

Determinants of Employees' E-HRM Continuous Intention to Use: The Moderating Role of Computer Self-Efficacy

Mohannad Moufeed Ayyash, Palestine Technical University, Kadoorie, Palestine*

Fadi A. T. Herzallah, Palestine Technical University, Kadoorie, Palestine

Maan Ali Alkhateeb, Palestine Technical University, Kadoorie, Palestine

ABSTRACT

This work intends to examine the determinants of employees' continuous intention to utilize electronic human resource management (e-HRM) based on the technology continuous theory. Furthermore, it scrutinizes the direct and moderating effect of computer self-efficacy for the continuous intention to utilize e-HRM and how it moulds the direct relationship between perceived usefulness, attitude, and satisfaction. In this study, structural equation modelling (SEM) was used to examine the data obtained from a survey of 159 employees. The findings revealed that perceived usefulness, satisfaction, computer self-efficacy, and attitude had a direct and positive impact on continuous intention to use e-HRM. In addition, computer self-efficacy played a moderating role in the relationship between satisfaction, perceived usefulness, attitude, and the continuous intention to use e-HRM. The findings can be utilized by e-HRM service providers to devise strategies that can strengthen the employee's continuous intention and by scholars to increase, improve, and assess the research concerning e-HRM.

KEYWORDS

Computer Self-Efficacy, Continuous Intention, Electronic Human Resource Management (e-HRM), Smart PLS, Technology Continuous Theory (TCT)

INTRODUCTION

Organizations utilize information systems to empower business procedures such as the performance of human resource activities (Ruel, Bondarouk, & Looise, 2004; Ruta, 2005; Magoro & Phahlane, 2019). Human resource information systems have evolved through four stages, namely: paper-based systems, first personal computer technology, database systems, and web-based technology (Bulmash, 2008). In consideration of the availability of these systems, human resource management has come under extraordinary pressure to become more effective, fertile, innovative, and competent in sustaining strategic purposes through creating a new e-HRM system (Iqbal, Ahmad, Raziq, & Borini, 2019). Generally, institutions are provided with several benefits by the e-HRM, i.e. functioning efficacy, human resource practices with improved quality, reduced expenses correlated with HRM, more

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*Corresponding Author

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reliable delivery of HRM services, and a change in the human resource's role towards strategic associates (Lepak & Snell, 1998; Bondarouk & Ruël, 2009; Marler, 2009; Strohmeier & Kabst, 2009). Furthermore, e-HRM furnishes users with many advantages through online access to information regarding human resource concerns. For example, they provide them with training, benefits, wages, terms of service, and the completion of online questionnaires (Singh & Raghuvanshi, 2013).

The e-HRM system is related to the deployment of web-based technologies associated with human resources and system functions to cater to the needs of the IT personnel. Employing web-based technologies enable employees to access applications through a safe password-protected login page from any computer linked to the Internet, as all the data are encoded from that point onwards, (Bulmash, 2008). However, e-HRM systems remain susceptible to failure (Smale & Heikkilä, 2009; Martin & Reddington, 2010; Tansley, Newell, & Williams, 2001; Tanya, Parry, & Furtmueller, 2017) and are observed to perform below forecast levels (Chapman & Webster, 2003). Commonly, the evaluation of the success of information systems remains a crucial perspective that can assist in determining their efficiency within organizations (Ayyash, 2017b). Therefore, to guarantee the e-HRM system's success, it is necessary to examine the determinants of the continuous intention of users to utilize such a system.

Educational institutions are labelled as a leading entity in the espousal of modern setups like e-HRM. However, the involvement of e-HRM in the academic sector is rather late, and reasonable efforts are being made to put it into practice (Yusliza, Yi Yong, Ramayah, Imran Tanveer, & Muhammad, 2018). In addition, research into e-HRM is widespread among users in the European Union and the United States (AlAmeri, 2017; Wickramasinghe, 2010; Yusoff, Ramayah, & Othman, 2015) and (Panayotopoulou, Vakola, & Galanaki, 2007). In contrast, scarce pieces of research have been done in the e-HRM field in developing countries. As far as is known, a few studies have concentrated on e-HRM issues in the Arab countries, namely: the implications of e-HRM implementation (AlAmeri, 2017); the degree of applying e-HRM in Jordan (Zureikat, 2017); the use and effectiveness of e-HRM (Obeidat, 2016); the e-HRM's acceptance (Saleh, 2014); the importance of e-HRM (Al Shobaki, Abu Naser, Abu Amuna, & El Talla, 2017); and e-HRM's impact on organizational development (Atallah, 2016). Furthermore, most of the previous shreds of research concentrated on the adoption of e-HRM (Zhou, Y., Cheng, Y., Zou, Y. & Liu, G., 2021; Bondarouk & Ruël, 2009; Ruël & Van der Kaap, 2012; Galhena, 2015; Heikkilä, Rentto, & Feng, 2017; Masum, Kabir, & Chowdhury, 2015; Panayotopoulou et al., 2007; Strohmeier & Kabst, 2009; Voermans & Veldhoven, 2007). Thus, it has become crucial for educational institutions to recognize the employees' behaviors concerning the continuous intention to use e-HRM so that the power of the e-HRM system is utilized to become more productive and competitive.

However, although technology has become more ubiquitous, it is easy to assume that a low level of computer self-efficacy may be illogical. However, pieces of research have revealed that efficacy still has an impact on usage (Zhou, Y., Cheng, Y., Zou, Y. & Liu, G., 2021; Compeau & Higgins, 1995). The constant accessibility of information systems and their success are contingent on their continued usage and not on their initial acceptance (Bhattacharjee, 2001). Hence, Tanya et al. (2017) and Yusliza et al. (2018) recommend reinforcing the theoretical cornerstone of examining e-HRM Empirical studies related to using the e-HRM are continuously needed to develop the theory and guide practices.

Therefore, this study aimed to fill the gap in the studies and research papers on the continuous use of e-HRM by examining the employees' determinants of the continuous intention to use e-HRM through the technology continuous theory. Further, it explores the moderating and direct effect of computer self-efficacy in the continuous intention in using e-HRM and shaping the direct association among perceived usefulness, satisfaction, and attitude in the technology continuous theory model. Against this, the current work has answered the following two main research questions:

1. What are the continuous intention determinants to use the e-HRM system?

2. Is the association between (perceived usefulness, satisfaction, and attitude) and continuous intention to use e-HRM moderated by computer self-efficacy?

The structure of the current paper is divided into 8 sections. Section 1 presents the introduction, while Section 2 reviews the study's theoretical foundation. In Section 3, the research model and hypotheses development are presented. Section 4 provides the methodological design of the study that describes the processes for developing the instrument, the data collection, and reports on the empirical results. The data analysis and findings are discussed in Section 5. Section 6 gives insight into the research's implications. Finally, the conclusion is presented in Section 7.

THEORETICAL FOUNDATION

Previous research provided a limited understanding of the moderating impact of the adoption of information technology (Mohtaramzadeh, Ramayah, & Jun-Hwa, 2018; Oliveira, Martins, Sarker, Thomas, & Popović, 2019). According to Thiruselvi, Yusliza, Ramayah, & Nur Zahitah (2013), prior research on e-HRM has neglected to employ the Technology Continuous Theory (TCT) to examine the impact of e-HRM practices on the continuous intention of users to use such practices. As far as is known, few studies, if any, are done to study the effect of computer self-efficacy on the continuous intention to use e-HRM by employing the TCT, either in a direct or indirect relationship.

