

An Investigation of the Effects of Organizational Readiness on Technology Acceptance in e-HRM Applications

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Abstract

The primary objective of this study is to investigate the effects of level of readiness to electronic human resource management (e-HRM) applications of enterprises to perceived usefulness, perceived ease of use and behavioral intention which are placed among the basic variables of Technology Acceptance Model. In the study, the readiness to e-HRM applications of enterprises is examined in five dimensions. These are Perceived Organizational Resources (POR), Perceived Organizational Support (POS), Organizational Information Policy (OIP), Perceived Organizational Innovativeness (POI) and Perceived Employee Technical Competency (PETC). The data of this survey were gathered from the enterprises which are placed among the first 500 industrial enterprises in Turkey prepared by Istanbul Chamber of Industry in 2009. The questionnaire was filled out by the directors or managers who have decisive positions in these enterprises. The questionnaire was prepared by taking the advantages of various studies (Udo et al., 2006; Prajogo and Ahmed, 2006; Alegre and Chiva, 2008; Hansen and Birkinshaw, 2007) for the sub dimensions of Organizational Readiness and for technology acceptance scale questions Davis' Technology Acceptance Model is used. The data is analyzed by SPSS 18. At the end of the survey, it was found that Organizational Readiness variables positively affect e-HRM applications such as perceived usefulness, ease of use and behavioral intention to use.

Keywords: e-HRM, Organizational Readiness, Technology Acceptance

1 Introduction

Using information and communication technologies in human resource services has become an important strategy to achieve competitive advantage for organizations. Information technologies are expected to provide the HR function with the opportunity to create new avenues for contributing to organizational effectiveness. It is observed that electronic human resource management (e-HRM) is gaining importance (Cedarstone, 2005) and the use of web-based technologies for human resource management practices, policies and processes is increasing within organizations. In spite of (e-HRM) systems that are being used with increasing frequency in organizations, there is relatively little research about e-HRM

applications and consequences for individuals and organizations.

It can be stated that the acceptance of the use of HRM information technologies and systems by organizations is a new and important research field. Therefore the purpose of the present study is to examine the effects of “Organizational readiness” on “technology acceptance”. A research was conducted in the e-HRM field to test the effects of organizational readiness on technology acceptance.

2 Literature Review

2.1. Electronic Human Resource Management (e-HRM)

Electronic human resource management (e-HRM) is used interchangeably with virtual human resource management, human resource intranet, web-based human resource management, computer-based human resource management systems and human resource portals (Ruel et al., 2004). E-HRM can be narrowly defined as the administrative support of the HR function in organizations by using internet technology (Voermans and van Veldhoven, 2007). E-HRM is also defined as a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support and/or with the full use of web-technology-based channels (Ruel et al. 2004). Another definition of e-HRM is using computer systems, interactive electronic media and telecommunications network to fulfill HR functions (Strohmeier, 2007).

2.2. Organizational Readiness (OR)

The subdimensions of Organizational Readiness are Perceived Organizational Resources (POR), Perceived Organizational Support (POS), Organizational Information Policy (OIP), Perceived Organizational Innovation (POI) and Perceived Employee Technical Competency (PETC).

2.2.1. Perceived Organizational Resources Competency (PORC)

In corporations, there is necessity of existence of some resources to execute HRM functions in electronic media (Hooi, 2006). These include both sources such as software, hardware and networks which constitute technical infrastructure and financial resources. Surveys show that IT usage level of employees of the corporations which have these resources is greater than the other employees whose corporations do not have the same resources (Mathieson and Chin, 2001).

Thus, the following hypothesis are proposed;

H1: Perceived Organizational Resources Competency has positive impact on Perceived Usefulness.

H2: Perceived Organizational Resources Competency has positive impact on Perceived Ease of Use.

H3: Perceived Organizational Resources Competency has positive impact on Behavioral Intention to Uses.

2.2.2. Perceived Organizational Technical Support (POTS)

Owing to e-HRM is basically an alliance of applications formed by frequent usage of IT, the workers might encounter some difficulties while they are using the applications (Igbaia et al., 1997). In such cases, technical support service provided by corporations positively affects the IT usage of workers. Corporate Technical Support may be both an expert team within the corporation and technical support which is regularly outsourced (Lopez and Masson, 1997).

