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ELECTRONIC HUMAN RESOURCES MANAGEMENT PERCEIVED USEFULNESS, PERCEIVED EASE OF USE AND CONTINUANCE USAGE INTENTION: THE MEDIATING ROLE OF USER SATISFACTION IN JORDANIAN HOTELS SECTOR

Abstract: This paper intends to evaluate the relationship of Electronic Human Resources Management (e-HRM)' Perceived Usefulness (PU), e-HRM Perceived Ease of Use (PEOU), and Continuance Usage Intention (CUI) in the context of the Jordanian Hotel Sector (JHS), and identify the mediating role of user satisfaction towards e-HRM between e-HRM PEOU, PU, and CUI evident in non-Western contexts and specifically in the Middle East region. An empirical study was carried out in JHS, data were collected from (123) HR professionals are working in 30 Five Stars hotels as a high ranked hotel in Jordan. The primary data collection followed a structured questionnaire. It examined using the 'Structural Equation Modeling' (SEM) methodology to test the relationship and effects among the variables, and for analysis, SPSS and Smart-PLS were applied from the SEM analysis, it is evident that the measurement model that has been proposed and structural model is a satisfaction of the necessary fitness conditions, it revealed that e-HRM PEOU was positively related to CUI, while, e-HRM PU showed no significant effect on CUI, user satisfaction showed a direct and positive influence on CUI. As for the indirect impact, e-HRM PU had no immediate impact on CUI and no indirect effect on CUI through user satisfaction e-HRM PEOU was positively related to user satisfaction, which, in turn, was positively related to CUI. Thus user satisfaction was shown to play a mediating role between e-HRM PEOU and e-HRM CUI. The paper has implications for providing insights for the e-HRM user to manage the usage of e-HRM efficiently. In general, enhancing user satisfaction toward e-HRM can result in a high level of CUI. Besides, users should realize PU and user satisfaction to improve the usage of e-HRM and CUI.

Keywords: Electronic Human Resources Management; Perceived Usefulness; Perceived Ease of Use; Continuance Usage Intention; User Satisfaction; Jordanian Hotel Sector.

1. Introduction

Electronic Human Resources Management can be identified as a critical strategy for supporting strategic decisions and achieve a Competitive Advantage for developed organizations (Stone, Stone-Romero & Lukaszewski, 2006; Dukić Mijatović,

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Uzelac, & Stoiljković, 2020). E-HRM enables organizations to enhance their HR activities' functionality, thus, bringing benefits of efficiency, cost savings, flexible services, and employee participation." The importance of e-HRM is thus being recognized by organizations, specifically with regards to selecting outstanding employees, retaining them, enhancing competition, and maintaining good company reputation (Bondarouk, Parry & Furtmueller 2017; Strohmeier, 2007; Ruel, Bondarouk & Looise, 2004; Elayan, 2020). However, user acceptance of technology has been an essential area of research, with growing technology needs in the (the 1970s) with an evident increase in failing system adoption in the organisation. The outcome of this is adopting a prediction system whose usage is identified as a critical segment of focus by the majority of the studies. Nevertheless, a large percentage of existing studies are insufficient in offering reliable factors of measurement explaining the acceptance or rejection of such a system (Davis, 1989). Accordingly, the researchers review some of the technology acceptance theories and models which provide tools to understand the success or failure in the implementation processes of new IT applications (Koivunen, 2009) and explains the relationship between them in the study area.

Through technological advancements, global competition and the desire to increase effective HRM practices in recruiting, selecting, and training talented employees, JHS can enhance its performance, expressly, by e-HRM-PU, PEOU, user satisfaction and CUI. The JHS strives to cope with new changes to survive in the global economy. The main concern of this paper is where Jordan stands concerning the implementation of Information Technology (IT) applications, especially in the field of HR, and it is also concerned with determining and evaluating the impact of e-HRM on JHSs. Even though JHS plays a vital role in the Jordanian economy, it faces aggressive competition in the domestic and global markets. Hence,

JHS is implementing e-HRM to ensure a participative HR department administratively and strategically, to achieve its goals precisely and sufficiently to tap into the global talent pools as a competitive tool (Alajmi & Alenezi, 2016).

Based on the above, this paper indicates that e-HRM is unique as compared to other innovations of IS informed by the issues of socio-tech evidenced by the complexities challenges as evidenced in the distinct end-users. Interestingly enough, the studies as mentioned above which are lacking a detailed and holistic analysis of the causative factors of e-HRM Continuance Usage intention. The benefit of the study findings hence evidently bound on their provision of integrated ideas and elements from the technology acceptance-post-acceptance models and understanding of the determinants of e-HRM CUI in a non-western work setting. This paper attempts to fill up this gap by empirically testing the relationship of e-HRM PU, PEOU, and CUI, the JHS. Also, this paper examines the mediating role of job satisfaction for the relationship between-HRM PEOU, PU, and CUI for the first time in the Middle Eastern context, particularly in JHS, where seeks to address the generalizability of a Western framework of e-HRM in a non-Western context of the JHS.

