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IMPACT OF TECHNOLOGY ACCEPTANCE ON ADOPTION OF EHRM IN EXSO CONSULTANCY, JEDDAH

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ABSTRACT
EHRM is a technical advancement which is used in performing various HR practices. Based on technology, EHRM made process and behaviour faster and user-friendly. Technology included information technology and communication technology had an impact on the adoption of E-HR. This study is completed based on the adoption of E-HR practices by EXSO consultancy used web-based technology which included software and technical based services. E-HR practices could influence several factors such as recruitments, selections, payrolls, performance management, benefits regarded salary or bonus or others. In this study, three general and effective methods such as semi-structured interview, questionnaire survey research and document reconsideration and analysis had been used for data collection and information. The result showed there was correlation between EHRM and faster HR practices. EXSO consultancy was worked efficiently through EHRM while HR practices became faster.

INTRODUCTION
Information technology and communication development changes social and economic living conditions. Internal service providers like human resource functions and roles have forced to re-inspect their own role and function lead to organizational demand (Alleyne,2007). According the demand of scenario, the human resource department is applying information and communication technologies known as E-HRM, and implication of E-HRM is increasing day by day. E- HRM provides HR activities with opportunities to create ways for organizational efficiency and effectiveness through knowledge-management. Contribution of intellectual and social capital, HR practices, provides

integrated services and excellent communication with customers. According to expectations and needs with the help of information and communication technologies. Researchers can effort to explain advance research area of E-HRM. The research is based on two theories of complimentary areas. The first theory is Technology acceptance model (TAM) presented by Azmi (2010). This model explains about acceptance and attitude related to Information technology in common. The second theory describes about the role of HR practices in meaning and definition of E-HRM.

The term E-HR or E- HRM was first used in the late 1990. E- HR is placed with virtual HRM, HR intranet, web-based HR, Computer based human resource management and web-based HR portals (Caldwell, 2003). Human resources management is involved four tasks included attracting, developing, creating viewpoint and maintain of human resources (Alami et al., 2015). E-HRM includes administrative support of human resource management through information and communication technology. E- HR can conduct business transaction and human resource practices with the support of information technologies. E- HRM is a relevant and appropriate way to conduct HR practices, HR implications, HR strategies and HR policies via web-based technology.

There are following advantages of E-HR technology. E-HR contributes to improve human resource administration in organizations. It supports to improve client orientations. E-HR contributes to enhance HR strategic orientations. It is cost reduction process. E- HR regulates administrative works. It regulates administrative staff. E-HR contributes HR department to obtain a clean employee's profile. It provides more skills to untrained employees. E- HR produces updated information of organization dynamics to employees. Employees can involve in online decisions. Shiri (2012) said, Time manager can self-regulate employee management. HR manager provides more effective and efficient working on the adoption of E-HR. Online recruitment is a fast communication process. E-HR provides time saving. It provides data management of all employees in the world.

Employees can focus on task effectively and efficiently on the adoption of E-HR. E-HR raises adaptability to client. There are privacy and authenticity of data in E-HR. E- HR contributes in multi- language systems. It is more dynamic, efficient and effective workflow in the organizations. This technology can be performed and apply in a web browser. It includes documentation record and their component. E-HR provides guidelines and customization. It is used and ecofriendly technology. E-HR provides connectivity with clients through communication technology including existing information like payroll accounting, ERP, registration of attendance, document system (Swaroop, 2012). It provides adaptability to clients. Information collection based on strategic decision making. E-HR provides integral contribution for the human resource management and all other basic management systems. It is a fast process to in- depth study and analysis of human resource management. It provides employee satisfactions and increase productivity of organizations. A significant step for paperless work and environment sustainability E-HR provides lower organizational cost in the context of recruitment, training, payroll and benefits.

There are following benefits of E-HR in an organization with the support of information technology through the Internet and Intranet including WAN and LAN. E-HR provides standardizations and specifications. It contributes ease of HR practices like training and development, recruitment, selection and administration. It supports ease of documentation records. E-HR provides cost, time and labor reduction. It assesses ESS training and self-assessment. E-HR provides utilization of time. It can manage ESS and cost control techniques. Hamner (2009) stated that Information technology increases administrative effectiveness and efficiency and provide reports able to improve decision making.