Therefore, we hypothesize that,

H4: Perceived Organizational Technical Support has positive impact on Perceived Usefulness.

H5: Perceived Organizational Technical Support has positive impact on Perceived Ease of Use.

H6: Perceived Organizational Technical Support has positive impact on Behavioral Intention to Use.

2.2.3. Organizational Information Policy (OIP)

Corporations necessitate a proper information policy for e-HRM applications applications (Stone et al., 2006). Because of this, accessibility, collectability and distributivity of information are of great importance.

H7: Organizational Information Policy has positive impact on Perceived Usefulness.

H8: Organizational Information Policy has positive impact on Perceived Ease of Use.

H9: Organizational Information Policy has positive impact on Behavioral Intention to Use.

2.2.4. Perceived Organizational Innovativeness (POI)

Innovation means transferring and applying a new thought to business activities and also it is mentioned that there are different kinds of innovation such as technological innovation, process innovation and managerial innovation in literature (Arslan, 2001). It is believed that employees who strongly believe in innovation have a dominant role in success of innovation in organizations (Ruël et al., 2004). E-HRM is a combination of traditional HR applications and modern applications equipped with computer-network systems (Erdal, 2009). One of the objectives of this survey is to determine the feasibility of e-HRM applications in enterprises of Turkey. So, it is considered that institutional innovativeness perception would determine to apply e-HRM which is an innovation for corporations.

H10: Perceived Organizational Innovativeness has positive impact on Perceived Usefulness.

H11: Perceived Organizational Innovativeness has positive impact on Perceived Ease of Use.

H12: Perceived Organizational Innovativeness has positive impact on Behavioral Intention to Use.

2.2.5. Perceived Employee Technical Competency (PETC)

E-HRM differing from traditional HR information system contains applications that not only HR department employees but also the other employees are incorporated into the HR applications process to keep track of personal HR operations. HRM services provide usage to

all workers by courtesy of Intranet and Extranet networks. Hence, the technology usage proficiency of all workers earns importance.

H13: Perceived Employee Technical Competency has positive impact on Perceived Usefulness.

H14: Perceived Employee Technical Competency has positive impact on Perceived Ease of Use.

H15: Perceived Employee Technical Competency has positive impact on Behavioral Intention to Use.

2.3. Technology Acceptance Model (TAM)

Determinants of technology use have been investigated to predict and explain end-user adoption and acceptance of information technology and systems. One of the first theories in this field is Fishbein and Ajzen's generic Theory of Reasoned Action (TRA) that explains user's attitude towards technology in the organizations. TRA argues that a person's behavior is predicted by his or her behavioral intention. Now in this field the most prevalent model is Technology Acceptance Model (TAM) that was adapted from the Theory of Reasoned Action (TRA). TAM was developed by Fred Davis in 1985 to explain intention to use, and acceptance of new technology in organizations.

TAM has three key variables: Perceived usefulness (PU), perceived ease of use (PEU) and behavioral intention to use (BIU). Perceived usefulness is defined as the user's subjective assessment about using a specific application system will increase his or her job performance within an organizational context. Perceived ease of use refers to the degree to which the user expects the target system to be free of effort. Behavioral intention to use indicates an individual's requests and efforts to perform a behavior. TAM asserts that the influence of external variables upon user behaviour is mediated through user beliefs and attitudes.

The reason choosing TAM for this research was because TAM has been tested empirically and supported through validations, applications, and replications (Venkatesh, 2000; Schaup et al., 2010; Lee, 2010; Yusoff, et. Al, 2010). TAM is one of the most powerful, robust and parsimonious model for predicting user acceptance especially in IS context (Bueno and Salmeron, 2008). According to Venkatesh (2000), the parsimony of TAM combined with its predictive power makes it easy to apply to different situations.

H16: Perceived usefulness of e-HRM applications has positive impact on intention to use them.

H17: Perceived ease of using e-HRM applications has positive impact on intention to use them.

H18: Perceived ease of using e-HRM applications has positive impact on perceived usefulness of them.