Technology Continuous Theory (TCT)

The use of TCT is substantial because of its more noticeable illustrative prowess in elucidating the post-acceptance stage (Foroughi, Iranmanesh, & Hyun, 2019; Liao, Palvia, & Chen, 2009; Peng, OuYang, & Liu, 2019; Yusliza et al., 2018). TCT shall be used as an innovative theory for projecting the continuous intention of users about a certain technology as put by (Liao et al., 2009). It is based on A 3-theory mix in information systems/information technology research: cognitive model (Oliver, 1980), technology acceptance model (Davis, Bagozzi, & Warshaw, 1989), and expectation confirmation model (Bhattacharjee, 2001). TCT includes three levels of constructs with information systems' continuous intention being the last dependent construct. TCT encompasses two leading notions: satisfaction and attitude, along with three levels of precursors: confirmation, perceived usefulness, and perceived ease of use. As put by (Liao et al., 2009), all hypotheses recommended in the three models encompass TCT. The earlier works have highlighted the TCT's important role in elucidating the high percentage of the variance of the continuous intention (Foroughi et al., 2019; Iranmanesh, Zailani, & Nikbin, 2017; Weng, Zailani, Iranmanesh, & Hyun, 2017; Sayyah Gilani, Iranmanesh, Nikbin, Zailani, 2017).

Currently, TCT is used in different academic fields to examine the continuous intention to use information systems such as mobile banking services (Foroughi et al., 2019), radio frequency identification (Iranmanesh et al., 2017), electronic medical records (Sayyah Gilani et al., 2017), mobile taxi booking applications (Weng et al., 2017), and e-HRM (Thiruselvi et al., 2013; Yusliza et al., 2018). These studies and research papers have strengthened the aptitude and applicability of TCT in understanding the continuous intention of employees to use e-HRM. Hence, it is suitable to adopt TCT to understand the continuous intention to utilize e-HRM systems.

Computer Self-Efficacy

The computer self-efficacy construct development was based on Bandura's self-efficacy theory (1977), and its role in Bandura's social cognitive theory (1986). The theory of self-efficacy relates to the self-confidence and ability of a person to individually develop useful behavior (Ajzen, 2002; Zailani, Gilani, Nikbin, & Iranmanesh, 2014). Self-efficacy in itself is not a measure of an individual's abilities, but rather describes everything the individual believes he or she is capable of doing, depending on

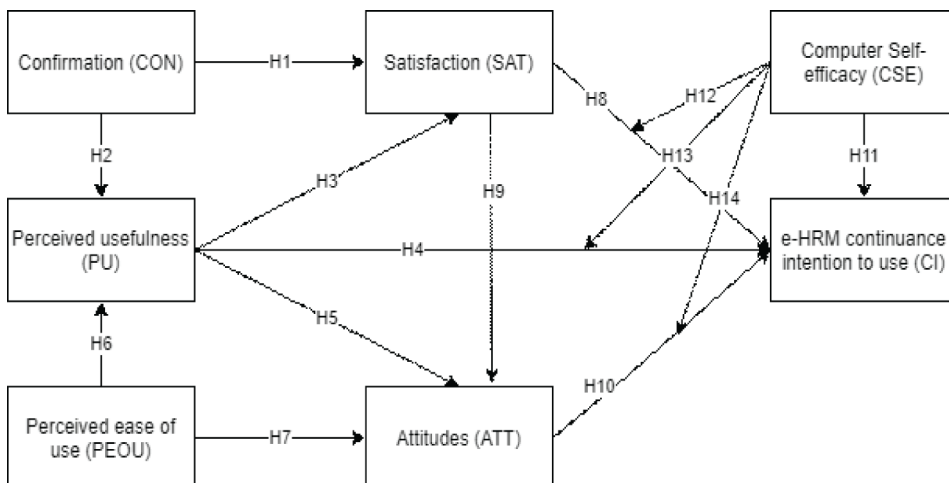
his or her skills (John, 2013). Nevertheless, according to Kao, Tsai, & Shih (2014), the utilization of the self-efficacy theory in IT can be described in three categories. The first is computer self-efficacy relating to the capability and confidence of the individual in completing tasks associated with the use of a computer (Compeau & Higgins, 1995). The second is Internet self-efficacy reflecting the user's ability to complete or manage Internet requests. The third is web-enabled professional development self-efficacy examining the skills of instructors in utilizing web-based technology.

In this study, computer self-efficacy is demarcated as the self-confidence level of the employee in his or her competence in using the e-HRM system. Computer self-efficacy plays a significant role as an essential incentive toward a continuous intention (Bhattacharjee, Perols, & Sanford, 2008; Gan & Balakrishnan, 2017; Giesbers, Rienties, Tempelaar, & Gijssels, 2013; Susanto, Chang, & Ha, 2016). Computer self-efficacy was ascertained in most of the earlier pieces of research as being in a significant correlation with a continuous intention, and as being directly associated in diverse contexts, as mentioned previously: e-government smartphone banking (Susanto et al., 2016), (Arfat, Rahman, Rahman, & Mahmood, 2018), governmental agencies (Bhattacharjee et al., 2008), along with mobile banking services (Foroughi et al., 2019). However, as far as is known, few studies, if any, have examined the direct and moderating effect of computer self-efficacy on the continuous intention to use the e-HRM system and shape the direct relationship of perceived usefulness, attitude, and satisfaction in the TCT model. Therefore, to fill the gaps in the literature, computer self-efficacy was added as a behavioral construct to explore the above-mentioned impact on the employees' continuous intention in using the e-HRM system, and how it shapes the direct relationship between perceived usefulness, satisfaction, and attitude in the TCT model.

RESEARCH MODEL AND HYPOTHESES DEVELOPMENT

To adequately recognize the continuous intention of employees in using the e-HRM system, the current study introduced a new model obtained from a literature review based on a combination of TCT (Liao et al., 2009) and computer self-efficacy, as displayed in Figure 1. As stated by the TCT, perceived usefulness, attitude, and satisfaction are the forecasters of continuous intention, while perceived ease of use, satisfaction, and perceived usefulness are the attitude drivers. Satisfaction is affected by perceived usefulness and confirmation (Foroughi et al., 2019). The

Figure 1. Research model



following sections explain in detail the relationships among all the variables incorporated into the suggested hypotheses.

Employees' Confirmation of Expectations and Satisfaction

Confirmation is defined as the level of awareness of the possible benefits attained from using information systems (Bhattacharjee, 2001). In the current work, confirmation was taken to indicate the employees' awareness of the probable benefits that they will continue to receive by using the e-HRM system. In earlier studies, confirmation was positively related to satisfaction (Bhattacharjee, 2001; Fu, Zhang, & Chan, 2018; Peng et al., 2019; Foroughi et al., 2019; Susanto et al., 2016) and perceived usefulness (Susanto et al., 2016; Wijaya, Rai, & Hariguna, 2019). Employee perceived usefulness augmented by disconfirmation and confirmation is more likely to reduce such awareness consistent with the observations of previous research work (Mou, Shin, & Cohen, 2017; Tam, Santos, & Oliveira, 2018; Sarkar & Khare, 2019). Thiruselvi et al. (2013) discovered that confirmation is positively correlated with satisfaction and perceived usefulness. Consequently, it is postulated that:

H1: Confirmation has a positive impact on the satisfaction of the employees with the-HRM services.

H2: Confirmation has a positive impact on the perceived usefulness of the employees with the e-HRM services.