Harris (2007) suggests that there are several requirements of E-HR or E-HRM in organizations. E-HRM provides complete knowledge of operation involve in various departments within organizations. It gives opportunity collection of data to conduct on time and decision-making quality. E- HRM produces various reports to effective and efficient administrative function of human resource department. Execution of E- HR enhances traditional HR practices. It can be estimated that E-HR will provide practical solutions for analysis of departmental goals and objectives. There are rationales base of some significant element in E-HR like cost reduction, saving time, management of competency and management of knowledge. Hope (2005) explained that this is more suitable and effective way to transfer training inside the organization and this training will be available anytime and anywhere with the help of information and communication technology

EXSO Consultancy, Jeddah had been selected for this study. EXSO Consultancy, Jeddah is a multinational consultancy located in Jeddah, Saudi Arabia. EXSO consultancy works in designing, integrating, deploying, and supporting IT solutions. This organization offers solution at various stages of engagement, implementation, maintenance, and management of IT services. EXSO consultancy provides services through qualified engineers who have a better understanding of the objectives and accomplishes successfully whole objectives. The study aimed to determine technology level used by individual and overall organization who were implemented EHRM.

METHODOLOGY

The study was used research onion to conduct E-HRM implication. The positivism philosophy had been adopted to understand on knowledge from human experiences and beliefs. The positivism philosophy depended on data collection and interpretation through deductive approach and study finding remained quantifiable. The positivism philosophy relied on the quantitative natured work which represented in statistical data.

The quantitative method was selected for data collection. The survey was conducted with population of 100 from EXSO Consultancy for scientific research to support in initial quantitative data collection. The survey is based on technology impact and adoption of E_HR. The descriptive research design was used to determine application and result of applying E_HRM. Meanwhile, deductive research approach was selected to find topic technology impact and adoption of E-HR.

RESULT AND DISCUSSION

Based on Fig. 1, 77% of respondents were permanent staff and 8% respondents were management staff. Meanwhile, 15% respondents were temporary staff.
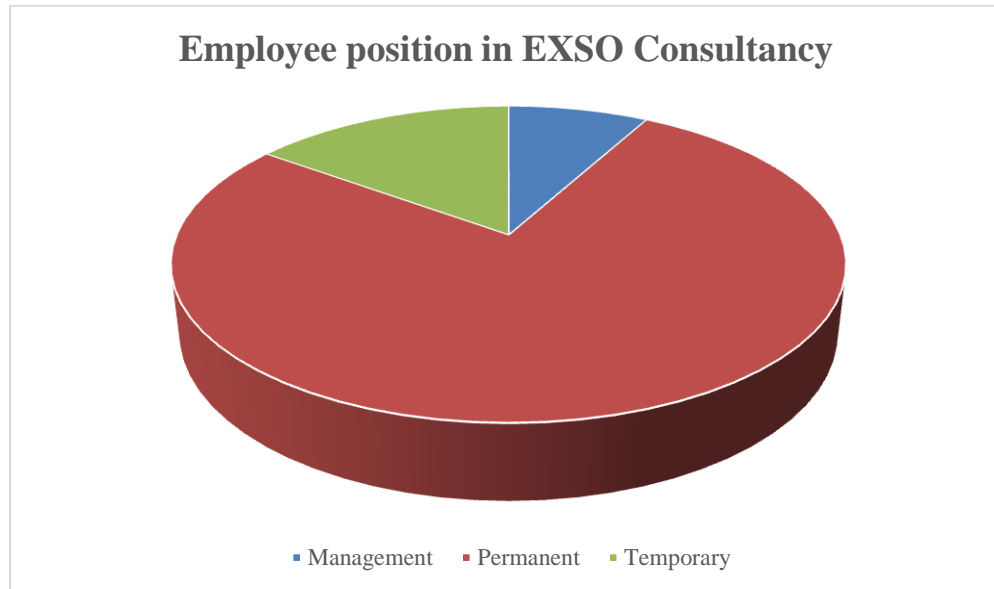

Fig. 1. Employee position in EXSO Consultancy.