Moreover, the data captured in this paper was from a representative of HR professionals in 30 Five Stars hotels as a high ranked hotel, in Jordan, the findings arrived at in this paper will benefit not only academics but also HR managers within the context of JHS and any other sector. Furthermore, the paper could support HR managers; it enables them to construct HR departments, which are considered to have strategic significance to any modern business. Additionally, it steers users in the direction of appreciating the magnitude of e-HRM and provides insights for them to manage the usage of e-HRM efficiently.

2. Literature Review and Hypotheses Development

2.1. E-HRM

Electronic Human Resources Management is efficient, accessible, high reliability and easiness of using the tool, which, as an implementation support system, leads to quickly maturing the HR function of an organization and work to institutionalize best practices for long-term growth (Srivastava, 2010). As such, it provides an advanced business solution equipped with the capability of managing entire activities, information, and data that are needed to manage HR successfully. E-HRM, which could be applicable in the whole HRM functions sourced from activities sourced traditionally and transformation, adding to organizational effectiveness (Parry & Tyson, 2011). It can also be used to manage the whole employee lifecycle from beginning to end. According to Wyatt (2002), the e-HRM is "an application of any technology enabling managers and employees to have direct access to HR and other workplace services for communication, performance reporting, team management, knowledge management, learning, and other administrative applications. As defined by Ruta (2005: p.35-36) perceived that "e-HRM are vehicles through which HR information and applications can be channeled effectively and efficiently." Another wholesome definition by Lakshmi (2014) identified "e-HRM is the complete integration of all HR systems and processes based on common HR data and information and interdependent tools and processes, so properly developed e-HRM could provide the data gathering tools, analysis capabilities and decision support resources for HR professionals to hire, pay, promote, terminate, assign, develop, appraise and reward employees. Bondarouk and Ruel (2009: p.507) define e-HRM as "an umbrella term covering all possible integration mechanisms and contents between HRM and IT, aiming at creating value within and across organizations for targeted employees and management". Based on the extensive literature review of e-HRM, the researcher examined the different definitions of e-HRM.

2.2. E-HRM and Technology Acceptance Models

In this regard, the researchers discuss the literature concerning Two prominent technology acceptance theories and models, which include: Technology Acceptance Model (TAM) (Davis, 1989); and Post-Acceptance Model (PAM) (Bhattacherjee's, 2001), which are the most frequently used theories. Many models have been proposed to explain and predict concepts of IT systems and their use, but the TAM and PAM have been the only ones that have captured the most attention of the Information System (IS) community (Chuttur, 2009; Aldhmour & Eleyan, 2012). Therefore the researchers have selected TAM and PAM and then illustrated them in the next section.

Technology Acceptance Model (TAM) was developed by Davis (1989), it explains the acceptance of IT in performing tasks and identified two fundamental beliefs that influence the usage of an IS: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). PU is defined as "the degree to which an individual believes that using a particular system will enhance his or her job performance. Moreover, it relates to job effectiveness, productivity (time-saving), and the relative importance of the system to one's job" (Davis, 1989). PEOU is defined as "the degree to which an individual believes that using a particular system is free of effort." concerning the mental, physical and ease of learning efforts required (Davis, 1989). The usefulness of an application system depends on whether or not prospective users believe the system will lead to an improvement of, or facilitate their job performance (Davis, 1993).

Bhattacherjee (2001) developed the Post-Acceptance Model (PAM) based on the

variables: PU, Confirmation, User Satisfaction IS, continence Intention. In the existing literature pertaining to the user's behaviours, it is in detail applicable in evaluation levels of satisfaction extent and after-use behaviours (such as repetitive usage, complaints, etc.) and general system Promotion. The core concept is based on the view that users compare different aspects of pre-usage projections with efficient performance in the system for judging if they are holistically satisfactory. The extent of satisfaction can be noted as being inclusive of factors influencing the user's adoption of the system and its repetitive use. However, Bhattacherjee (2001) considered that Expectation Confirmation Theory (ECT) was proposed by Oliver (1980) is a controversial issue. Therefore, to effectively explain and predict the continuance usage of the system users, he modified ECT to make it match the situation of IS, and proposed PAM of IS continuance by the idea that continuance usage intention of system will be influenced by system usage satisfaction and PEOU. Here, satisfaction is influenced by PEOU, while confirmation will influence PEOU.