3. Research Model

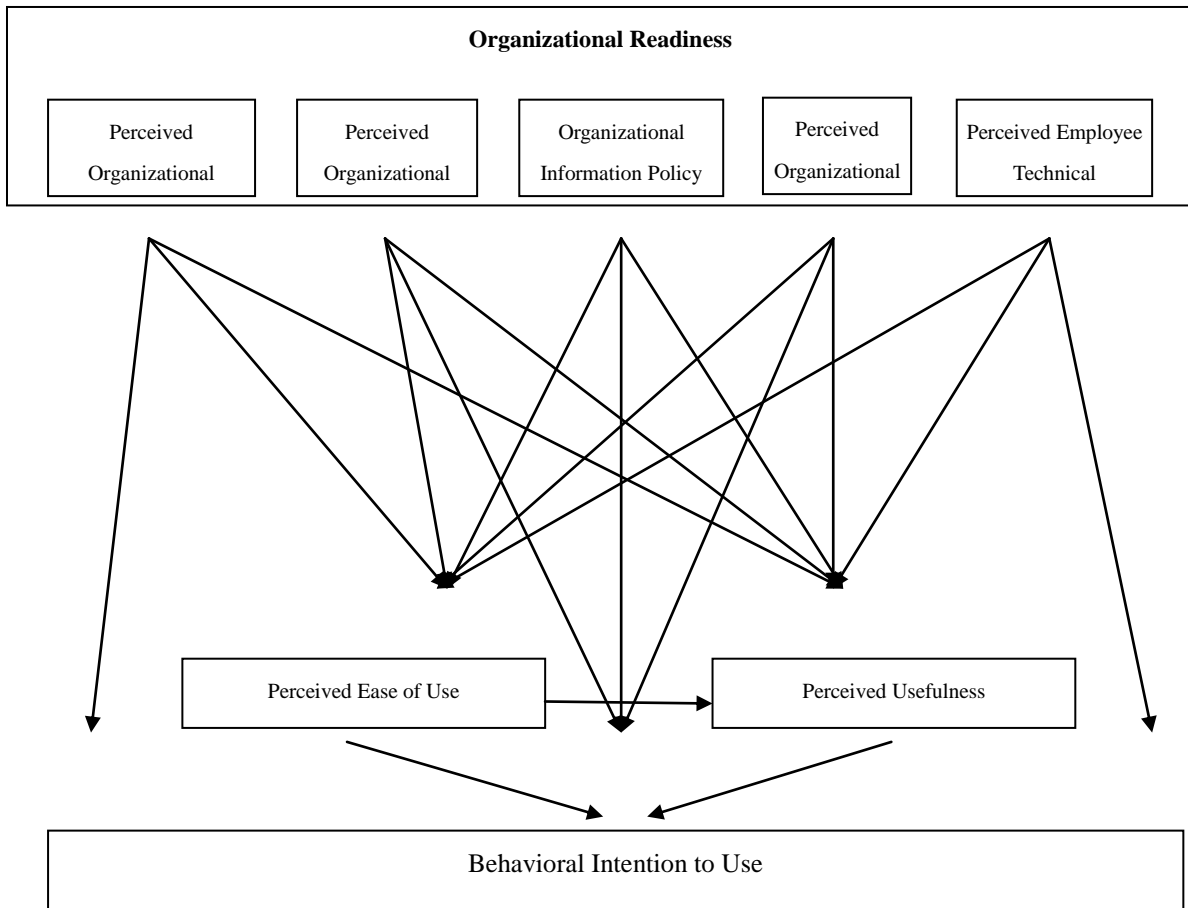


Figure 1. Research Model

4. Research Method

The data for this study were collected from a sample of Human Resource (HR) managers representing top 500 largest private sector companies in Turkey. The survey included only HR decision makers about HRM. The total number of HR professions for the respondent companies was 86. The positions of HR participants are; directors (26,7 per cent), managers (32,6 per cent), and experts (40,7 per cent).

The mean for age of sample members was 35,6 years; 55,8 per cent were men, 44,2 per cent were women, and more than 96,5 per cent had at least a university degree. The mean for position tenure was about 8 years.

