

Business Transformation through Strategic Knowledge Management

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Abstract- *In the Global Business scenario, the investments lead to the drastic shifts in revamping the Business Structures & systems. The most affected are the Banking and IT companies. We are living in a world of rapid change driven by globalization, the knowledge-based economy coupled by ever-fast development of Information, Communication and Technology (ICT). This change poses some challenges on Business transformation. In this juncture, the study was carried out with the objective to understand the knowledge acquisition, management and enhancement practices in the IT organizations and to study the impact of knowledge management on business transformation, and also to analyze the effectiveness of current strategic knowledge management approach and internal process, to ascertain the role of leaders and knowledge engineers in transforming business process. The Descriptive research method was followed in the study and the survey was conducted among the working professionals in IT companies in Chennai. Convenience sampling had been adopted with the sample size of 240 respondents. The data was collected through structured questionnaire from the respondents. The data was tabulated and analyzed through chi-square, Yule's co-efficient analysis and simple percentage method to arrive at results. The study outcome reveals that, the effective business process leads to profits, whereas the strategy has to be linked properly with maintenance of knowledge base in Database management of MIS, which is lacking in majority of the firms. As the knowledge outcome forms the input for new business. The respondents agree that knowledge pool of the organization has got a direct link with the transformation. Most of the respondents irrespective of the cadre require the change in the internal process in their respective organization. The management was not aware about the need for full-time Knowledge specialists, who contribute through training, enhancing and retaining the talented workforce, it is also opined that knowledge base alone shall not lead to transformation or mere development rather the workforce shall achieve it with effective and Integrated Management information system.*

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1. INTRODUCTION

The ever appreciating asset of any organization is its employees. The human resources are twenty times more than financial resources of an organization, and many strategic business units of companies have changed the nomenclature of Human Resource Management to Knowledge Management. In the era of increasing use of knowledge in economy, the economy has been divided into old economy and new economy of knowledge economy.

According to Experts it is observed that "In a knowledge economy, virtual assets will replace physical assets and the economies will not be that of scarcity, but rather of abundance. Unlike most resources that deplete when used, information and knowledge can be shared, and actually grow through application... In order to survive in today's competitive market, business need to recognize and manage the knowledge within the organization as an asset." Knowledge management is solution to this.

Knowledge management treats intellectual capital as a managed asset. The primary tools applied in the practice of knowledge management are organizational dynamics, process engineering and technology. In the current corporate scenario, HR manager has to function as, Strategic partner, Change agent, Organizational builder, an enabler for proactive HR process, and an employee champion.

Knowledge is "Justified true belief". This is the venerable definition of many philosophers, especially of empiricists who believe knowledge claims can be justified by facts. Knowledge is understanding, based on experience. Knowledge is experience or information that can be communicated or shared. Knowledge Management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous environmental change. Essentially, it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technology, and the creative and innovative capacity of human beings. KM can be manifested as the synthesis of IT and Human innovation. Knowledge management is the art of transforming information and intellectual assets into enduring value for an organization's clients and its people.

Knowledge management – Experts perspective

A number of management theorists have contributed to the evolution of knowledge management, among them such notables as Peter Drucker, Paul Strassmann, and Peter Senge in the United States. Drucker and Strassmann have stressed the growing importance of information and explicit knowledge as organizational resources.

Senge has focused on the "learning organization," a cultural dimension of managing knowledge. Recognition of the growing importance of organizational knowledge was accompanied by concern over how to deal with exponential increases in the amount of available knowledge and increasingly complex products and processes. The computer technology that contributed so heavily to superabundance of information started to become part of the solution, in a variety of domains. The 1980s also saw the development of systems for managing knowledge that relied on work done in artificial intelligence and expert systems, giving us such concepts as "knowledge acquisition," "knowledge engineering," "knowledge-base systems, and computer-based ontology. By 1990, a number of management consulting firms had begun in-house knowledge management programs, and several well known U.S., European, and Japanese firms had instituted focused knowledge management programs.

Knowledge management, which appears to offer a highly desirable alternative to failed TQM and business process re-engineering initiatives, has become big business for such major international consulting firms as Ernst & Young, Arthur Andersen, and Booz-Allen & Hamilton. In addition, a number of professional organizations interested in such related areas as benchmarking, best practices, risk management, and change management are exploring the relationship of knowledge management to their areas of special expertise.

Significance of Strategic Knowledge management

Knowledge management: a cross-disciplinary domain, as it draws from a wide range of disciplines and technologies such as, Cognitive science, Expert systems, Artificial Intelligence and knowledge base management systems (KBMS), Computer-supported collaborative work (groupware), Technical writing, Decision support systems, Semantic networks, Relational and object databases, Simulation, Organizational science, etc. Strategies that have got direct influence on knowledge management are like Change management, Best practices, Organizational Learning, Risk management, Benchmarking, etc.

There is a common thread among these and many other recent business strategies: A recognition that information and knowledge are corporate assets, and that businesses need strategies, policies, and tools to manage those assets. The need to manage knowledge seems obvious, and discussions of intellectual capital have proliferated, but few businesses have acted on that understanding. Where companies have taken action — and a growing number are doing so — implementations of "knowledge management" may range from technology-driven methods of accessing, controlling, and delivering information to massive efforts to change corporate culture through incorporating strategies that focus on business transformation.