According to Thong, Hong, and Tam (2006) who believed that an IT continuance usage behavior is determined by the expectations and beliefs of users and showed that PEOU, PU, and perceived entertainment have significant impact on satisfaction, while satisfaction, PEOU, PU, and perceived entertainment are all remarkable decisive factors of the CUI.

Based on the previous explanation, the researchers selected and considered the TAM and PAM as the most convenient models to be applied in the current paper, because the TAM and PAM being significantly holding power, robustness and parsimonious models to predict the level of user acceptance toward e-HRM (Bueno & Salmeron, 2008). Moreover, many authors (Lee, 2010; Schaupp, Carter, & McBride, 2010; Venkatesh, 2000; Taylor & Todd, 1995; Segars & Grover, 1993; Davis, 1989) who tested the models empirically and supported it through validations and applications. Accordingly, the PAM adopts the TAM model's causal relationships to explain an individual IS acceptance behavior (Chuttur, 2009). The PAM shows that one particular belief, PEOU is most relevant to IS acceptance behaviors. Consistent with the TAM model, the TAM states that the two beliefs determine the attitude towards using IS (PU and PEOU). Behavioral intention to use is, in turn, determined by the attitude towards using IS. Finally, behavioral intention to use leads to actual IS use". "PAM uses TAM as a theoretical basis for specifying the causal linkages between the key features: PU, PEOU, users' attitudes, intentions and actual IS adoption behavior (Davis, 1989). On the other hand, the differences between PAM and TAM can be summarized as follows: According to TAM, it states that PU and PEOU are constructs that have an impact on the acceptance of IS.

Contrary to that, PAM determines the most constructs that have an impact on CUI of IS. Yusliza and Ramayah (2011) investigated the relationship between HR professionals and attitudes towards using e-HRM. Yusliza, Ramayah, and Haslindar, (2011) explored that e-HRM paves the way for the HR function to contribute to organizational success, based on a preliminary investigation on PU, PEOU of e-HRM.

Following prior arguments, this paper uses four major constructs from models discussed above, which is: PU and PEOU derived from TAM, and User Satisfaction with e-HRM, and e-HRM CUI as of PAM, as illustrated in (Figure 1) below.
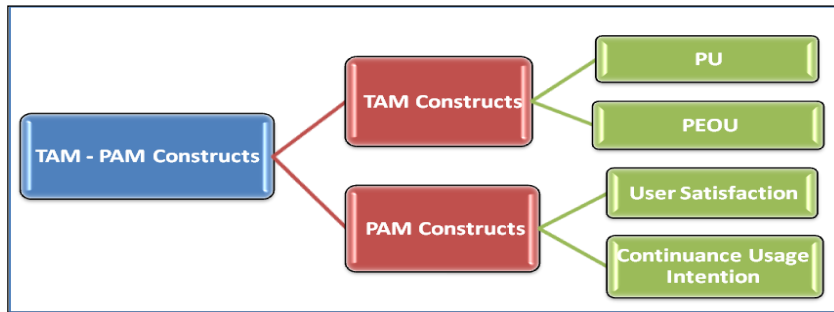
Figure 1. TAM & PAM Constructs
(Source: Davis, 1989 and Bhattacherjee, 2001)

Building on the above theoretical framework of the available literature, which revealed the importance TAM and PAM contracts in this field, the researcher will present, in the next section, the literature review and then formulate the study hypotheses organized according to study dimensions.

2.3. E-HRM PU and PEOU

E-HRM- PU and PEOU are key determinants for the facilitation of focus strategy, value-adding tasks, and plans (Panos, & Bellou, 2016). Hence, firms can quickly gain a competitive advantage as a result of e-HRM practices well represented between e-HRM- PEOU and PU, which raises the user's ability to understand processes easily, leading to better effectiveness, and thus resulting in cutting more costs that were previously spent on irrelevant tasks which no longer exist (Thiruselvi, et al. 2013). Moreover, Bondarouk and Brewster (2016), "it is user's e-HRM views of the e-HRM adoption establish to a more substantial level the extent and if e-HRM is applicable. It is critical to note that the e-HRM is a crucial factor in the contextual variables in their e-HRM and active collaboration with their operations from PEOU and PU.

Many studies focusing on e-HRM indicated that there exists a positive relationship between PEOU and PU attitude (Yarbrough & Smith, 2007; Lee, Kim, Rhee, & Trimi, 2006). As expected, e-HRM practices influence PEOU, in line with Voermans and Veldhoven's (2007) study, which identified PEOU as a determinant of the intention of using e-HRM practices. This work predicted that e-HRM practices would influence PU, it conforms to prior findings of Marler and Fisher (2010), which illustrated that PU of e-HRM is an important contextual variable for e-HRM; and corroborated by Wickramasinghe (2010), who asserted that PU is associated with e-HRM systems signals some form of compatibility. Ghazzawi, et al. (2014) suggested a strong influence of PEOU of e-HRM on the employee's attitudes of using e-HRM, and it is the main predictor of the approach towards implementing e-HRM. E-HRM majorly relies on TAM model (Huang, Yang, Jin & Chiu 2004). A study found that e-HRM has connection with facilitating conditions, PEOU (Ruel & Kaap, 2012). Yusoff, et al. (2015) indicated that PEOU and PU have a significant effect on attitude towards using e-HRM. Contrary to Yousafzai, Foxall, and Pallister, (2012) who had established that the PEOU directly influence the extent of technology acceptance as opposed to PU (Yousafzai, et al 2012).This study has laid out the fact that e-HRM practices can enhance e-HRM-PU.