There are three sections in the questionnaire. These are Organizational Readiness, Technology Acceptance and Demographic Factors. The sub dimensions of Organizational Readiness such as; Perceived Organizational Technical Support, Organizational Information

Policy (Udo et al. 2006), Perceived Organizational Innovativeness (Prajogo ve Ahmed, 2006; Alegre ve Chiva 2008; Hansen ve Birkinshaw 2007) questionnaire were inspired from several studies. Perceived Organizational Resources Competency and Perceived Employee Technical Competency were generated by authors. For sub dimensions of Technology Acceptance such as; Perceived Ease of Use, Perceived Usefulness and Behavioral Intention to Use questionnaire were adopted and modified from F.Davis' original scale (F.Davis, 1989). All items were measured using a 5-point Likert-type scale from 1 ('strongly disagree') to 5 ('strongly agree').

5. Results

5.1. Factor and Reliabilty Analysis

Table 1 shows the results of factor analysis, KMO test, Bartlett's Test and P value of Organizational Readiness scale which consists of variables such as; Organizational Resources, Organizational Information Policy, Employee Technical Competency, Organizational Innovativeness. Organizational Technical Support variable isn't included in the factor analysis since it is measured only with one question.

Table 1. Factor Analysis of Organizational Readiness

Variables	Items	Factor Weight	Variance
Perceived Organizational Innovativeness	Our new projects and researches are supported by our managers.	0,801	52,996
	In our company we are open to change and innovation	0,834	
	In our company, managers typically provide resources necessary for innovation	0,862	
Organizational Information Policy	I'm informed early enough about the probable innovations in our organization.	0,740	12,230
	Every person shares information and resources with each other in this organization	0,846	
	In this organization, information is collected, processed and recorded systematically.	0,585	
Perceived Employee Technical	Our employees have the level of computer literacy required for E-HRM applications	0,845	8,456
	If all HR processes is performed in electronic form through the medium of professional software, our employees will not have trouble about using these applications	0,857	
Perceived Organizational	I have the opportunity to reach technological resources required to use the E-HRM practices (such as software, hardware, and services)	0,916	7,102

Our budget allocated for innovation and development in the field of information technologies is at satisfactory level 0,638

Total Variance	80,874
KMO	0,818
Bartlett's Test	480,650
Sd	45
p	0,000

As it can be seen in Table 1 Organizational Readiness scale is divided into four factors. According to the KMO test results Organizational Readiness KMO value is measured as 0,818. This value confirms that data is distributed appropriately and is highly suitable for factor analysis. Bartlett's Test "Chi-Square" value is 480,650; $p=0,000 < 0,05$ and this confirms that factor analysis results are valid.

Table 2 illustrates the Technology Acceptance scale which consists of 14 questions including variables such as; Perceived Ease of Use, Perceived Usefulness and Behavioral Intention to Use

Table 2. Factor Analysis of Technology Acceptance Model

Variables	Items	Factor Weight	Variance
Perceived Usefulness	Using e-HRM applications would increase my productivity	0,873	
	Using e-HRM applications would improve my job performance	0,835	
	Using e-HRM applications would give me greater control over my work.	0,830	47,802
	Using e-HRM has more advantages than disadvantages	0,718	
	Overall, I find e-HRM applications useful in my job	0,818	
Perceived Ease of Use	Learning to operate the e-HRM applications are easy for me	0,800	
	I find it easy to get the e-HRM applications to do what I want them to do	0,761	
	Usage of the e-HRM applications are clear and understandable	0,600	24,820
	It is easy for me to remember how to perform tasks using e-HRM applications	0,738	
	Overall, I find the e-HRM applications easy to use	0,803	
Behavioral Intention	I intend to use e-HRM applications in my job in the future	0,836	4,873

I intend to implement the developments in e-HRM applications in my job	0,834
I believe that using e-HRM applications will expand in the future	0,775
Total Variance	77,494
KMO	0,898
Bartlett's Test	804,926
Sd	78
p	0,000

As it can be seen in Table 2 Organizational Readiness scale is divided into three factors. According to the KMO test results Organizational Readiness KMO value is measured as 0,898. This value confirms that data is distributed appropriately and is highly suitable for factor analysis. Barlett's Test "Chi-Square" value is 804,926; $p=0,000 < 0,05$ and this confirms that factor analysis results are valid.

Furthermore, Table 3 illustrates that all the composite reliability values were at a satisfactory level. So we have come to the conclusion that our measures have adequate discriminant and convergent validity.