Fig. 2 showed result on technology had impacted on E-HR adoption. The result showed most respondents were strongly agreed that technology had an impact on E-HR adoption with total of 45 respondents (45%). Meanwhile, 34 respondents agreed and 16 respondents were strongly disagreed that technology had impact on E-HR adoption.
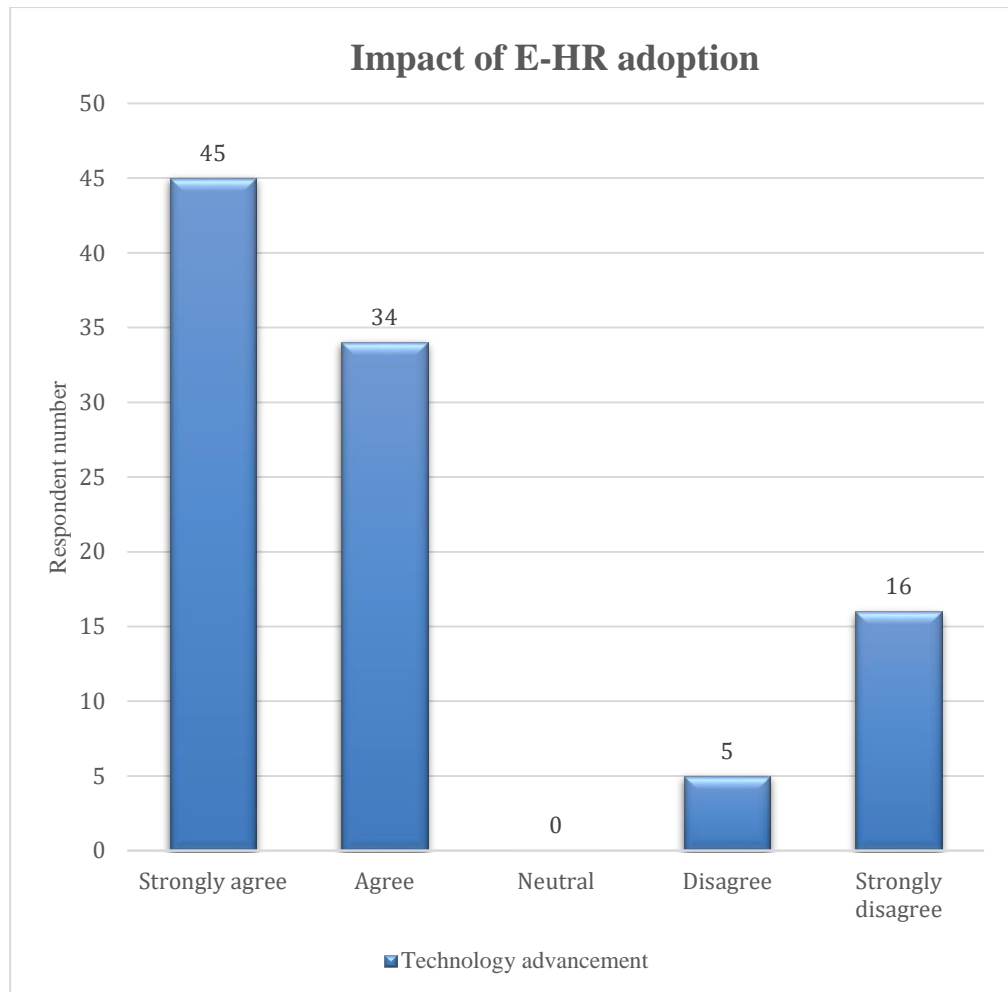
Fig.2. Impact of technology on E-HR adoption.