Although some previous studies indicated that e-HRM-PEOU did not enhance strategic and technical HRM effectiveness (Ruel et al., 2007). Kossek, Young, Gash, and Nichol, (1994) noted that "top managers showed high resistance as they did not perceive e-HRM systems having use for their own careers". Contrary to the above argument, Panayotopoulou et al. (2007), and Bondarouk, et al. (2017) provided earlier evidence by showing that e-HRM promised to lead to efficiency gains, and most researchers in the past decade advocated e-HRM's strong contribution to the bottom line. Huselid et al. (1995) noted that technical and strategic effectiveness of HRM are activities governed in "socially constructed environments. Henceforth, meeting the expectations of stakeholders may equate to acceptance and organizational growth. This means that e-HRM-PEOU may increase organizational effectiveness. Hussain Wallace, and Cornelius (2007), verified that positive attitudes of HR professionals who perceived e-HRM as a crucial and enabling technology. Technically, due to recent global fierce competition, and organizational reengineering, this work attempts to observe how e-HRM-PU and organization performance interacts from HR perspectives.

2.4. The Mediating Role of User SAT toward e-HRM between e-HRM PU, PEOU and CUI

Several studies have shown that PU and PEOU are positively related to readiness to use e-HRM (Yusliza & Ramayah, 2012; Yusliza & Ramayah, 2011; Albalawi, Naugton, Elayan, & Sleimi, 2019). Ma and Ye (2015) indicate that user satisfaction with PU, PEOU represent critical determinant of the e-HRM attitude among involved stakeholders. Furthermore, Fishbein and Ajzen, (1975) suggest that a person's positive or negative behaviour geared to

modern technology is identified as a critical driver of adopting technological practices. Moreover, many studies showed found that PU is positively associated with user satisfaction and emphasized the positive relationship between PU and user satisfaction toward CUI (Anjum,2011; Ho, 2010; Liao, Chen & Yen 2007; Liao, Palvia, & Chen, 2009; Naidoo & Leonard, 2007; Yen & Tsai, 2011; Al-Maghrabi, Dennis, & Vaux Halliday, 2011; Rawashdeh, et al 2016; Elayan & Shamout 2020). According to Bhattacherjee (2001), CUI is established basically from the user satisfaction point of view before using the system.

According to Zeithaml, Berry, and Parasuraman (1996) emphasize the view that an increased satisfaction level often results in favorable behavioral intentions. Seddon (1997) indicated that user satisfaction is evaluation of the various uses and experiences of an IS, which is based on CUI. Furthermore, Mahmood, Burn, Gemoets, and Jacquez (2000) validated that satisfaction with IT is viewed as a vital driver of its success. A study conducted by Bokhari (2005) revealed a positive relationship between IS usage and user satisfaction. Also, Bjorkman and Lervik (2007) added: "that satisfaction levels with existing HR systems in the subsidiaries are likely to influence the adoption levels of new HR practices. E-HRM was reported as "beneficial to employee satisfaction" (Panayotopoulou et al., 2007), with the satisfaction being linked to HR practices (Cronin, Morath, Curtin, & Heil, 2006). In a related study, Ramezan (2009) indicated a significant relationship between system quality and information quality with user satisfaction. Martin and Reddington (2010)"noted that user acceptance of IT application could act as a "moderator" in the relationship between HR strategy and e-HRM outcomes.

Measurement of user satisfaction has appeared in a large number of IS research by authors (Ibrahim & Yusoff's, 2013; Bhattacherjee, 2001; McGill & Klobas, 2008; Schaupp, 2010; Wixom & Todd,

2005; Shamout & Elayan 2018, 2020). Moreover, Thiruselvi, et al. (2013) found that there are significant relationships between PU and satisfaction of the users which is linked directly to the CUI of e-HRM, PU and confirmation being evident and being linked positively with satisfaction of different users with limited studies evidencing that PEOU was found to be positively related to PU. Although many studies have been conducted on user satisfaction and CUI, very few studies, have found user satisfaction as a mediator in the relationship between e- HRM PEOU, PU, and CUI. Therefore, the researchers predict that the relationship between the PEOU and PU of e-HRM, plus user satisfaction and CUI toward e-HRM may provide better service that satisfies user expectations resulting in keeping using it in alignment with organization vision towards sustainability.

