and employees of the organisation to get the access of these functions through web-based technologies and internet. This empowers employees and managers to carries out particular HR functions, which eventually provides more relieve to HR and enable them to pay more attention towards strategic component of HR instead of focusing on operational aspects of HR. As per the study of Rastogi and Srivastava (2017), E-HRM plays an important role in enhancing the level of services that are provided by HRM. In accordance with the same study, E-HRM tends to increase cooperation and facilitate teamwork by enhancing communication between the employees.

According to Rahman, Mordi and Nwagbara (2018), the incorporation of E-HRM in organisations has significantly declined the paperwork and provide ease of accessibility to large data, which increase efficiency and decline organisational cost. The same study have found that in the context of banking industry, the use of E-HRM practices is recognised as highly effective in the field of recruitment, training, promotion etc. Similarly, as per the study of Rahman, Mordi and Nwagbara (2018), E-HRM practices have increased the organisation’s ability to gather, secure and process voluminous data, and diminish the time that is required to process data with easy accessibility. The overall review of previous literature highlights the huge significance of E-HRM with regards to different HRM practices including recruitment, hiring, training, and other operational functions.

C. Factors Affecting the Acceptance of E-HRM

The acceptance and use of E-HRM is highly subjected to different factors, which can be varied amongst different organisations. As mentioned in the study of Stone &Lukaszewski (2009), some of the major factors that can influence the acceptance of E-HRM in any organisation fall under three categories, which includes source factors, audience factors, and source factors. As per the same study, the combination of all these factors are tends to make a significant impact on recipient’s acceptance of a communication. Source factors mainly revolves around the level of trustworthiness, expertise, status, and likability. Similarly, in accordance with the study of Panos&Bellou (2016), the individuals are less likely to accept E-HRM if main sources have to pose with low level of expertise and credibility.

On the other hand, audience factors are also recognised as highly influential for the acceptance of E-HRM, which includes persuasion, intelligence, and personality (Stone &Lukaszewski, 2009). The study carried out by Hamad et al. (2019) also identifies individual behaviours as the most

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important determinant of E-HRM acceptance along with the nature of new system. Therefore, the attitude of individuals towards the new system determines the level of E-HRM acceptance within the organisation. Moreover, message factors that can influence the acceptance of E-HRM includes type of appeal, order of arguments and explicitness of appeal (Channar et al., 2016). Furthermore, as per the study of Hosain (2017), the acceptance of E-HRM is highly dependent on three important factors which involves IT infrastructure, employee attributes, and compatibility. The same study argues that level of complexity that is associated with the new system is likely to make a major impact on the acceptance of E-HRM. Therefore, it is vital for organisation to must reduce the complexity of E-HRM system to make sure the high acceptance of new system.

III. THEORETICAL FRAMEWORK

Based upon the topic of the study and the related literature review, there are three theories which can be applied over the study which include Technology Acceptance Model, Theory of Reasoned Action and Theory of Planned Behaviour.

1) *Technology Acceptance Model*

Davis in the year of 1989 presented the model of technology acceptance by analysing the emerging technologies and their incorporation in the new business environment (Wu, and Chen, 2017). This model presented that whenever it comes about discussing the incorporation of technology in the organisation, it is necessary to analyse that whether the employees of the company are ready to accept the technology or not. As per the study of (Al-Emran, Mezhuyev, and Kamaludin, 2018), this theory focuses two of the factors mainly which include the perceived usefulness as well as perceived ease of use. Therefore, it becomes necessary for the organisation while implementing any of the technology for their employees to analyse that if their employees are capable of using it or the technology will help the organisation to grow (Wingo, Ivankova, and Moss, 2017). In such a case, when both the factors are in the favour of the company, they should focus the behavioural intention of their employees to use the systems (Taherdoost, 2018). However, there are cases when the behavioural intentions of the employees are not in the favour of the company, it becomes necessary for them to motivate their employees for using the technology by making them realise that this will help both the company as well as the individual to grow in their respective fields (Chen, Xu, and Arpan, 2017).