Meanwhile, 67 respondents had strongly agreed and only 10 respondents were agreed on HR needed technological advancement in EXSO Consultancy context as shown in Fig.3. Besides, 3 respondents were neutral and 11 respondents were strongly disagreed on HR work needed technological advancement in EXSO Consultancy context.
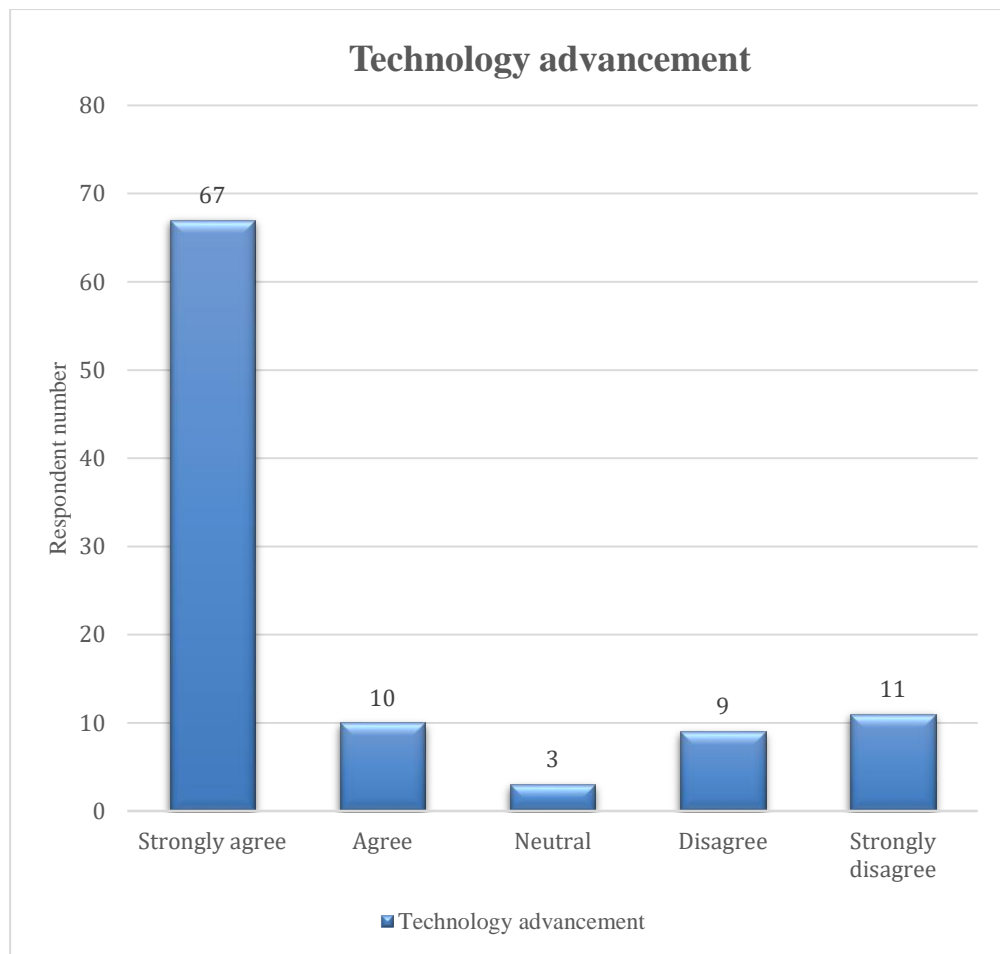
Fig.3. HR work needed technological advancement in EXSO Consultancy context.