Thus, this paper develops the following hypotheses (1-5):

H1: e-HRM PU positively influences CUI

H2: e-HRM PEOU positively influences CUI.

H3: User satisfaction toward e-HRM positively influences CUI.

H4: User satisfaction mediates the relationship between e-HRM PU and CUI

H5: User satisfaction mediates the relationship between e-HRM PEOU and CUI

For explaining the causal relationship between Three variables (The variable are dependent in this research is e-HRM CUI, with the independent variables being e-HRM PU and PEOU. The mediating variable user satisfaction towards e-HRM, (see Figure 2).
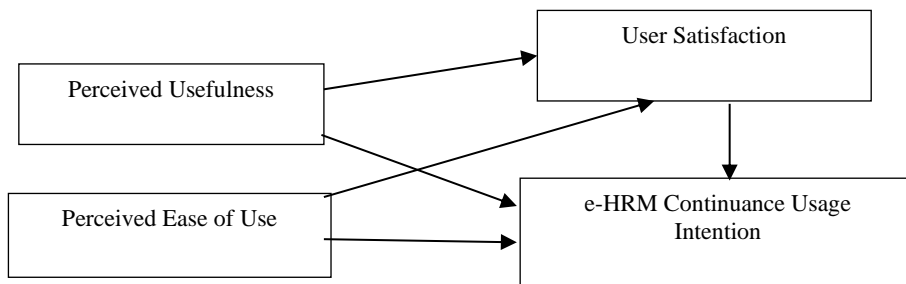

Figure 2. The Research Model

3. Design and Methodology

A deductive approach was seen as most suitable since the gathered information from such a study brings about helps to determine the relationship between e-HRM PU, PEOU, User Satisfaction, and CUI. The design is quantitative because it involves numerical representations and manipulating of observing to explain, describe, and testing hypotheses (Creswell, Plano, Gutmann, & Hanson 2003). Consequently, the researchers have successfully measured and analyzed the relationship between e-

HRM PU, PEOU, User Satisfaction, and CUI. This paper uses a descriptive methodological approach since the aim of identifying variables and describing prevailing relationships on the different variables, as well as explain the relationships between the variables with the ultimate goal of creating an understanding of a particular phenomenon. Furthermore, an empirical investigation is utilized in testing the hypotheses and explaining the nature of variables' relationships (Churchill & Iacobucci, 2002). In this paper, therefore, the researchers used following quantitative

statistical practices for collecting data targeting a total of (123) respondents were considered from HRM (Managers, Heads of Departments, and employees) in (30) five stars' hotels in Jordan.

The survey that was used to collect the data contained 16 items; Perceived Usefulness was measured using 5-items and Perceived Ease of Use was measured using 3-items which were adapted from (Davis, 1989). Post-Acceptance Model scales of User Satisfaction towards e-HRM was operationalized with a 4-items, and e-HRM Continuance Usage Intention was operationalized with a 4-items scale adapted from (Bhattacherjee 2001).

4. Data Analysis

The analysis of the data followed the use of a Partial Least Squares Structural Equation Modeling (PLS-SEM) technique, a multivariate path analysis statistical technique; it is inclusive of distinct stages that are assessing the model of measurement and inclusive of aspects of reliability and discriminant validity of distinct measures. Also, assessing the structural model is appropriately applicable. According to descriptive statistics, this paper describes the sample of the research showing the values of demographics and latent variables, as well as their related indicators, are shown in (Appendix 1). It can be noted that the PU is ranked first (M = 4.51, SD = 0.55), followed by e-HRM user satisfaction (M = 4.45, SD = 0.65), CUI (M = 4.40, SD = 0.76), then PEOU (M = 4.40, SD = 0.66).