2) *Theory of Reasoned Action*

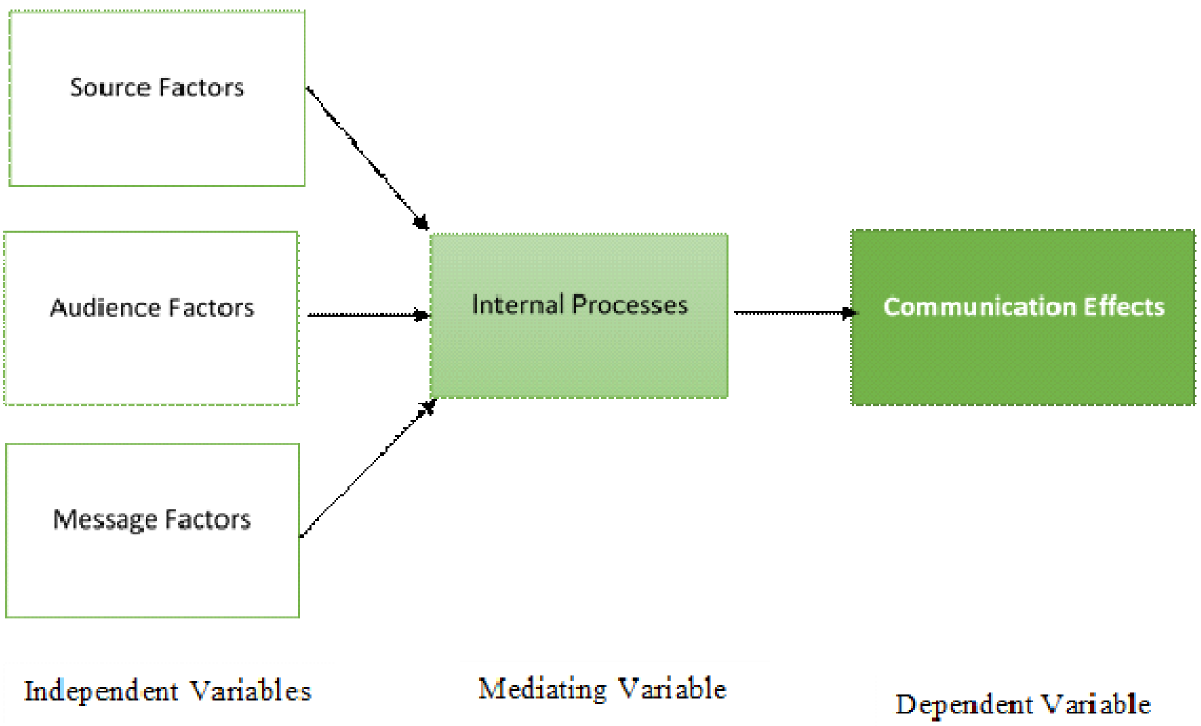
Similar to the previously discussed theory, this theory also aims the behaviour of an individual mediated by the behavioural intention of that particular individual (Tuck, and Riley, 2017). As per the study of Yzer, (2017), there are two factors mainly which affect the behavioural intentions such as the attitude towards any specific act and the subjective norms created by the majority of the people. Furthermore, there are various elements which carry out these factors as it has been studied that behavioural belief of people and the evaluation of outcome regarding any specific act contributes the attitude of any individual regarding the particular act (Pookulangara, et al. 2017)(Riyadh, Alfaiza, & Sultan, 2019). In addition, normative belief of the majority of the people in any society or organisation as well as the motivation to comply with the act derives the subjective norms (Alryalat, Rana, and Dwivedi, 2020). Therefore, it becomes necessary for the organisation to analyse all these factors before taking decision regarding any specific implementation of technology or policy (Otieno, et al. 2016). However, if the organisation has successfully analysed all the necessary elements and supported their decision with strong justifications, there is a greater probability of successfully achieving the aims of the implementation.

3) *Theory of Planned Behaviour*

This theory is focused towards the behaviour of the employees of any company or any individual who has been working in any environment whether the corporate environment or not (Cooke, et al. 2016)(Hosam Alden Riyadh, 2020; Sohail Imran

Khan, 2019; Sultan & Noor, 2017). As it has been studied that in order to achieve the goals associated with any specific behaviour of the people, it is necessary to analyse that if there is an intention among the people regarding that particular act or not (Kam, Hue, and Cheung, 2018). In such a case, when it comes to analyse the intention of the individuals, three factors should be analysed such as attitude of the people, their subjective norms and the perceived behaviour regarding that particular act. In the study of Passafaro, Livi, and Kosic, (2019), it was found that perceived behaviour and the subjective norms have been created by the past experiences of an individual regarding any specific act. However, it is necessary for the organisation or the implementing body to create awareness if there are some ambiguities or misperception regarding the specific act among the people. In addition, element of attitude also plays a vital role in this case as it strongly impact the intention of any particular individual regarding any specific action (Botelho, Harrison, and Mason, 2019).