Perceived Usefulness, Satisfaction, Continuous Intention, and Attitude

Perceived usefulness is delineated as the awareness of the employee of the estimated benefits from the utilization of information systems/information technology (Bhattacharjee & Premkumar, 2004). In the current work, perceived usefulness is related to an employee's awareness of the expected benefits to be received from using the e-HRM. Perceived usefulness is a significant forecaster of behavioral intention in several settings and counting mobile banking services (Foroughi et al., 2019), e-government (Hamid, Razak, Bakar, & Abdullah, 2016), education (Ayyash, 2017a), and social network sites (Ayyash, Herzallah, & Ahmad, 2020). A few studies ascertained the positive relationship between the satisfaction of users and the perceived usefulness such as (Bhattacharjee, 2001; Kumar, Adlakaha, & Mukherjee, 2018; Lim, Kim, Hur, & Park, 2019; Rezvani, Khosravi, & Dong, 2017). An earlier study indicated the direct and positive effect of perceived usefulness on the continuous intention in using e-books (Joo, Park, & Shin, 2017) and social commerce (Wijaya et al., 2019). Furthermore, perceived usefulness is positively related to attitude, satisfaction, and a continuous intention regarding e-HRM (Thiruselvi et al., 2013). This is interpreted as the high level of awareness of the employee about the usefulness of the e-HRM service, along with the positive association between satisfaction, attitude, and continuous usage intention. Therefore, based on the above studies, the following assumptions are made:

H3: The e-HRM's perceived usefulness has a positive impact on employee satisfaction.

H4: The e-HRM's perceived usefulness positively impacts the continuous intention of employees to use e-HRM.

H5: The perceived usefulness of e-HRM positively impacts an employee's attitude.

Perceived Ease of Use, Perceived Usefulness, and Employee's Attitude

Perceived ease of use is defined as the degree to which the individual contends that employing a specific system causes no effort (Davis et al., 1989). Perceived ease of use has a direct and indirect impact using perceived usefulness on attitude (Ayyash, Ahmad, & Singh, 2012; Davis et al., 1989). Perceived ease of use has also a positive impact on the behavioral intention to use (Fagan, Neill, & Wooldridge, 2008; To, Lee, & Lam, 2018), and on attitude (Munoz-Leiva, Climent-Climent, &

Liébana-Cabanillas, 2017; Guritno & Siringoringo, 2013; Nguyen et al., 2019). Further, earlier studies constantly asserted that perceived ease of use is a significant determinant of perceived usefulness in different settings such as online shopping (Bauerová & Klepek, 2018) and traceability systems (Kim & Woo, 2016). In the e-HRM, perceived ease of use further positively affects the perceived attitude and usefulness (Thiruselvi et al., 2013). Therefore, the following hypotheses are put forward:

H6: The e-HRM's perceived ease of use positively impacts perceived usefulness.

H7: The e-HRM's perceived ease of use of e-HRM positively impacts the attitude of the employee.

Satisfaction, Continuous Intention, and Attitude

Prior shreds of research addressing information systems showed the relationship between continuous intention and satisfaction. Prior satisfaction in a system will ascertain the person's continuous intention to use that system (Bhattacharjee, 2001). In this research paper, satisfaction signifies the extent of workers' perceived satisfaction with using the e-HRM system. Satisfaction plays a crucial role in organizations. Consequently, to raise the degree of user satisfaction, entities typically spend significant quantities of human and financial resources on the extent of user satisfaction (Islam, 2011). Several earlier studies confirmed the positive impact of user satisfaction on the continuous intention to use (Akter, D'Ambra, & Ray, 2010; Ho, 2010; C.-L. Hsu & Lin, 2018; Shang & Wu, 2017; Yen & Tsai, 2011; Yuan, Liu, Yao, & Liu, 2016). Concerning attitude and satisfaction, many pieces of research disclosed that users, who are satisfied, are related to constructing a positive approach toward information systems/information technology (S. Hong, Kim, & Lee, 2008; Iranmanesh et al., 2017; Y. Yang, Asaad, & Dwivedi, 2017; Carlson & O'Cass, 2010; Ho, 2010). As per Davis et al. (1989), attitude is described as the extent of an individual's negative or positive sentiments regarding implementing target behavior. Moreover, Davis et al. (1989) confirmed that the behavior of the users regarding technology usage is ascertained by attitude. Thiruselvi et al. (2013) showed that satisfaction and attitude positively impacted the continuous intention to use e-HRM. Besides, Shin Hsiao (2014) showed that the attitude toward e-HRM has the greatest significant influence on the behavioral usage intention toward the e-HRM system. Therefore, it is postulated that:

H8: Satisfaction positively impacts the employee's continuous intention to use e-HRM.

H9: Satisfaction positively impacts the employee's attitude.

H10: Attitude positively impacts the employee's continuous intention to use e-HRM.

Computer Self-Efficacy and Continuous Intention to Use e-HRM

Computer self-efficacy is supported in studies related to information systems (Compeau & Higgins, 1995; Guriting, Chunwen, & Ndu, 2007; W. Hong, Thong, Wong, & Tam, 2002; Ndubisi, 2007). Earlier pieces of research on information systems have revealed that computer self-efficacy performs a pivotal role in stimulating persons to have a continuous intention to use information systems (Foroughi et al., 2019; Susanto et al., 2016; Thakur, 2018). More prominently, persons with a great amount of computer self-efficacy are expected to have a positive attitude toward information technology and computers and are further interested in utilizing information technology (Compeau & Higgins, 1995; Mensah & Mi, 2019; Venkatesh & Davis, 1996). Accordingly, employees with a huge amount of self-efficacy in e-HRM will use it due to their high level of confidence in their computer and information technology skills. This implies that employees featured with a high level of e-HRM self-efficacy have a higher continuous intention to use the system. In contrast, employees with a lower computer self-efficacy attain a lower continuous intention of using the e-HRM system. Thus, the following hypothesis is formulated:

H11: Computer self-efficacy directly and positively impacts the employee's continuous intention to use the e-HRM.

Moderating Impact of Computer self-efficacy on the Continuous Intention to use e-HRM

On-going research on computer self-efficacy has recently been noticed in the latest information systems studies (Bringula, Sarmiento, & Basa, 2017; Foroughi et al., 2019; Kass, 2014; Mensah, 2016; Mensah & Mi, 2019). These studies have endorsed the crucial impact of computer self-efficacy in explaining a user's interaction with information technology. However, earlier studies lacked adequate comprehension of the moderating impacts involved in the information technology adoption studies (Mohtaramzadeh et al., 2018; Oliveira et al., 2019). Thus, one of the aims of this research is to study the moderating impact that computer self-efficacy has on the continuous intention to utilize an e-HRM system and the way it affects the attitude, the direct relationship of satisfaction, and perceived usefulness of the TCT model.

The impact of computer self-efficacy on perceived usefulness has been supported in several empirical studies (Agarwal, Sambamurthy, & Stair, 2000; Guriting et al., 2007; Igbaria, Iivari, & Maragahh, 1995; Lopez & Manson, 1997; Venkatesh & Davis, 1996). Besides, in the setting of internet banking, the correlation between perceived usefulness and the intention to use is considerably moderated by the perceived usefulness (Ndubisi, 2007). Computer self-efficacy is ascertained to correlate with attitudes toward information technology. Zhang and Espinoza (1998) similarly stated that computer self-efficacy is positively relevant for gaining more additional computer-correlated classes. In addition, in the online shopping setting, a high computer self-efficacy will lead to a positive attitude (K. Yang, 2012). According to M.-H. Hsu, Ju, Yen, & Chang (2007), computer self-efficacy positively impacts customer satisfaction. Although computer self-efficacy plays a vital role in forming customer satisfaction, studies to examine this subject are scarce (e.g. (Henry & Stone, 1995; Lee, Choi, & Kang, 2009). Nevertheless, as far as is known, only a few studies, if any, have utilized the TCT model to scrutinize the effect of computer self-efficacy on the continuous intention to use e-HRM, either in a direct or indirect relationship. Accordingly, this study used computer self-efficacy as a moderator to examine its effect on the continuous intention of employees to use the e-HRM system and combined it with the use of the TCT model to determine how it shapes the direct relationship of attitude, perceived usefulness, and satisfaction. Thus, the final hypotheses are formulated as:

H12: Computer self-efficacy moderates the relationship between perceived usefulness and the continuous intention to use e-HRM.