Table 3. Descriptive Statistics and Reliability Analysis

Scales	Means	Std Deviation	Items	α
Perceived Organizational Resources Competency	3,936	0,714	2	0,75
Perceived Organizational Technical Support	3,988	0,860	1	-
Organizational Information Policy	3,724	0,661	3	0,77
Perceived Organizational Innovativeness	4,011	0,649	3	0,90
Perceived Employee Technical Competency	4,104	0,628	2	0,78
Organizational Readiness			11	0,90
Perceived Usefulness	4,190	0,574	5	0,91
Perceived Ease of Use	3,951	0,695	5	0,89
Behavioral Intention to Use	4,302	0,549	3	0,89
Technology Acceptance Model			13	0,89

The reliability coefficients are all above 0.70 which is considered acceptable for field research (Nunnally, 1978). Reliability value is measured 0.90 for "Organizational Readiness" and for "TAM" 0.89. Since reliability values are were beyond the threshold levels we continued to the data analysis without eliminating any item.

5.2. Corelation and Regression Analysis

Table 4 demonstrates the relationships among Organizational Readiness variables with each other and with TAM variables. The results indicate that there is a positive and significant relationship among OR variables (ORC-OTS, $r=0,561$, $p < 0,01$; ORC-OIP, $r=0,548$, $p < 0,01$; ORC-OI, $r=0,580$, $p < 0,01$; ORC-ETC, $r=0,580$, $p < 0,01$; OTS-OIP, $r=0,612$, $p < 0,01$; OTS-OI,

$r=0,513, p<0,01$; OTS-ETC, $r=0,335, p<0,01$; OIP-OI, $r=0,704, p<0,01$; OIP-ETC, $r=0,382, p<0,01$; OI-ETC, $r=0,452, p<0,01$) and also there is a positive and significant relationship among TAM variables (PU-PEU, $r=0,246, p<0,05$; PU-BIU, $r=0,813, p<0,01$; PEU-BIU, $r=0,236, p<0,05$).

Furthermore as expected all OR variables have significant and positive relationships with PU (ORC-PU, $r=0,448, p<0,01$; OTS-PU, $r=0,248, p<0,05$; OIP-PU, $r=0,241, p<0,05$; OI-PU, $r=0,273, p<0,05$; ETC-PU, $r=0,242, p<0,05$); with PEU (ORC-PEU, $r=0,264, p<0,05$; OTS-PEU, $r=0,219, p<0,05$; OIP-PEU, $r=0,223, p<0,05$; OI-PEU, $r=0,222, p<0,05$; ETC-PEU, $r=0,225, p<0,05$) and with BIU (ORC-BIU, $r=0,534, p<0,01$; OTS-BIU, $r=0,380, p<0,01$; OIP-BIU, $r=0,275, p<0,05$; OI-BIU, $r=0,338, p<0,01$; ETC-BIU, $r=0,265, p<0,05$).

Table 4. Relationships Between Organizational Readiness and Technology Acceptance Model

	1	2	3	4	5	6	7	8	
ORGANIZATIONAL READINESS	1) Perceived Organizational Resources Competency	r p	1						
	2) Perceived Organizational Technical Support	r p	,561** ,000	1					
	3) Organizational Information Policy	r p	,548** ,000	,612** ,000	1				
	4) Perceived Organizational Innovativeness	r p	,580** ,000	,513** ,000	,704** ,000	1			
	5) Perceived Employee Technical Competency	r p	,580** ,000	,335** ,002	,382** ,000	,452** ,000	1		
TAM	6) Perceived Usefulness	r p	,448** ,000	,248* ,021	,241* ,025	,273* ,011	,242* ,025	1	
	7) Perceived Ease of Use	r p	,264* ,014	,219* ,043	,223* ,039	,222* ,040	,225* ,038	,246* ,023	1
	8) Behavioral Intention to Use	r p	,534** ,000	,380** ,000	,275* ,010	,338** ,001	,265* ,014	,813** ,000	,236*1 ,029