IV. Conceptual Framework



Analysing the theories and the factors which affect the acceptance of E-HRM management system, above conceptual framework has been created in which it has been shown that there are mainly three factors which affect the communication in terms of acceptance of E-HRM management system. The above framework has mentioned that source factors, audience factor and message factors impacts the communication which is mediated by the internal process of the organisation.

V. Research Method and Approach

As the study was focused towards the acceptance of E-HRM management system, therefore primary quantitative data was collected for the study based upon which related tests have been applied using the most effective data analysis method. Data for the study was collected from the employees who have been working in the banking sector of UK considering that these are the targeted population of the study, therefore the sample which was selected for the data collection consisted of 200

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employees of the banking sector. These respondent of the study were distributed with the questionnaire in which they had to answer the questions based upon the Likert scale. This type of questionnaire provides five options to the respondents and they have to select any of them which shows the degree of their consent with the closed ended statement being provided in the form of question (Voutilainen, et al. 2016).

In this study, structural equation modelling has been used which is a technique being used for multivariate statistical analysis. This technique is used when the researchers are required to analyse the relationship between the measured variable of the study and the dependent variable (Lefcheck, 2016). This technique applies the multiple regression analysis and multiple factor analysis in parallel in order to obtain that how much the respective factors have been impacting over the dependent variable (Schermelleh-Engel, Klein, and Moosbrugger, 2017). Precisely, it is known as structural equation modelling (SEM). Furthermore, the convergent validity test along with the discriminant validity test has been applied in this study using the research instrument which was SmartPLS (Cheah, et al. 2018). These tests have been used in order to analyse the construct between two variables. Convergent vanity test shows that if the two measuring variables have same construct or not (Stevens, 2019). Moreover, the discriminant validity test is being used to measure the unrelated construct of the variables (Voorhees, et al. 2016).

Moreover, factor loadings have also been used in this study, this test is being used when it comes to analyse the variability between or among the variables which were observed for the study in order evaluate their impact over the dependent variable (De Roover, Vermunt, and Ceulemans, 2019). To further strengthen the methodology of the study, path analysis has also been conducted which helps the researcher to find the relation between the dependent and independent variable by applying the multiple regression analysis over the collected data (Shipley, 2016). Once the tests have been conducted and the findings were obtained, researcher has conducted the analysis of the findings to conclude that hypothesis of the study is being accepted or not. Based upon which results of hypotheses have been presented along with the conclusion and recommendation for the UK banking sector for the implementation of E-HRM management system based upon the degree of their acceptance by the employees working in that particular sector.

VI. Analysis and Results

D. Confirmatory Factor Analysis (CFA)

One of the most widely used data analysis technique used in Structural Equation Modelling (SEM) is confirmatory factor analysis as it helps to determine the structure of concealed variables. The loadings of the factor for this research have been evaluated on the basis of the benchmark values that are widely recognized among researchers and practitioners. As per the research of Shay (2017) the benchmark value for CFA is 0.6. In the light of the benchmark value considered all the factors shown in figure 1 are appropriate and thus they can be considered authentic for the model. It can be interpreted from the above findings that all the predictors of the model are relevant. Further, the reliability of all the variables included in the model has been tested with the help of Cronbach Alpha.