H13: Computer self-efficacy moderates the relationship between employee satisfaction and a continuous intention to use e-HRM.

H14: Computer self-efficacy moderates the relationship between employee attitude and a continuous intention to use e-HRM.

RESEARCH METHODOLOGY

Measurement Constructs, Data Collection, and Sampling

The study's constructs were measured for all of the items using the 5-point Likert scale. Number (1) parallels strongly disagree, while the number (5) parallels strongly agree. The confirmation items were constructed grounded on the studies (Bhattacharjee, 2001; Thiruselvi et al., 2013). Items regarding perceived ease of use, perceived usefulness, satisfaction, and attitude were constructed on studies (Davis, 1993; Thiruselvi et al., 2013). Items related to computer self-efficacy were based on studies (Compeau & Higgins, 1995; Foroughi et al., 2019). Items on the continuous intention to use e-HRM were constructed grounded on studies (Bhattacharjee, 2001; Thiruselvi et al., 2013). Two professional

translators translated all the items adapted from the earlier shreds of research into the local language in Palestine, namely: The Arabic language. Afterward, these items were converted back into English by an additional translator based on the recommendation of Brislin (1970). There were no important variations, but a few grammatical issues were observed and later resolved. To revise and validate the content, a board of specialists consisting of three information systems researchers and information systems professionals was organized. Using their clarifications as to the basis, specific items were rewritten to enhance the questionnaire accuracy. Afterward, data was collected by distributing questionnaires in their native language. The items given in the surveys are given in Table (1).

The study questionnaire is developed on the different stages elaborated by Churchill and Iacobucci (2010), where different stages are gone through when identifying the relevant information for the pre-testing and revision of the questionnaire. Several studies provided guidelines in literature in terms of the design of traditional surveys (Malhotra & Birks 2007; Churchill & Iacobucci 2010).

Attached to the questionnaire is a cover letter that provides brief information about the study and its objectives to encourage the participation of the respondents in the survey. The questionnaire is divided into parts, where each part contains several instructions and questions given to explain how to answer the corresponding questions to minimize ambiguity. The respondents are thanked for their time, cooperation, and invaluable feedback and collaboration.

More specifically, the questionnaire is categorized into six parts - with the sections covering questions concerning demographic information, Confirmation, Perceived Ease of Use, Perceived Usefulness, Satisfaction, Attitude, Computer Self-efficacy, and Continuous intention to use e-HRM, where the participants are requested to tick the relevant box in front of each item based on their knowledge. Concerning this, a 5-point Likert scale is used with the points denoting the following; 1- strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree.

The survey method has frequently been used to scrutinize behaviors in information systems studies (Ahmad, Ayyash, & Al-Qudah, 2018; Ayyash, Ahmad, & Singh, 2013; Huang & Benyoucef, 2015; Kang & Namkung, 2019). The purpose of the survey was to scrutinize the effect of computer self-efficacy and TCT factors on the continuous intention to use the e-HRM system at the Palestine Technical University – Kadoorie in Palestine. The Human Resources Department at this University is responsible for establishing the association between the University and its employees through the management of their activities such as wages, promotions, performance evaluations, benefits, self-service, absence, and training. The University consistently modernizes its e-HRM system to ensure the employees' continuous use of it, hence, ensuring the success of e-HRM. To increase the reliability and validity of this research paper, the generalized concepts had to be described by the items under every construct (Ayyash et al., 2020). Consequently, the items of the survey were selected from the existing studies and then adapted to the study venue.

For the sampling and data collection processes, the survey was distributed between a sample of defendants consisting of public employees using the e-HRM system and working at the three branches of the Palestine Technical University – Kadoorie using simple random sampling. Hair Jr, Hult, Ringle, & Sarstedt (2016) developed guidelines for sample size and presented them as one to five ratios. Therefore, the survey utilized in the current work was made up of 27 measurement objects requiring the smallest group of 135 (27×5) useful surveys. Based on this, an online survey was conducted by email to 250 public employees using the e-HRM system. 170 questionnaires were returned, with 159 questionnaires deemed usable for the analysis. This corresponds to a reply rate of 63.6%. The respondents' demographic profiles are given in Table 2.

DATA ANALYSIS

In comparison with other general statistical analysis techniques, SEM is deemed to be greatly advantageous for statistical analysis in terms of efficacy, precision, and availability (Henseler, Ringle, & Sinkovics, 2009; Richter, Cepeda-Carrión, Roldán Salgueiro, & Ringle, 2016). SEM is

Table 1. Research instruments

Construct	Source	Measurements
Confirmation (CON)	(Bhattacharjee, 2001; Thiruselvi et al., 2013)	My knowledge of utilizing e-HRM is more useful than what I anticipated (CON1).
		The degree of the service offered by e-HRM is more useful than what I anticipated (CON2).
		Generally, the majority of my anticipations from utilizing e-HRM support (CON3).
Perceived Usefulness (PU)	(Davis, 1993) (Thiruselvi et al., 2013)	Utilizing e-HRM will raise my achievement in managing HR actions (PU1).
		Utilizing e-HRM in my work will raise efficiency in managing HR actions (PU2).
		Utilizing e-HRM will improve my efficiency in managing HR actions (PU3).
		I realize that e-HRM is beneficial in managing HR actions (PU4).
Perceived Ease of Use (PEOU)	(Davis, 1993) (Thiruselvi et al., 2013)	Discovering how to employ e-HRM is manageable for me (PEOU1).
		My intercommunication with e-HRM is explicit and comprehensible (PEOU2).
		I realize that it is simple to interrelate with e-HRM (PEOU3).
		I discover that it is simple to become an expert with e-HRM (PEOU4).
		I find that e-HRM is easy to use (PEOU5).
Satisfaction (SAT)	(Davis, 1993) (Thiruselvi et al., 2013)	I am quite pleased with my overall e-HRM (SAT1).
		I am quite delighted with my overall e-HRM (SAT2).
		I have contended with my overall e-HRM (SAT3).
		I am pleased with my overall e-HRM (SAT4).
Attitude (ATT)	(Davis, 1993) (Thiruselvi et al., 2013)	The use of e-HRM services is a good idea (ATT1).
		I like using e-HRM (ATT2).
		The use of e-HRM is a pleasant experience (ATT3).
		I reason it is desirable to use e-HRM (ATT4).
Computer Self-efficacy (CSE)	(Compeau & Higgins, 1995; Foroughi et al., 2019)	I have confidence in my ability to define how e-HRM works (CSE1).
		I can execute my tasks using e-HRM even if there is no one around to assist me (CSE2).
		I can execute my tasks using e-HRM and just a simple physical or virtual aid for reference (CSE3).
		I can execute my tasks using e-HRM if I have sufficient time to accomplish them (CSE4).
		I am self-assured and sufficient in my capability to execute my tasks using e-HRM (CSE5).
Continuous intention to use e-HRM (CI)	(Davis, 1993) (Thiruselvi et al., 2013)	I plan to continually use e-HRM instead of discontinuing its use (CI1).
		I plan to utilize e-HRM than the usage of any other tools (CI2).
		I wish I can continue using e-HRM as much as possible (CI3).

considered to be a second-generation method that addresses the problems encountered in means of the first-generation analysis. It is also known as a multivariate analysis technique that can help analyze multiple constructs simultaneously. Due to this ability to handle multiple complex relationships simultaneously, it has gained popularity in day-to-day business research (Henseler et al., 2009). SEM has two popular methods: variance-based SEM or partial least square (PLS)-SEM and covariance-based SEM (W. W. Chin & Newsted, 1999). Selecting an appropriate statistical method is a vital part

Table 2. Demographic profile

Variables	Characteristics	Frequencies	Percentages
Gender	Male	119	75%
	Female	40	25%
Age	22-29 years	16	10%
	30-39 years	53	33%
	40-49 years	56	35%
	50 and above	34	21%
Education	High school	8	5%
	Diploma	13	8%
	Bachelor	47	30%
	Master	44	28%
	PhD	47	30%
Branches	Tulkarm	89	56%
	Ramallah	30	19%
	Hebron	40	25%

of social science studies because the analytical methods' unsuitable selection may lead to imprecise conclusions (Ramayah, Ahmad, Halim, Zainal, & Lo, 2010). Data collected in social science studies tend to encounter the issue of normality; therefore, PLS is often employed and favored rather than CB-SEM, as the former addresses the normality concerns (Osborne, 2010).