** $p<0.01$ * $p<0.05$

Before hypothesis test, we perform Anova test in order to see if independent variables (Organizational Resources, Organizational Technical Support, Organizational Information Policy, Organizational Innovativeness and Employee Technical Competency) have a significant effect on dependent variables (Perceived Usefulness, Perceived Ease of Use, Behavioral Intention to Use). According to the test results in Table 5 Organizational Readiness variable has a positive and significant effect on Perceived Usefulness ($p=0,002<0,05$) ($R=0,450$) and likely to explain %15,3 of the variance in Perceived Usefulness variable (revised $R^2=0,153$); and also has a positive and significant effect on Perceived Ease of Use ($p=0,033<0,05$) ($R=0,372$) and likely to explain % 8,5 of the variance in Perceived Ease of Use variable (revised $R^2=0,153$); and finally it has a positive and

significant effect on Behavioral Intention to Use ($p=0,00<0,05$) ($R=0,550$) and likely to explain % 25,9 of the variance in Behavioral Intention to Use(revised $R^2=0,129$)

Table 5. The Effects of Organizational Readiness on Technology Acceptance

Dependent Variables	Independent Variables	R	R ²	Adj. R ²	F	p
Organizational Readiness	Perceived Usefulness	450	0,203	0,153	4,064	0,002
	Perceived Ease of Use	372	0,138	0,085	2,571	0,033
	Behavioral Intention to Use	,550	0,303	,259	6,955	0,000

When we include correlation results between OR and TAM (Table 4) and regression results (Table 6) which shows the relationships among each dependent and independent variable in our evaluation we came to conclusion that each OR variables (Perceived Organizational Technical Support, Organizational Information Policy, Perceived Organizational Innovativeness, Organizational Resources Competency and Perceived Employee Technical Competency) have a significant and positive effect on each TAM variables (Perceived Ease of Use, Perceived Usefulness and Behavioral Intention to Use).

Table 6. Regression Coefficients of Organizational Readiness Variables affecting Technology Acceptance

Hypothesis	B	T	p	Results
H1: Perceived Organizational Resources Competency – Perceived Usefulness	,448	4,597	,000	Supported
H2: Perceived Organizational Resources Competency – Perceived Ease of Use	,264	2,504	,014	Supported
H3: Perceived Organizational Resources Competency – Behavioral Intention to Use	,534	5,787	,000	Supported
H4: Perceived Organizational Technical Support – Perceived Usefulness	,248	2,344	,021	Supported
H5: Perceived Organizational Technical Support – Perceived Ease of Use	,219	2,056	,043	Supported
H6: Perceived Organizational Technical Support – Behavioral Intention to Use	,380	3,769	,000	Supported
H7: Organizational Information Policy – Perceived Usefulness	,242	2,282	,025	Supported

H8: Organizational Information Policy – Perceived Ease of Use	,223	2,095	,039	Supported
H9: Organizational Information Policy – Behavioral Intention to Use	,275	2,619	,010	Supported
H10: Perceived Organizational Innovativeness – Perceived Usefulness	,273	2,605	,011	Supported
H11: Perceived Organizational Innovativeness – Perceived Ease of Use.	,222	2,084	,040	Supported
H12: Perceived Organizational Innovativeness – Behavioral Intention to Use	,338	3,288	,001	Supported
H13: Perceived Employee Technical Competency – Perceived Usefulness	,242	2,286	,025	Supported
H14: Perceived Employee Technical Competency – Perceived Ease of Use	,225	2,112	,038	Supported
H15: Perceived Employee Technical Competency – Behavioral Intention to Use	,265	2,518	,014	Supported

Table 8. Regression Analysis of TAM

Hypothesis	R	R ²	Adj. R ²	F	p	Results
H16: Perceived Ease of Use – Perceived Usefulness	,246	,060	,049	5,394	,023	Supported
H17: Perceived Ease of Use – Behavioral Intention to Use	,236	,056	,045	4,962	,029	Supported
H18: Perceived Usefulness – Behavioral Intention to Use	,813	,661	,657	164,061	,000	Supported

The results in Table 8 indicates that Perceived Usefulness positively and significantly effects Perceived Ease of Use ($p=0,023<0,05$) supporting H16 and also Behavioral Intention to Use ($p=0,000<0,05$) supporting H18. We also found that Perceived Usefulness positively and

significantly effects Behavioral Intention to Use ($p=0,029<0,05$) supporting H18. According to this results we can conclude that individuals who perceive e-HRM applications as useful and easy to use would expand the Behavioral Intention to Use. Moreover, individuals who perceive e-HRM applications as useful would expand Perceived Ease of Use

6 Conclusion and Advises

In this study we investigated the effects of Organizational Resources, Organizational Technical Support, Organizational Information Policy, Perceived Organizational Innovativeness and Perceived Employee Technical Competency in Organizational Readiness title.