	Factors Loading	**Cronbach's Alpha**	**Composite Reliability**	**Average Variance Extracted (AVE)**
Audience Factors		0.842	0.893	0.677
AF1	0.754			
AF2	0.859			

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AF3	0.852			
AF4	0.822			
Communication Effects		0.890	0.925	0.757
CE1	0.765			
CE2	0.929			
CE3	0.940			
CE4	0.835			
Internal Process		0.780	0.871	0.697
IP1	0.659			
IP2	0.902			
IP3	0.918			
Message Factors		0.647	0.800	0.576
MF1	0.740			
MF2	0.869			
MF3	0.651			
Source Factors		0.867	0.918	0.789
SF1	0.831			
SF2	0.910			
SF3	0.921			

Composite reliability and Cronbach's Alpha are the widely used metrics for determining reliability among the variables. In this research, both of the metrics are used for the purpose of assessing the validity and reliability of the variables that are included in the model. For this metric, the benchmark is considered as 0.6 as measured by the study conducted by Saberi (2018). In this regard, all the above constructs can be deemed as reliable considering that they have reliability value more than 0.6.

Other than the reliability and validity of the constructs, the above table also includes Average Variance Extracted (AVE). This metric is responsible for gauging the variance or change that can be explained by the constructs where the residual variance is considered to be error of measurement. In order to conform the convergent validity of the variables used, the benchmark value should be 0.5 or greater as suggested by the research conducted by Shau (2017). It is evident from the above table that convergent validity of all the variables can be considered as valid as the value of AVE for each of them is greater than 0.5. Thus, in order to conduct the further testing, it can be confirmed that variables are valid which further allows the researcher to meet the objectives.

E. Discriminant Validity

Discriminant validity basically explains the degree with which one construct differs from another, this difference basically shows the accuracy of the variable in conceptual terms. The following table shows the values of discriminant validity for the constructs that are used in the model of this research:

Discriminant Validity	**Audience Factors**	**Communication Effects**	**Internal Process**	**Message Factors**	**Source Factors**
Audience Factors					
Communication Effects	0.670				

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Internal Process	0.713	0.683		
Message Factors	0.234	0.209	0.281	
Source Factors	0.894	0.646	0.527	0.111

As per the study conducted by Franke and Sarstedt (2019), the value of HTMT should be at most 0.9 in order to show that the constructs in the model are accurate conceptually based on the degree of their variance. The above table showing the HTMT values of all the constructs included in the model indicates that they are less than the benchmark value of 0.9. Hence, it can be stated that the constructs are conceptually accurate as the ones that are not supposed to be related are unrelated to one another.

F. Basic Model

The basic model of this research includes audience factors, message factors, source factors, internal processes, and communication effects as the variables which are being tested. This model determines the factors that influence the effectiveness and effectiveness of E-HRM in banking industry of UK. In order to do so, internal processes of the organization are considered to be the mediating variable in the model. The following table shows that post bootstrapping the model, the R-square appears to be 0.471 which indicates that message factors, source factors, and audience factors are effectively able to explain 47.1% of variance that occurs in communication due to implementation of E-HRM. The following table indicates the basic model along with coefficient values for each of the construct:

	Original Sample (O)	**T Statistics (|O/STDEV|)**	**P Values**
Audience Factors -> Communication Effects	0.125	1.295	0.196
Audience Factors -> Internal Process	0.546	6.524	0.000
Internal Process -> Communication Effects	0.348	4.470	0.000
Message Factors -> Communication Effects	0.053	0.826	0.409
Message Factors -> Internal Process	0.128	2.056	0.040
Source Factors -> Communication Effects	0.322	3.518	0.000
Source Factors -> Internal Process	0.051	0.525	0.600

The above table indicates that audience factors do not have a direct effect with communication effects as the p value is found to be 0.196 which is more than the benchmark value of Alpha. Similarly, message factors do not have a direct effect with communication effects as the p value is found to be 0.409 which is more than the benchmark value of Alpha. Source factors do not have a direct effect with internal processes as the p value is found to be 0.600 which is more than the benchmark value of Alpha. In the case of audience factors and message factors they have a positive effect on internal processes which is the mediating variable in the model as their p values are 0.000. Among the different factors, source factors is the only variable that has a direct relationship with communication effects as determined by the p value which is 0.000.