Analysis in this study was performed using the Smart PLS (V. 3.2.9) software. It is recommended to utilize the Smart PLS structural equation modelling technique if the sample size is quite small, the model is complex, or assumptions of normality are not met (W. W. Chin & Newsted, 1999). For our research, the model was complex.

PLS-SEM refers to a two-stage analysis method providing dimension findings in two phases; the first phase includes a measurement model, while the other phase uses a basic model (Henseler et al., 2009). The measurement model's evaluation involves assessing the inner model through validity or reliability tests. In opposition, structural model evaluation involves assessing the external framework or testing the relationships among the hypotheses.

Measurement Model Analysis

A measurement model had been conducted to evaluate the construct's reliability, indicators' reliability, convergent validity, and scales' discriminatory validity for intellectual dimensions. The outcomes of this model are displayed in Tables 3 and 4, as well as Figure 2. The reliability of the construct has been examined using CR (composite reliability). The outcomes of CR are greater than 0.7 for each of the constructs in Table 3, suggesting the internal uniformity and aptness of the constructs (Henseler et al., 2009; Straub, 1989). AVE (average variance extracted) was used to show convergent validity. The values of AVE are greater than 0.50 for each of the constructs given in Table 3. Therefore, the convergent validity measurement model is recognized (Fornell & Larcker, 1981; Hair, Sarstedt, Ringle, & Mena, 2012). To obtain the indicator reliability, the loading must be greater than 0.7 (Henseler et al., 2009). In the given Table 4, it can be seen that all the loadings are greater than 0.7, and thus the reliability indicator gets satisfied.

Figure 2. Measurement model

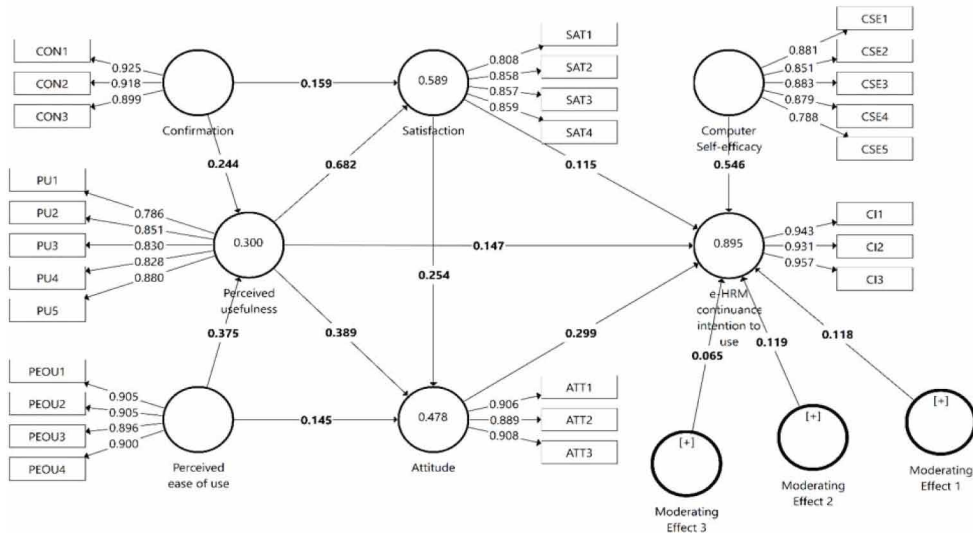


Table 3. Descriptive statistics, correlation, composite reliability (CR), and average variance extracted (AVE)

	Mean	SD	CR	Cronbach's Alpha	AVE	ATT	CSE	CON	PEOU	PU	SAT	CI
ATT	4.285	0.717	0.928	0.884	0.812	0.901						
CSE	4.001	0.753	0.932	0.909	0.734	0.728	0.857					
CON	3.783	0.805	0.938	0.902	0.836	0.512	0.596	0.904				
PEOU	4.188	0.777	0.946	0.923	0.813	0.464	0.601	0.562	0.902			
PU	4.195	0.685	0.920	0.891	0.698	0.654	0.669	0.515	0.508	0.835		
SAT	4.370	0.624	0.909	0.868	0.715	0.600	0.698	0.491	0.425	0.716	0.833	
CI	4.081	0.862	0.961	0.939	0.891	0.807	0.803	0.550	0.583	0.727	0.757	0.944

Fornell-Larcker benchmarks, cross-loadings, as well as the HTMT (heterotrait-monotrait ratio) (Henseler, Ringle, & Sarstedt, 2015) have been employed to assess the discriminant validity of the constructs. The discriminant validity of all constructs was evaluated using the association between the AVE squared root and the constructs. As displayed in Table 4, each construct's AVE square root (diagonal elements) is greater than the correlations among the constructs. Therefore, the first condition for the constructs' discriminant validity is satisfied (Fornell & Larcker, 1981). Another condition for discriminant validity states that the loadings (in bold) must be higher than cross-loadings (Wynne W Chin, 1998). As noted in Table 4, the loadings' values (in bold) are higher compared to the cross-loadings. Lastly, as shown in Table 5, each of the HTMT values is under the 0.9 threshold value. Therefore, the constructs' discriminant validity is satisfied. The outcomes support the measurement model's construct reliability. Hence, the constructs were appropriate to be employed for examining the structural model.

Structural Model Analysis

After the measurement model's assessment, the structural model has been assessed, examining the association between exogenous and endogenous parameters. The structural model's evaluation is

Table 4. Loadings and cross-loadings

Construct	Item	ATT	CSE	CON	PEOU	PU	SAT	CI
ATT	ATT1	0.906	0.672	0.530	0.488	0.557	0.573	0.747
	ATT2	0.889	0.606	0.394	0.313	0.577	0.420	0.665
	ATT3	0.908	0.684	0.453	0.441	0.632	0.612	0.761
CSE	CSE1	0.642	0.881	0.519	0.572	0.575	0.656	0.711
	CSE2	0.615	0.851	0.482	0.536	0.588	0.600	0.759
	CSE3	0.613	0.883	0.525	0.461	0.596	0.595	0.785
	CSE4	0.668	0.879	0.555	0.535	0.617	0.623	0.788
	CSE5	0.578	0.788	0.471	0.467	0.481	0.507	0.695
CON	CON1	0.467	0.561	0.919	0.548	0.497	0.464	0.529
	CON2	0.496	0.558	0.911	0.544	0.458	0.446	0.509
	CON3	0.422	0.494	0.881	0.427	0.438	0.419	0.448
PEOU	PEOU1	0.428	0.566	0.495	0.905	0.493	0.426	0.547
	PEOU2	0.446	0.564	0.578	0.905	0.457	0.386	0.528
	PEOU3	0.436	0.526	0.469	0.896	0.443	0.367	0.518
	PEOU4	0.357	0.507	0.482	0.900	0.435	0.350	0.508
PU	PU1	0.579	0.510	0.478	0.473	0.784	0.519	0.560
	PU2	0.562	0.554	0.393	0.453	0.850	0.595	0.618
	PU3	0.491	0.522	0.392	0.337	0.831	0.607	0.569
	PU4	0.524	0.622	0.456	0.432	0.828	0.608	0.656
	PU5	0.572	0.579	0.430	0.422	0.880	0.660	0.628
SAT	SAT1	0.398	0.542	0.364	0.267	0.547	0.800	0.541
	SAT2	0.509	0.591	0.382	0.354	0.589	0.843	0.667
	SAT3	0.586	0.641	0.486	0.465	0.678	0.839	0.705
	SAT4	0.479	0.537	0.388	0.304	0.556	0.850	0.587
CI	CI1	0.763	0.765	0.501	0.591	0.657	0.734	0.943
	CI2	0.729	0.713	0.521	0.490	0.690	0.696	0.931
	CI3	0.792	0.762	0.535	0.568	0.711	0.713	0.957