Besides, 60 respondents had strongly agreed and only 15 respondents were agreed that HR performance became faster after adopted E-HRM as shown in Fig.4. There were 5 respondents strongly disagreed and only 11 respondents were answered neutral on HR performance became faster after E-HRM adoption. The evidence was HR department used various technical advancement such as cloud services, software for database management and other tools for HR functions which helped HR process become faster. Manual execution of work required a lot time in handling huge data. Besides, EHRM allowed the users to collect, manage, store and execute data in more efficient manner.
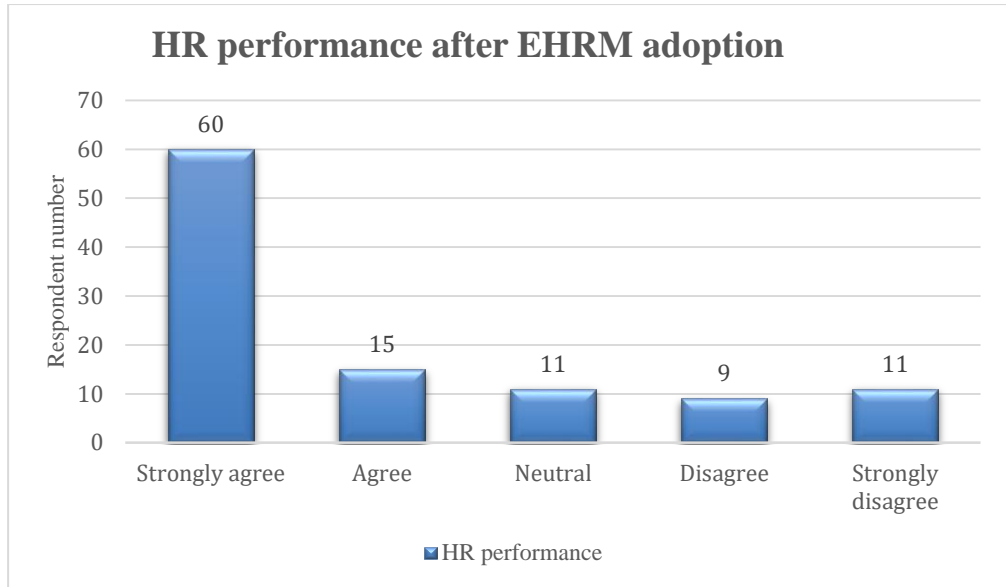
Fig. 4. HR performance after EHRM adoption.

In Fig.5, there were 109 respondents had agreed and 50 respondents were strongly agreed that EXSO Consultancy gained benefits through EHRM. Meanwhile, 16 respondents were disagreed and 17 respondents were strongly disagreed on gained benefit through EHRM. EHRM practices had benefit to the organization. EXXSO Consultancy became more efficient in provided better HR service to its clients with help of EHRM. HR process which consumed time and now became more manageable.
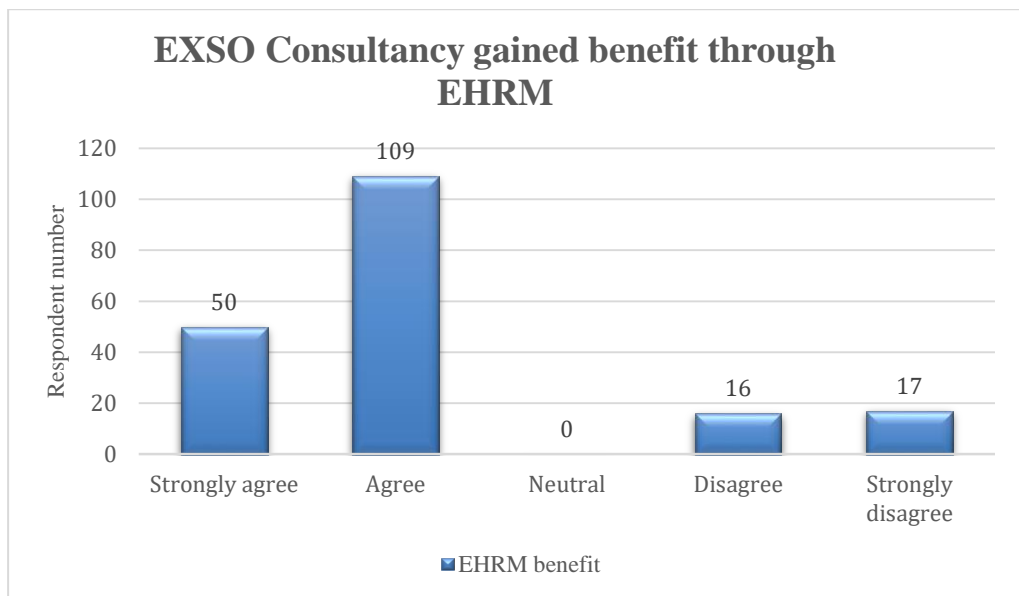

Fig.5. EHRM benefit.