VII. RESULTS OF HYPOTHESIS

The following table summarises the results of the hypothesis that are tested through the model of this research:

S. No.	Hypothesis	P-Value	Result
H1	Message factors have an influence on communication effects	0.409	Rejected
H2	Source factors have an influence on communication effects	0.000	Accepted
H3	Audience factors have an influence on communication effects	0.196	Rejected
H4	Internal processes has an impact on communication of organisation	0.000	Accepted
H5	Message factors have an influence on internal processes	0.040	Accepted
H6	Source factors have an influence on internal processes	0.600	Rejected
H7	Audience factors have an influence on internal processes	0.000	Accepted

It becomes clear from the above table that directly only source factors tend to impact the communication, however, message factors and audience factors do not have a direct relationship with the communication. It is also apparent from the table that source factors do not have a significant impact on internal processes of an organization however, audience factors and message factors do have an impact on the internal processes. Lastly, the above table suggests that internal processes mediates the relationship of message factors, audience factors, and source factors with the communication effects.

VIII. Conclusion

The study was focused towards the acceptance of E-HRM Management System in the UK banking sector for that particular reason the quantitative survey was conducted among the employees of the UK banking sector. As there were mainly three factors which have been analysed while studying such as the source factor, message factor and the audience factor, therefore the questionnaire was made analysing the factors and their related outcomes. Results of the study has shown that the source factor has a great influence over the communication process of the organisation, which makes it clear that organisations should consider the source of information they have been using while executing the process of communication. Another study conducted by Punjaisri, and Wilson (2017) mentioned that when it comes to communicate any message to the employees of the organisation, it is necessary to analyse that who is delivering the message.

Moreover, it has also been observed that crucial messages have been delivered by the senior managers in person considering the importance of the source factor for communication process. Furthermore, the results of the study has also made it clear that the internal process of the organisation plays a vital role for the communication process of the company. Along with that, it was also observed that message factor has also a great importance when it comes to discuss about the internal process of the company. Therefore, it becomes necessary for the managers to keep on analysing that how the message has been communicated in order to keep their internal process effective. As per the results of the study which have been obtained by the analysis of the collected data, it was found that audience has a significant impact over the internal process of the company which means that it is necessary that what type of message is being delivered to whom by whom for effective communication process.

IX. Recommendations

Based upon the analysis of the results, there are some of the recommendations for the UK banking sector that how they can improve their business process in terms of internal process and communication by the implementation of such practices. As it has been observed that source factor

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plays a vital role therefore, the organisations should consider the source they have been using for the purpose of communication any message to their employees. In addition, the message factor is influencing the internal process of the organisation which means that while communicating with the senior managers of the organisation as well as the skilled employees of the company, they should consider that in what ways the message has been delivered. Moreover, analysing the significance of audience factor, it is necessary for the managers that they should know that with whom they have been communicating what message in order to make the internal process of the organisation more effective. Reason being focusing these factors is that, internal process of the organisation should be effective for efficient communication process of the company, therefore, an organisation focusing these factors would have greater probability of achieving their organisational goals in respective cases.

X. LIMITATIONS

Similar to any other study, there are some of the limitation of this study as well which are necessary to mention such as the study was focused towards the banking sector of UK, therefore the data has been collected with the convenience of the researcher. During the process of data collection, researcher has only focused the banks which were easily accessible, therefore, there are the chances that including the remaining banks would slightly change the results of the study. Furthermore, respondents have only been taken from the large banks of UK, which means that micro financing organisation and other small banks have been excluded which may have change the results of the study. Moreover, this study has included the limited factors, therefore, including the more factors may also impact the results. In addition, it is also necessary to mention that this study has been conducted specifically for UK, however, similar model can also be applied on any other country to check whether the model has similar impact or not..

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Appendix

Survey Questionnaire

Questionnaire

Source Factors					
Expertise of the communicator is important					
Trustworthiness play a vital role in communication of messages					
Human beings are perceived to be more likeable as compared to software and technologies					
Message Factors					

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Emotional appeal is effective in communication					
Explicitness of appeal is important in HR communication					
Order of arguments are better explained by Humans					
Audience Factors					
Persuasion plays an integral role in determining the efficiency of communication					
Intelligence is an effective factor perceived by the audience					
Personality influences the audience in terms of communication					
Internal Processes					
Electronic messages are perceived to be less engaging					
Recipients are less likely to comprehend the message when it is coming from a one-way source					
In order for HR messages to communicate effectively, acceptance by recipients is important					
Communication Effects					
E-HR modifies information flows in the organization					
E-HR system impacts the social interaction among employees of organization					
E-HR improves the communication process in an organization					
The effectiveness of communication of HR depends over attention comprehension and acceptance					