In order to manage E_HRM succesfully in organizations the presence of technical and financial resources are gaining importance. According to some studies, lack of infrastructure for information technology may cause discomfort and anxiety among individuals which may prevent the adoption of technology (Sandberg, Wahlberg, 2006). In an other research, perception of the existence of the technical infrastructure in enterprises is discussed as a factor that facilitates the use of electronic systems (Venkatesh, Morris, Davis G., Davis F., 2003). According to the results of this study, the perception of the adequacy of the institutional resources positively effects Perceived Usefulness of e-HRM Applications, Perceived Ease of Use of e-HRM Applications, Behavioral Intention to Use of e-HRM Applications. This result also bears resemblance to the conclusion of researches made in this topic (W. Hooi, 2006).

As regards technically and practically Schultz and Slevin evaluates organizational support one of the factors that affects the use of electronic systems. Similarly in some researches, positive relationship is found between the use of electronic systems and organizational support (Fishbein, Ajzen, 1975; Foster, Cornford, 1992). According to the findings of this study, we can say that Perceived Organizational Technical Support has positive impact on Perceived Usefulness, Perceived Ease of Use, Behavioral Intention to Use.

It is believed that the presence of a healthy Organizational Information Policy which enables the accession, acquisition and deployment of information in organizations would have a positive impact on the acceptance of e-HRM practices. Many different studies indicate that organizational support including Organizational Information Policy have positive effect on the achievement of both organizational and individual objectives (Fuerst, Cheney, 1982; Igbaria et al., 1997; Sharma and Yetton, 2003). According to the results of the analysis we can say that Organizational Information Policy has positive impact on Perceived Usefulness, Perceived Ease of Use, Behavioral Intention to Use. The results obtained from our study are similar to the literature on this subject (Konradt, Christophersen, Schaeffer-Kuelz, 2006).

E-HRM consists of some new applications for organizations that includes number of technological tools and software in the achievement of HRM activities. For this reason, it is considered that enterprises which are innovative and open to change will more easily adopt e-HRM practices. According to the results obtained from this research Perceived Organizational Innovativeness has positive impact on Perceived Usefulness, Perceived Ease of Use, Behavioral Intention to Use.

According to decision-makers of HR department, Perceived Employee Technical Competency, the other variable of Organizational Readiness, includes employees' competence in the use of e-HRM practices except for HR department employees. According to the results obtained from this research Perceived Employee Technical Competency has positive impact on Perceived Usefulness, Perceived Ease of Use, Behavioral Intention to Use.

Researches on TAM indicate that Perceived usefulness has positive effect on perceived ease of use and behavioral intention to use (Venkatesh, Davis, 2000; Yi et al., 2006; Fu et al., 2006; Lee vd., 2007; Gallego et al., 2008; Tung et al., 2008). Similarly in some other researches it is concluded that perceived ease of use has positive effect on behavioral intention to use (Hong, Tam, 2006; Lee et al., 2006; Tung et al., 2008; Tung and Chang, 2008b). According to the findings of this study Perceived usefulness of e-HRM applications has positive impact on intention to use them and perceived ease of use which leads us to conclude that in order to apply e-HRM practices in organizations in the future, employees have to perceive that they are easy to use and also useful. Similarly, the positive impact of Perceived usefulness of e-HRM applications on intention to use leads us to conclude that primarily individuals should believe in usefulness of e-HRM applications in order to use e-HRM applications easily.

Briefly, in order to determine if organizations are ready for e-HRM applications it appears to be important to determine the level of Organizational Resources, Perceived Organizational Support, Organizational Information Policy, Perceived Organizational Innovativeness and Perceived Employee Technical Competency.

Regarding TAM it appears to be important to determine the level of Perceived usefulness of e-HRM applications and perceived ease of use since the results of the study indicates that perceived ease of use and perceived usefulness of e-HRM applications positively effects behavioral intention to use.

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