In additions, 44 respondents were strongly agreed and 40 respondents agreed that EHRM had better scope as shown in Fig.6. In additions, 16 respondents were strongly disagreed on EHRM had better scope. EHRM had better scope in current time because many organizations were taking benefits from used

electronic sources to handle their human resource. EXSO Consultancy had improved in their services due to EHRM.
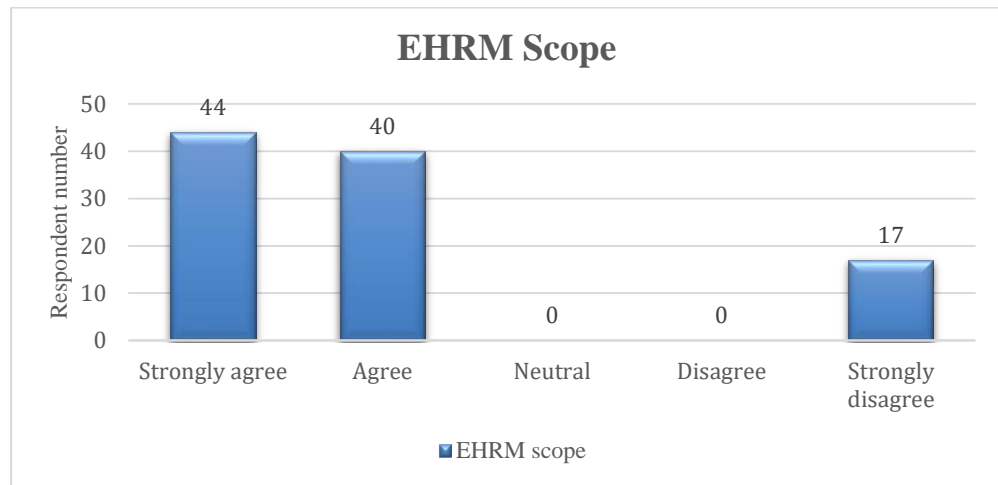

Fig.6. EHRM scope.

Furthermore, there were 58 respondents who strongly agreed and 40 respondents were agreed on EHRM supports in HR practices as shown in Fig.7. Most respondents claimed that EHRM provided support in handling various HR practices since HR department worked as a centralized and took care of various units and activities simultaneously.
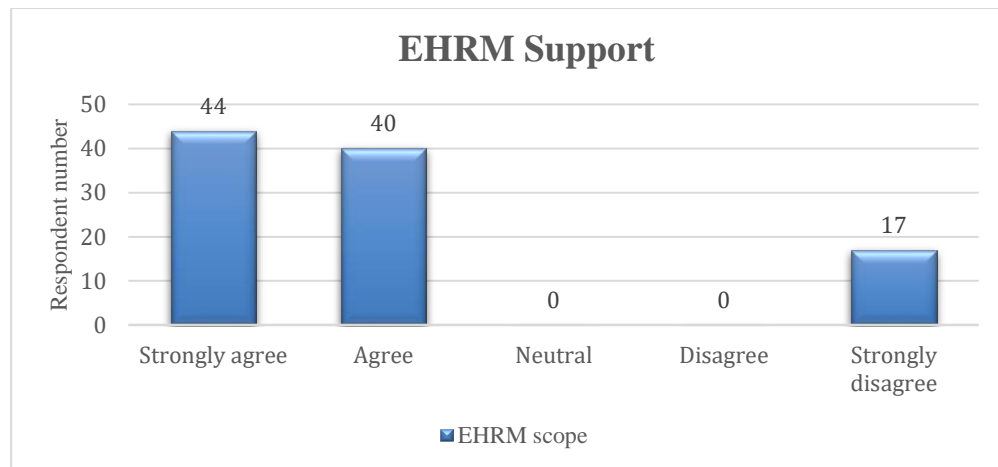

Fig. 7. EHRM support.