4.1. Outer Loadings

Path analysis was analyzed to check the outer loading for the items. The results are shown in figure 3.
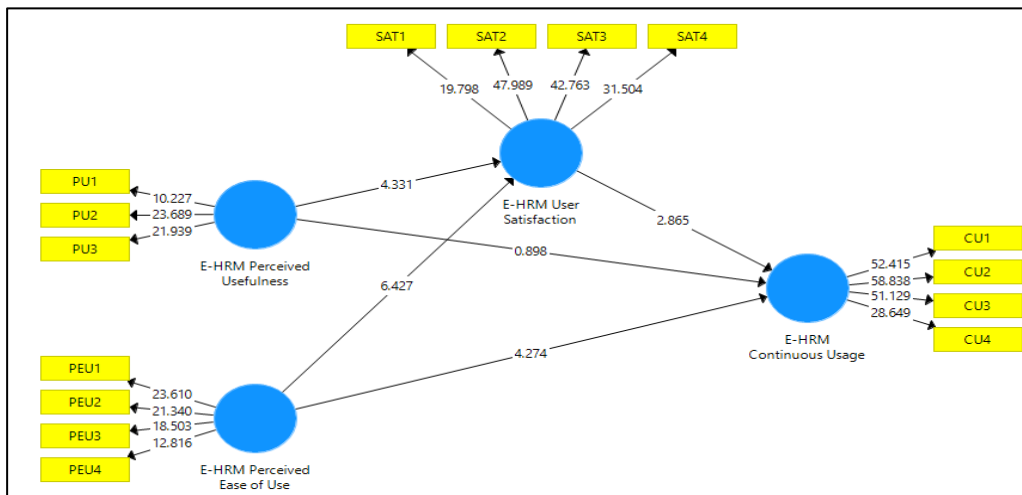

Figure 3. Outer loadings of research variables

Figure 3 shows the results of outer loadings of research variables and their indicators, the results of all outer loadings are more than the cut-off of 0.60, which indicates that the model is significant (Takata, 2016). In terms of model fit, the results confirm that the current model fits the data well. The value of the Standardized Root Mean Squared Residual (SRMR) is less than 0.08 (Asparouhov et al., 2018). Whereas the value of Chi-square was equal to 321.0 and (NFI) was 0.81.

4.2. Reliability, Validity, and Multicollinearity

Reliability was tested using Cronbach's alpha (α) and Composite Reliability (CR). The validity, on the other hand, was examined based on convergent and discriminant validity. The first one was cheeked by the Average Variance Extracted (AVE), while the square root of AVE values measured the other one. The results in Table 1 assert that alpha coefficients and CR values are acceptable. Their cut-off values are higher than 0.70 (Hair et al., 2014; Rawashdeh et al., 2016). AVE, as a measure of convergent validity, should show values greater than 0.50 (Lukman et al., 2020). Discriminant validity was assessed based on

a comparison between the square root of the AVE values and intercorrelation coefficients between each pair of research constructs (Low et al., 2019). The results confirm that the square roots of the AVE values as shown on the diagonal are higher than the intercorrelation coefficients implying that discriminant validity was assured. Multicollinearity was evaluated using the variance inflation factor (VIF) in which values should be less than 5 (Joshi et al., 2012). The results found that VIF values were acceptable.

4.3. Path Analysis

The results of the analysis are shown in figure 4 and table 2.

Table 1. Factors' reliability and validity results

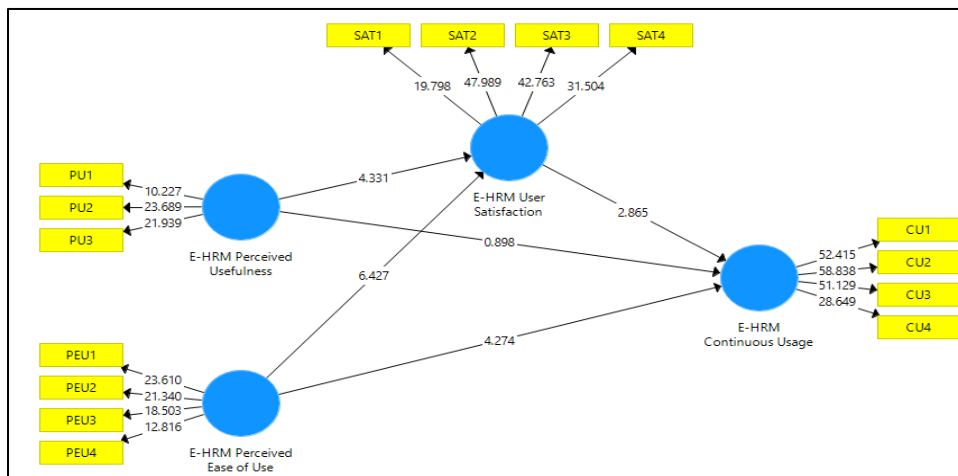| Items	α	CR	AVE	(1)	(2)	(3)	(4)	VIF
(1) CUI	0.94	0.96	0.85	0.88				4.18
(2) PEOU	0.84	0.89	0.68	0.84	0.82			2.17
(3) PU	0.73	0.85	0.65	0.73	0.75	0.81		1.56
(4) User SAT	0.91	0.94	0.79	0.82	0.82	0.78	0.89	2.90

Figure 4. T-Statistics of research variables

Table (2) shows that e-HRM PU showed no significant effect on CUI (β = 0.09, t = 0.898, P = 0.37). while, e-HRM PEOU is positively related to CUI (β = 0.47, t = 4.274, P = 0.000). Finally, e-HRM user

satisfaction showed a significant impact on e-HRM CUI (β = 0.36, t = 2.865, P = 0.00) (see figure 6). In terms of total, direct and indirect effects, the results in table (3) showed that e-HRM PU had no direct effect

on CUI and no indirect effect on CUI through user satisfaction (β = 0.04, P = 0.200). on the other hand, e-HRM PEOU had a direct effect on e-HRM CUI and user satisfaction along with indirect effect on CUI

through user satisfaction (β = 0.20, P = 0.00).