Table 5. Heterotrait-Monotrait Ratio (HTMT)

	ATT	CSE	CON	PEOU	PU	SAT	CI
ATT							
CSE	0.809						
CON	0.574	0.662					
PEOU	0.506	0.654	0.618				
PU	0.735	0.740	0.578	0.558			
SAT	0.674	0.785	0.557	0.467	0.814		
CI	0.812	0.789	0.601	0.625	0.794	0.838	

based on t values, β values (path coefficient values), predictive relevance (Q^2), effect size (f^2) and the determination coefficient (R^2). A 5000 resample bootstrapping method with a 5% impact level (one-tailed) was employed to examine the hypothesis's significance.

From Table 6 and Figure 3, it is apparent that among the 14 hypotheses, 13 have been supported (H1, H2, H3, H4, H5, H6, H8, H9, H10, H11, H12, H13, H14), though one of them was not supported (H7). Confirmation ($t = 2.695$, $\beta = 0.159$, $p = 0.007$) and PU ($t = 9.770$, $\beta = 0.682$, $p = 0.000$) consist of a positive noteworthy effect on the users' satisfaction of the e-HRM system. Therefore, H1 and H3 are supported. Furthermore, confirmation ($t = 2.173$, $\beta = 0.244$, $p = 0.031$) and PEOU ($t = 3.395$, $\beta = 0.375$, $p = 0.001$) consist of a positive substantial effect on PU. Hence, H2 and H6 are supported. Also, PU ($t = 2.961$, $\beta = 0.389$, $p = 0.002$) and satisfaction ($t = 2.077$, $\beta = 0.254$, $p = 0.032$) affect significantly and positively the users' attitude with respect to e-HRM system. Thus, H5 and H9 are supported. On the other hand, PEOU ($t = 1.420$, $\beta = 0.145$, $p = 0.153$) includes no significant effect on the users' attitude with respect to the e-HRM system. So, H7 cannot be supported. Additionally, PU ($t = 2.525$, $\beta = 0.147$, $p = 0.012$), satisfaction ($t = 2.008$, $\beta = 0.115$, $p = 0.041$), attitude ($t = 4.354$, $\beta = 0.299$, $p = 0.000$), and finally CSE ($t = 7.670$, $\beta = 0.546$, $p < 0.000$) include a substantial and positive effect on the continuous intention to use the e-HRM system. Thus, H4, H8, H10, as well as H11 are support.

In this research, the relationship between satisfaction and continuous intention to use the e-HRM is moderated by CSE. Also, the relationship between PU and continuous intention to use the e-HRM is moderated by CSE. Furthermore, CSE moderates the association between attitude and continuous intention. Hair Jr et al. (2016) recommend the two-stage method as the default choice which shows the advanced level of statistical power and accurately signifies the implication of the moderating effect. The moderation influence of CSE on the association among satisfaction and continuous intention is likewise significant and positive ($t = 1.998$, $\beta = 0.065$, $p = 0.041$). So, the advanced level of satisfaction leads to higher levels of continuous intention to use the e-HRM owing to the moderating influence of CSE which is portrayed in Figure 3 and Table 7, Therefore, H12 is supported. Additionally, the

Table 6. Structural model results (Direct Hypotheses Testing)

H	Relationship	Path Coefficient	Std. Error	t Value	p-Value	Supported	f^2
H1	CON -> SAT	0.159	0.068	2.695	0.007	Yes	0.044
H2	CON -> PU	0.244	0.110	2.173	0.031	Yes	0.115
H3	PU-> SAT	0.682	0.079	9.770	0.000	Yes	0.627
H4	PU -> CI	0.147	0.058	2.525	0.012	Yes	0.039
H5	PU -> ATT	0.389	0.124	2.961	0.002	Yes	0.131
H6	PEOU -> PU	0.375	0.108	3.395	0.001	Yes	0.105
H7	PEOU -> ATT	0.145	0.102	1.420	0.153	No	0.035
H8	SAT -> CI	0.115	0.051	2.008	0.041	Yes	0.025
H9	SAT -> ATT	0.254	0.100	2.077	0.032	Yes	0.058
H10	ATT -> CI	0.299	0.069	4.354	0.000	Yes	0.288
H11	CSE -> CI	0.546	0.076	7.670	0.000	Yes	0.929

Figure 3. Structural Model

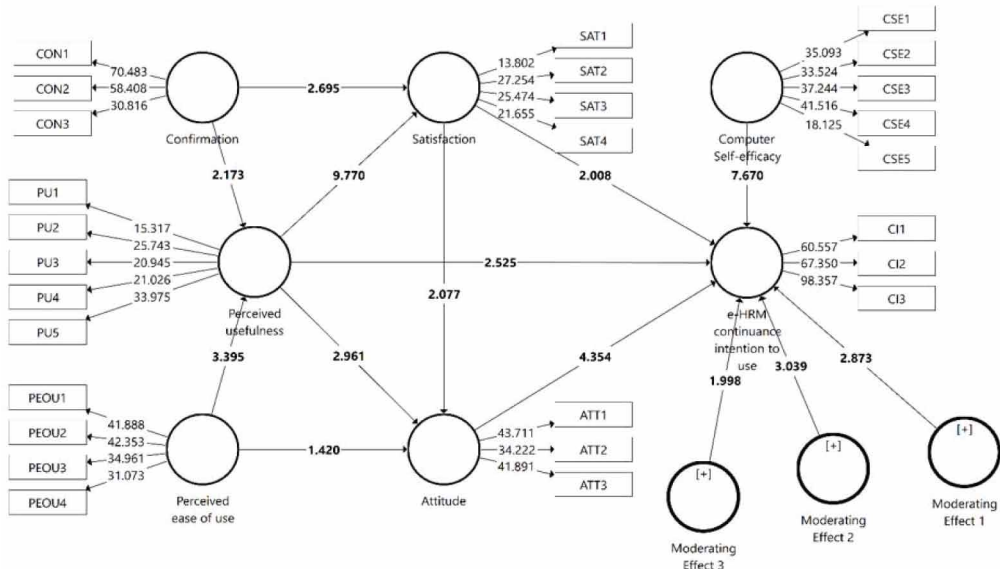


Table 7. Structural model results (Moderating Hypotheses Testing)

H	Relationship	Path Coefficient	Std. Error	t-Value	p-Value	Supported
H12	Moderating Effect 1 (SAT*CSE-->CI)	0.065	0.037	1.998	0.041	Yes
H13	Moderating Effect 2 (PU*CSE-->CI)	0.119	0.041	3.039	0.039	Yes
H14	Moderating Effect 3 (ATT*CSE-->CI)	0.118	0.038	2.873	0.033	Yes