Besides, 50 respondents were strongly agreed and 5 respondents agreed on EHRM provided administrative support in organization with used internet technology as shown in Fig.8. There were 25 respondents were disagreed and 15 respondents were strongly disagreed on EHRM provided administrative support in organization by used internet technology. Most respondents claimed EHRM is described as administrative support in organizations. Overall, organization is obtained benefit due to EHRM which supported in administrative, payroll system, attendance and transfers.
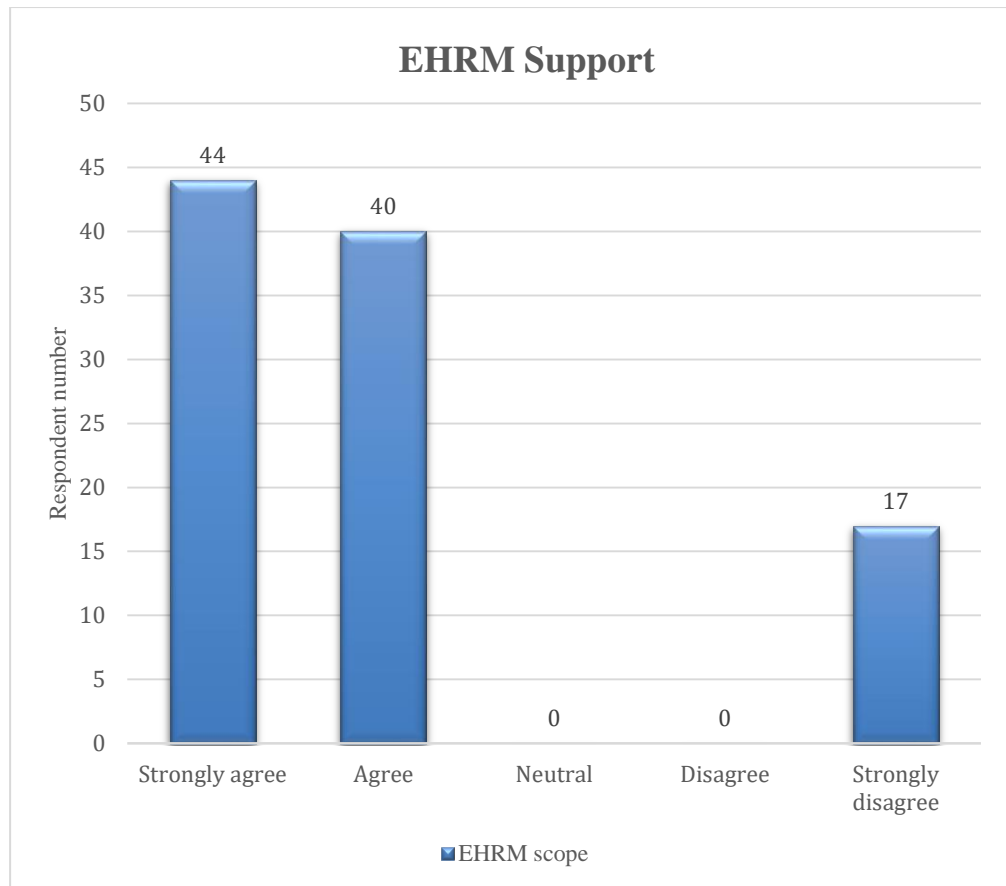
Fig. 8. Administrative support of EHRM.