Based on these results, table (4) summarizes the results of hypotheses testing.

Table 2. Results of hypotheses testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
PU -> CUI	0.09	0.092	0.105	0.898	0.37	No
PEOU -> CUI	0.47	0.468	0.111	4.274	0	Yes
User SAT -> CUI	0.36	0.363	0.125	2.865	0	Yes

Table 3. Total, direct and indirect coefficients

	Total	P	Direct	P	Indirect	P
PU → CUI	0.23	0.000	0.23	0.020	-	-
PEOU→ CUI	0.67	0.000	0.67	0.000	-	-
PU → SAT → CUI	0.13	0.000	0.094	0.370	0.04	0.200
PEOU→ SAT → CUI	0.67	0.000	0.47	0.000	0.20	0.000

Table 4. Summary of Hypotheses Testing Results

Research Hypotheses	Result	Supported Studies
H1: e-HRM PU positively influences CUI	Reject	Marler & Fisher (2010); Wickramasinghe (2010) Anjum, 2011, Ho, 2010
H2: e-HRM PEOU positively influences CUI	Support	Ruel & Kaap, (2012); Voermans & Veldhoven (2007).
H3: User SAT toward e-HRM positively influences CUI	Support	Bjorkman & Lervik (2007); Zeithaml, et al. (1996), Seddon (1997
H4: User SAT mediates the relationship between e-HRM PU and CUI	Reject	Martin & Reddington (2010); Cronin et al (2006), Ma and Ye (2015)
H5: User SAT mediates the relationship between e-HRM PEOU and CUI	Support	Chen & Yen 2007; Mahmood et al (2000)

5. Discussion

The sourced results in this report affirms to the view of the existing relationship of the structural model. Majority of the findings are in line with the past results of related studies. The existing relationship for the TAM and PAM constructs are evidently noted as being critical and linked in a positive manner. Consequently, the researchers present the discussion of the results in five relations, e-

HRM PU and CUI, e-HRM PEOU and CUI, e-HRM user satisfaction and CUI, and user satisfaction as mediate between PU, PEOU and CUI. Next, the researchers illustrate how, why and why not user satisfaction act as mediator between e-HRM PU, PEOU, and CU was observed and discussed in details. The sourced results from the analysis of the SEM is that the identified measurement model and structural model are directly satisfying the essential fitness factors. In

light of the hypotheses testing, the researchers provide detailed engagement pertaining to the core findings of analysis of data, comparing them with past studies and maintaining commitment of the theoretical background linked to the variables of the study. It has presented as follows: Existing work on e-HRM majorly relied on TAM and PAM models (Huang et al., 2004).

This work predicted that e-HRM PU would influence CUI. The outcome conforms to prior findings of Marler and Fisher (2010), which illustrated that PU of e-HRM is a critical contextual variable targeting e-HRM; and corroborated by Wickramasinghe (2010), who asserted that PU is associated with using e-HRM systems signals some form of compatibility. Interestingly, e-HRM PU did not impact on CUI. Unfortunately, this assertion has been nullified by this study, it has laid out the fact that PU of e-HRM might do not enhance e-HRM- CUI (Ruel & Kaap, 2012). The study hypothesized e-HRM PEOU would influence CUI, as expected, e-HRM PEOU will influence CUI, in line with Voermans and Veldhoven's (2007) study, which identified PEOU as a determinant of the intention of using e-HRM. The study supported the hypothesis, and the above findings hence contribute to an understanding of how e-HRM PEOU interacts with user satisfaction and CUI.

The researchers gauged for a potential association of user satisfaction with e-HRM and CUI which is adopted by PAM, "as Bjorkman and Lervik (2007) added "the level of satisfaction and prevailing HR systems in their subsidiaries have a high possibility of eliciting a high-level influence to adopting distinct levels of modernised HR practices. The E-HRM is noted as being significantly important for employee satisfaction and the CUI (Panayotopoulou et al., 2007) and with other satisfaction linked with CUI (Cronin, et al. 2006). Interestingly, e-HRM user satisfaction did not has to mediate the relationship between e-HRM PU and CUI. "Unfortunately, this assertion has

been nullified by the study, and the pattern of the result has been verified in a study conducted by Ruel, et al. (2007), who found that e-HRM-PU did not enhance strategic and technical HRM effectiveness. Kossek et al. (1994) noted that "top managers evidence increased resistance since they do not in any way view e-HRM systems as being characterised by individualised career progression.