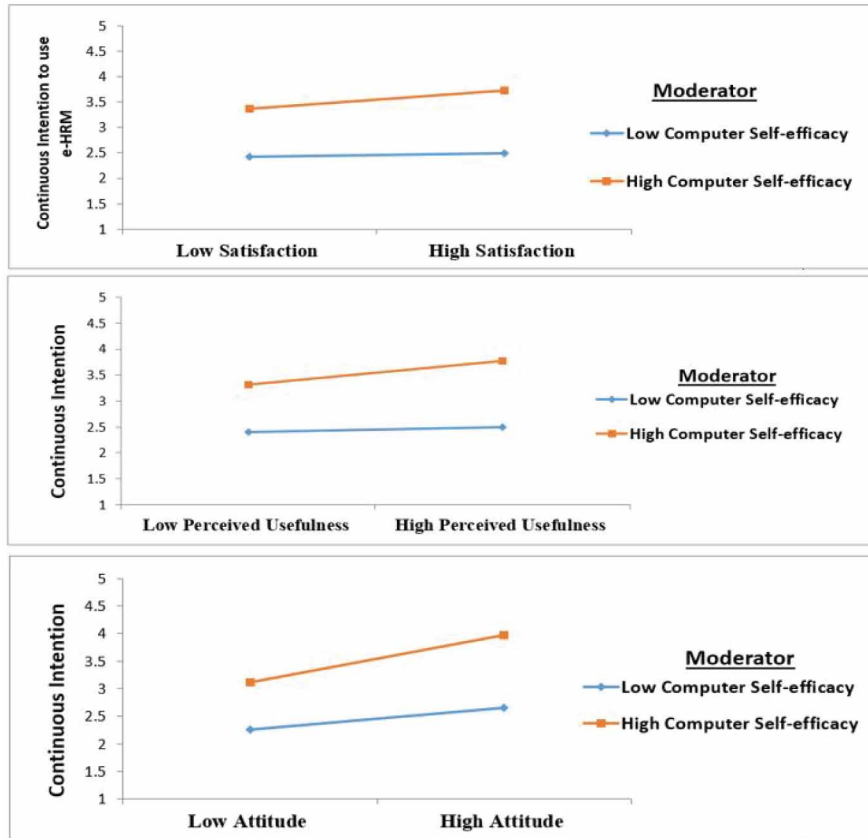
moderation influence of CSE on the association among PU and continuous intention to use is likewise significant and positive ($t = 3.039$, $\beta = 0.119$, $p = 0.039$). Therefore, the higher level of PU leads to higher degrees of continuous intention to use the e-HRM owing to the moderation effect of CSE which is depicted in Figure 3 and Table 7. Therefore, H13 is supported. Besides, the moderation influence of CSE on the association between attitude and continuous intention is also positive and significant ($t = 2.873$, $\beta = 0.118$, $p = 0.033$). Consequently, the greater level of attitude leads to greater levels of continuous intention to use the e-HRM due to the moderating influence of CSE which is described in Figure 3 and Table 7. Therefore, H14 is supported.

Important interactions for high and low values of the moderator are shown in Figure 4 which represents the association between satisfaction and continuous intention to use the e-HRM that was powerful if CSE was high, confirming our hypothesis 12. Moreover, when CSE was high, the association among PU, continuous intention, attitude, and continuous intention to use the e-HRM has been strong; thus, it supports our hypotheses 13 and 14 as well.

The value of R^2 for continuous intention to use the e-HRM is 0.895, which shows that the given model includes considerable explanatory power for e-HRM's continuous intention to use.

Nevertheless, Hair Jr et al. (2016) confirm that it is not a practical, proper, and efficient way to corroborate a model grounded on only the R^2 value. Hence, the best approach is to determine the model's predictive relevance Q^2 . If the Q^2 value is greater than zero, then dormant exogenous

Figure 4. Simple slope plots



hypotheses include high predictive relevance. The outcomes display that the Q^2 value is 0.766 for continuous intention to use the e-HRM, indicating that the model has substantial predictive relevance. The f^2 values are, 0.02, 0.15, and 0.35, suggesting small, medium, and large impacts, in turn (Cohen, 1988). Hence, the f^2 value hypothesizes that the effect's size fluctuates from medium to large (see Table 6).

Moreover, concerning the structural models' appropriateness, Hair Jr et al. (2016) assert that the assessment of the composite-based SRMR (standardized root-mean-square residual) produced values of 0.054 for continuous intention to use concerning e-HRM, which are lower than the 0.08 threshold, thus satisfying the overall appropriateness of the PLS path models as a sound structural representation underlying the experiential data.

DISCUSSION AND RESEARCH IMPLICATIONS

This research examined the employees' continuous intention's determinants to use e-HRM using the technology continuous theory combined with computer self-efficacy from a literature review. Even though the research related to e-HRM continually grows in the European Union and the United State, its construct and continuous intention to use are still generally unexamined in the empirical shreds of research. This work unfolded new key additions. It examined the continuous intention of public

employees to use e-HRM based on technology continuous theory in combination with computer self-efficacy as a behavioral construct. The results of the PLS analysis verified the entire hypotheses proposed in the present study except hypothesis 7. Hypothesis 7 perceived ease of use included an insignificant effect on user attitude towards e-HRM, thereby indicating that the model was a valuable tool for scrutinizing the continuous intention of public employees to use the e-HRM.

First of all, it confirmed the expectation that the satisfaction and perceived usefulness of public employees include a positive effect on the attitude to use e-HRM service. In the context of e-HRM, the findings of this work align with the findings of Thiruselvi et al. (2013), ascertaining that positive confirmation is an implication of perceived usefulness and satisfaction. A confirmation has increased employee perceived usefulness and satisfaction, while disconfirmation has possibly led to a decrease in awareness.

Second, perceived usefulness consists of a positive influence on satisfaction, continuous intention to use, and attitude toward e-HRM. This finding was in one with the findings of Thiruselvi et al. (2013), which determined that perceived usefulness related to satisfaction, continuous intention, and attitude toward e-HRM is positive. In addition, previous researchers also found that perceived usefulness is a significant predictor of behavioral intention in several areas (Al-Sharafi, Arshah, Herzallah, & Alajmi, 2017; Foroughi et al., 2019; Ayyash, 2017a; Ayyash et al., 2020; Hamid et al., 2016), and it positively affects satisfaction (Bhattacharjee, 2001; Kumar et al., 2018; Rezvani et al., 2017; Lim et al., 2019). Therefore, as employees perceive the e-HRM service as being highly useful this will additionally include a positive impact on their satisfaction, attitude, and continuous intention to use.

Third, perceived ease of use included a positive impact on perceived usefulness. This finding was in one with the findings of Thiruselvi et al. (2013), in which it was determined that perceived ease of use has a positive influence on perceived usefulness and the attitude towards e-HRM. In dissimilarity to the finding of Thiruselvi et al. (2013), this study discovered that perceived ease of use had an insignificant influence on the attitude of e-HRM users. This characteristic can be an outcome of the fact that employees using e-HRM earlier had adequate knowledge and skills on how to use e-HRM.

Fourth, satisfaction had a positive impact on the continuous intention to use. This result was consistent with the results of previous studies (C.-L. Hsu & Lin, 2018; Shang & Wu, 2017; Yuan et al., 2016). Besides, the result also revealed that satisfaction included a positive effect on attitude, which was along the lines of the results of previous studies (Iranmanesh et al., 2017; Y. Yang et al., 2017). In addition, the result also confirmed that attitude had a positive effect on continuous intention. The result was in agreement with Thiruselvi et al. (2013), who indicated that satisfaction and attitude consist of a positive effect on the continuous intention to use e-HRM.