In Fig. 9, there were 15 respondents were disagreed and 7 respondents were strongly disagreed on internet technology played an efficient role in the department of Human Resource. Meanwhile, 44 respondents were strongly agreed and 34 respondents were agreed on internet technology played an efficient role in the department of HR. Most respondents that internet was played an efficient role for every department especially for HR management. In EXSO consultancy, internet played huge role in HR work which organization searched and used faster electronic techniques so that HR work or practices were performed smoothly.
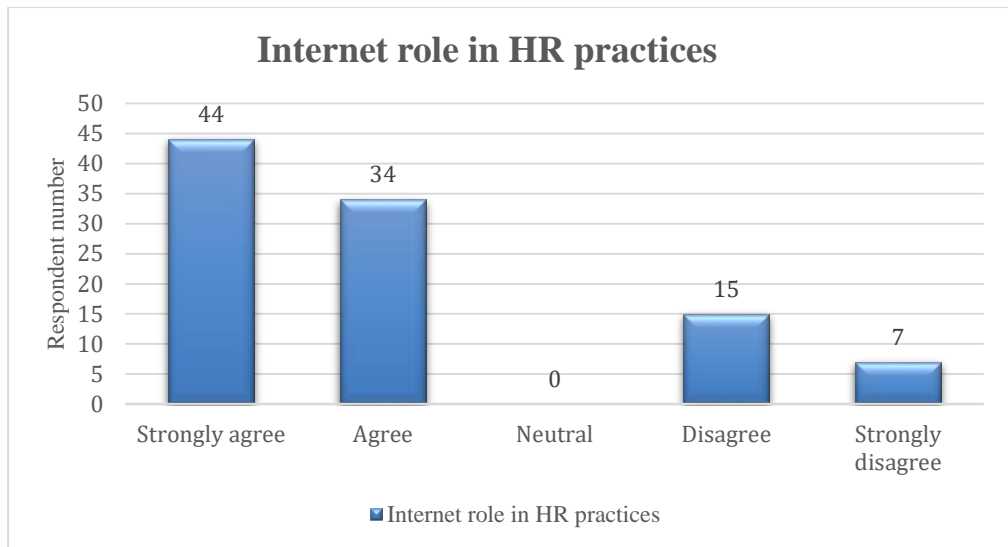
Internet role in HR practices

Fig. 9. Internet role in HR practices.

In Fig.10, there were 35 respondents had strongly agreed and 15 respondents were strongly disagreed in using technology in EHRM adoption helped in organization excellence. HR had supported and delivered organizational excellence on EHRM adoption. Most respondents agreed with HR department could supported in organizational excellence.

HR role in organizational excellence

Fig. 10. HR role in organizational excellence.

In additions, 66 respondents were strongly agreed and only 9 respondents were agreed that there was connection between EHRM and HR practices as shown in Fig.11. Meanwhile, 15 respondents were disagreed and 10 respondents were strongly disagreed with existing connection between EHRM and HR practices. Most of respondents claimed there wasa direct connection between EHRM and HR practices since HR practices became technical and faster result oriented. Most respondents agreed with this statement since EHRM helped HR works and practices became better.
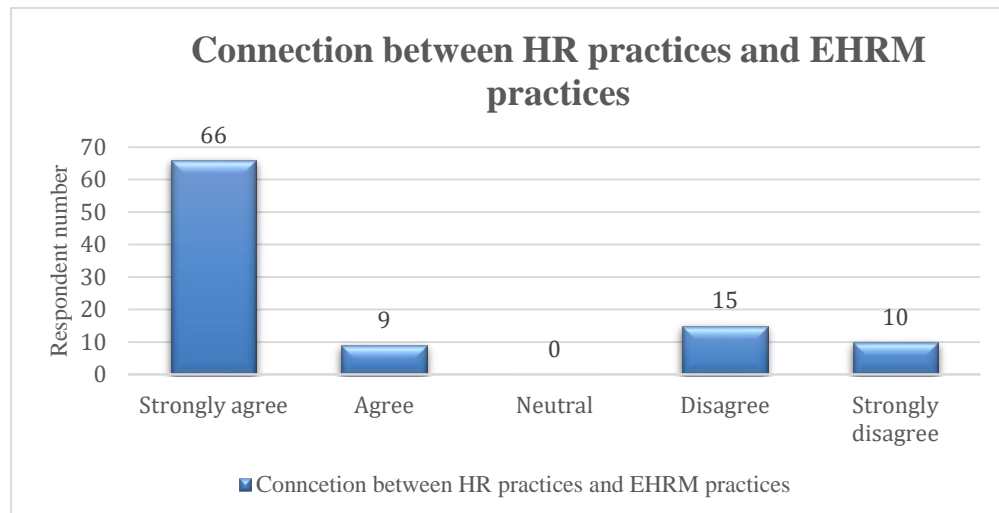
Fig. 11. Connection between HR practices and EHRM practices.

CONCLUSION

In conclusion, there was significant and importance of technology in EHRM adoption. EHRM helped HR works and process became faster since there was correlation between EHRM and HR practices had direct link. EXSO Consultancy's HR had better scope and EHRM had been adopted efficiently.

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