Contrary to the above argument, recent findings like those of Hussain et al. (2007), verifying the existence of positive attitudes by the HR professionals perceiving e-HRM as being critical and technology to enable other individual activities. However, this study proposed that user satisfaction with e-HRM mediate the relationship between e-HRM PEOU and CUI. This outcome conforms to the researcher's expectation as uncovering a mediation in the model. In doing so, e-HRM practices harmonize HR activities (Martin & Reddington, 2010), asserting that better e-HRM- PEOU is a key determinant for the facilitation of focus strategy, value-adding tasks and plans (Panos, & Bellou, 2016). Hence, firms can easily gain CUI as a result of e-HRM PEOU well represented with user satisfaction with e-HRM.

6. Implications, Conclusion and Limitations

E-HRM can be noted as being distinct from the other existing innovations targeting Information Technology. This is informed by the socio-tech limitations as a consequence of prevailing challenges included in the distinct forms of engaged end-users. In this paper, it has bee suggested that for e-HRM users and provided insights for the user to manage the usage of e-HRM efficiently. Moreover, their unit of analysis was the organization, whereas this study utilized both the individual and organizational level as units of analysis, plus the context is a non-western context rather

than an Arabian work context. Interesting enough, the aforementioned studies lack a precise and in-depth analysis what leads to e-HRM Continuance Usage intention. The study benefit presented in this section hence is based on its overall contribution to appreciating the distinct determinants of CU in a non-western work setting.

In light of the research results, the researchers proposed that there may be other contextual factors hurdling the relationship, so future studies could ascertain this link in other work settings and cultural settings, "in addition to that the researcher's recommendation to future scholars is to use a longitudinal design, as this type of design allow researchers to directly observe intra-individual changes over time and address some of the limitations in the current study. Regardless, however, potential researchers must aim to vary there source methodology and collect data from various points in time. Future study should replicate the research findings in non-western settings to validate the current outcome, so the researcher, therefore, recommends scholars in other Arab countries to conduct similar research, to verify the results of this study and establish the current model.

This paper has a few limitations, which are that it includes operational and informative outcomes but inherits several limitations that should be considered by readers and future scholars. First of all, the potential confounding of User Satisfaction with e-HRM and Use e-HRM Continuance Usage Intention, it is ill to rule out that the potential effects of self-efficacy and training to use e-HRM system, also other contextual factors such as personal education, work experience and other life events like generation may have confounding effects on the data. Some of the limitations were still related to the initial data collection for the informal qualitative interviews and the fact that it was not possible to have formal in-depth interviews due to time, logistics, and procedural operations. The findings in this study cannot be generalized, as the study data was garnered from Jordan, hence the outcome is only associated with the country and the sector. More specifically, the applicability of the current outcome to other countries and sectors is somewhat questionable without empirical proof through research.

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Appendix 1. Results of descriptive statics

	No.	Mean	Median	Min	Max	SD	Kurtosis	Skewness
Gender	1	1.62	2	1	2	0.485	-2	-0.5
Age	2	2.529	2	1	6	0.91	2.9	1.614
Education	3	2.926	3	1	4	0.67	0.1	-0.25
Experience	4	2.372	2	1	4	1.165	-1	0.188
PU1	5	4.471	5	2	5	0.656	0.7	-1.05
PU2	6	4.653	5	2	5	0.585	3.3	-1.75
PU3	7	4.405	5	1	5	0.809	2.2	-1.44
PEU1	8	4.438	5	1	5	0.737	3.4	-1.54
PEU2	9	4.438	5	1	5	0.77	3.8	-1.71
PEU3	10	4.364	5	1	5	0.862	2.8	-1.57
PEU4	11	4.364	5	1	5	0.823	3.3	-1.58
SAT1	12	4.471	5	2	5	0.693	1.4	-1.25
SAT2	13	4.314	5	1	5	0.843	1.4	-1.24
SAT3	14	4.479	5	1	5	0.717	3.5	-1.56
SAT4	15	4.521	5	3	5	0.682	-0	-1.11
CU1	16	4.388	5	1	5	0.875	4	-1.82
CU2	17	4.314	5	1	5	0.813	1.2	-1.11
CU3	18	4.314	5	1	5	0.834	1.6	-1.26
CU4	19	4.314	4	1	5	0.772	1.9	-1.16
PU	20	4.51	4.67	2.67	5	0.551	0.1	-0.94
PEU	21	4.40	4.75	1	5	0.66	4.6	-1.53
SAT	22	4.45	4.75	1.75	5	0.652	1.4	-1.17
CU	23	4.33	4.5	1	5	0.76	2.5	-1.38