The fifth aspect is that computer self-efficacy positively affects an employee's intention and inclination to use e-HRM. This result agrees with the results of earlier studies (Foroughi et al., 2019; Thakur, 2018; Susanto et al., 2016). In light of our previous knowledge, this is a pioneering research paper that examines the direct effect of computer self-efficacy on the continuous intention of users to use e-HRM. This shows that employees with high e-HRM self-efficacy exhibit high levels of continuous intention to use e-HRM. As stated in earlier studies, there is inadequate sympathy for the moderating impacts in examining information technology adoption by employees (Mohtaramzadeh et al., 2018; Oliveira et al., 2019). As far as is known, this work is the first to explore the moderating impact of computer self-efficacy in the context of e-HRM. The findings of this work showed that computer self-efficacy positively moderated the association between perceived usefulness, attitude, satisfaction, and a continuous intention to use e-HRM. The results of this study might similarly be appropriate for other developing countries with related levels of information technology/information systems.

Theoretical Contributions

The theoretical contributions are indicated by the findings concerning the present theory in association with the technology continuous theory and e-HRM. This study donates to the research on e-HRM as follows.

First, several earlier studies called for research to be conducted on e-HRM, specifically in the academic field, the determinants that affect the continuous intention to use e-HRM (Yusliza et al., 2018). Furthermore, Thiruselvi et al. (2013) stated that prior studies on e-HRM using the technology continuous theory mostly disregarded the effect of e-HRM practices on the continuous intention of users to use the system. The current study responded to such calls by examining the determinants of the continuous intention to use e-HRM. Therefore, the current work filled the gaps in the current literature by utilizing the technology continuous theory model to recognize the continuous intention of public employees to use e-HRM.

Second, this study examined the direct and moderating influence of computer self-efficacy on the continuous intention to use the e-HRM system, and how it shapes the direct relationship between perceived usefulness, satisfaction, and attitude in the technology continuous theory. The extended technology continuous theory, in this study, revealed that human resource executives should focus on other critical factors, even if these factors do not have a direct impact. The outcomes of this work give a strong pillar to the suggestion that computer self-efficacy moderates the relationship between perceived usefulness, satisfaction, attitude, and the continuous intention to use e-HRM, thereby making up for the current shortage of research, and providing a theoretical orientation for the e-HRM system as to how to efficiently achieve information systems practices and ensure continuous intention. Last but not least, the model's dimensions can be appended to the current e-HRM literature. This study also fills the gaps in the prevailing research works and studies and presents a thorough explanation regarding the continuous intention to use e-HRM.

Practical Contributions

The current work is significant in that it proposed a model to scrutinize the factors affecting the continuous intention of public employees to use e-HRM based on the technology continuous theory model and computer self-efficacy construct. The empirical examination and construction of this model will develop academic knowledge to benefit specialists. Hence, it cultivates the up-to-date insight of the criteria to determine the continuous intention of public employees to use e-HRM and enriches the information systems literature on continuous use. Moreover, no study has been conducted in Palestine to recognize the factors affecting employees' continuous intention to use e-HRM. Consequently, this work makes an important contribution by finding the factors impacting public employees' continuous intention to use e-HRM. The findings of this work can therefore be used by e-HRM service providers and practitioners as a reference to identify the required factors to emphasize improving the possibility of continuous intention to use e-HRM. For example, special attention needs to be paid to perceived usefulness, attitude, and satisfaction. Attitude is the supreme potent determinant of the continuous intention to use obeyed by perceived usefulness and satisfaction.

Limitations

Notwithstanding the diverse donations of the current work from both the theoretical and practical viewpoints, certain limitations still exist that need to be discussed. Firstly, despite the use of several identified factors in the research model, their determination was one of the study's limitations. Other possible factors, i.e. trust can be examined in future studies. Secondly, the newly suggested model is considered a coherent model which can be utilized and extended in different directions by additional empirical studies in the related domain. Future research papers might consider using the model to help other countries, whether they be developing countries or otherwise, to pursue a qualitative method, instead of a quantitative one, to add thorough knowledge on the related subject matters. Attempts to replicate the research paper may be useful in identifying the continuous intention to use e-HRM based on different settings and new technologies. Thirdly, the study sample was collated only from public employees using e-HRM and working at the Palestine Technical University - Kadoorie in Palestine. This sample may not sufficiently characterize all the other e-HRM users in other public or private organizations in Palestine. Therefore, these results cannot be generalized to the entire country in

forthcoming research papers. Fourthly, this work shall be generalized to the entire Arab countries as most of them do not share the same demographic characteristics as Palestine and do not present the same degree of services to their employees obtained in Palestine. Therefore, other countries shall be examined in further studies to reinforce and confirm the study's results.

CONCLUSION

In a few words, this study examined the determinants of the continuous intention of employees to use e-HRM through a technology continuous theory. In doing so, it has advanced the understanding of the different determinants affecting the continuous intention of employees to use e-HRM. The current work's results have made a remarkable implication to the literature related to the continuous use of e-HRM based on a technology continuous theory combined with computer self-efficacy. Although the continuous intention to use e-HRM received little attention in previous research, this study better clarified that computer self-efficacy moderates the relationship between perceived usefulness, satisfaction, attitude, and the continuous intention to use e-HRM. Through the use of the survey data obtained from 159 employees, the hypothesized relationships were prominently confirmed and supported in the proposed model. Against expectations, it was indicated that perceived ease of use included an insignificant influence on the attitude of e-HRM users. The empirical findings highlighted the significance of a) perceived usefulness, satisfaction, and attitude as having a positive and direct effect on the satisfaction and continuous intention of public employees to use e-HRM, and confirmed that b) perceived usefulness included a significant and positive effect on the satisfaction of public employees with the use of e-HRM, c) perceived ease of use had a positive significant impact on perceived usefulness, d) perceived usefulness and satisfaction had a positive significant impact on the attitude of public employees regarding the use of e-HRM, e) perceived ease of use had an insignificant effect on the attitude towards e-HRM, f) perceived usefulness, satisfaction, attitude, and Computer Self-Efficacy had a significant and positive effect on the continuous intention to use e-HRM, and g) computer self-efficacy moderated the association among the continuous intention to use and satisfaction with e-HRM, perceived ease of use, and attitude, respectively. Also, in this study, the results revealed that attitude was the more potent determinant of a continuous intention to use. Generally, policymakers and e-HRM managers can use the results when they articulate strategies to develop the continuous intention of employees to use. Scholars also can improve, develop, evaluate, and advance research in the e-HRM field. To our knowledge, this research is the first to scrutinize the determinants of employees' e-HRM continuous intention to use in Palestine, and undoubtedly the implication is that abundant remains are to be completed. Therefore, the outcomes of this work provide a deeper consideration and contribute to developing the continuous information systems literature and making proposals with practical implications.

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Mohannad Moufeed Ayyash is an assistant professor in the department of business administration and e-commerce at Palestine Technical University-Kadoorei, Palestine. He received his PhD in systems science and management from the National University of Malaysia, his MSc in management from the Northern University of Malaysia, and his Bachelor's degree in information systems from Misr University for Science and Technology in Egypt. His primary research covers technology adoption, quality factors in information systems, cultural information systems, e-government, and e-commerce. He was the MIS Department Chairman for 2018/2019 at Al-Baha Private College of Science, Saudi Arabia. He also worked as a chairman of several committees to develop academic programs, including MIS, e-commerce, and e-marketing.

Fadi Herzallah is currently working as an Assistant Professor at the Department of Business Administration and e-Commerce and Executive Manager at Palestine Technical University-Kadoorei research journal, Palestine. His research interests include e-commerce applications, IS adoption, online social network, and e-learning.