1.1 Literature Review

Preece (2015) explores perceptions of knowledge management processes held by managers and employees in a service industry. To date, empirical research on knowledge management in the service industry is sparse. This research seeks to examine absorptive capacity and its four capabilities of acquisition, assimilation, transformation and exploitation and their impact on effective knowledge management. All of these capabilities are strategies that enable external knowledge to be recognized, imported and integrated into, and further developed within the organization effectively. The research tests the relationships between absorptive capacity and effective knowledge management through analysis of quantitative data (n=549) drawn from managers and employees in 35 residential aged care organizations in Western Australia. Findings from this research also show that absorptive capacity and the four capabilities provide a useful framework for examining knowledge management in the service industry. Additionally, there were no significant differences in the perceptions held between managers and employees, nor between respondents in for-profit and not-for-profit organizations. Furthermore, the size of the organization and length of time the organization has been in business did not impact on absorptive capacity, the four capabilities and effective knowledge management.

Massingham (2014) aims to evaluate a range of best practice knowledge management (KM) ideas used to manage knowledge flows and enablers. In total, four KM toolkits and 23 KM tools were tested over a five-year period (2008-2013), as part of a large-scale longitudinal change project. Each tool was assessed against an evaluative framework designed to test criticisms of KM: strategy, implementation and performance. The results provide empirical evidence about what KM tools work and which do not and why, and outcomes for practitioners, researchers and consultants. The results provide empirical evidence that KM can be used to manage knowledge flows and enablers. The highest rating toolkit was knowledge preservation, followed by knowledge usage. The most value was created by using KM to provide "why context" to structural capital (e.g. reports, databases, policies) (meta-data) and to create opportunities to reflect on experience and share the learning outcomes (peer assists and after action reviews). The results tended to support criticism that KM is difficult to implement and identified the main barriers as participation located at the tactical action research level, i.e. why is this useful? Evidence that KM works was found in progress towards learning organization capacity and in practical outcomes.

López-Nicolás and Meroño-Cerdán (2011) aims to shed light on the consequences of knowledge management (KM) strategies on firms innovation and corporate performance. Organizations are not aware of the real implications that KM may have. Based on an empirical study consisted of 310 Spanish organizations and structural equations modeling, results show that both KM strategies (coding and personalization) impacts on innovation and organizational performance directly and indirectly (through an increase on innovation capability). Also, findings demonstrate a different effect of KM strategies on diverse dimensions of organizational performance. The conclusions may help academics and managers in designing KM strategic programs in order to achieve higher innovation, effectiveness, efficiency and profitability.

The main purpose of this paper is to analyze knowledge management in service networks. It analyzes the knowledge management process and identifies related challenges. The authors take a strategic management approach instead of a more technology-oriented approach, since it is believed that managerial problems still remain after technological problems are solved. The paper discusses several possible solutions for managing knowledge processes in knowledge-intensive service networks. Solutions for knowledge identification/generation, knowledge application, knowledge combination/transfer and supporting the evolution of tacit network knowledge include personal and technological aspects, as well as organizational and cultural elements.

Greiner, Böhmman, and Krcmar (2007) studied the influence of organizational environment on the selection of knowledge management strategies. The paper focuses particularly on the relationship between business and knowledge management strategy and the success of the knowledge management initiatives. This paper is a case study researching 11 German and Swiss companies. The knowledge management initiatives were categorized by six criteria (objectives, processes, problems, content, strategy, knowledge type) and their fit with the respective business strategy of the organizational unit was evaluated. The findings in this paper suggest a relationship between the success of knowledge management and the alignment of knowledge management and business strategy. The paper also shows that an organization whose business strategy requires process efficiency should rely primarily on a codification strategy. An organization whose business strategy requires product/process innovation should rely primarily on a personalization strategy. The most successful knowledge management projects were driven by a strong business need and with the goal to add value to the organizational unit operations.

Nielsen (2005) traces the evolution of strategic management and knowledge management research during the past four decades with particular emphasis on the role of knowledge in inter-organizational collaborative arrangements. By outlining the main strategic management perspectives in contemporary business literature and combining them with current knowledge management perspectives, an indication of the evolution of research pertaining to strategic knowledge management emerges. It is shown that most of the current strategic knowledge management research is conducted within the existing paradigms of strategic management. A criticism of this is offered and the article concludes by offering a new, more dynamic perspective of knowledge management, focusing on the synergies of knowledge-related capabilities in explaining the formation and economic justification of strategic collaborative arrangements.

1.2 Need for the study

Strategic Knowledge Management must undertake the difficult task of changing an organization's practices to achieve the knowledge sharing and transfer necessary to realize the full value of the organization's knowledge resources. The knowledge has to be managed in an innovative manner that transforms business towards higher profits and attain the position of market leader. In the current corporate practices, the importance for knowledge management and enhancing through knowledge engineer is not much appreciated. Where, the need for life-long learning is an inescapable reality in the current scenario. In order to understand the realities in the business process, structure and employees opinion towards strategies of knowledge management and suggest measures to business transformation forms the ultimate need for the study.

1.3 Objectives of the study

- To understand the knowledge acquisition, management and enhancement practices in the IT organizations.
- To study the impact of knowledge management on business transformation.
- To analyze the effectiveness of current strategic knowledge management approach and internal process.
- To ascertain the role of leaders and knowledge engineers in transforming business process.

1.4 Limitations

- Time and cost is one of the major constraint.
- Lack of co-operation from the respondents.
- Lack of awareness on the need for knowledge engineer lead to negligence by some of the respondents.
- Limited geographical area for the survey.

2. RESEARCH METHODOLOGY

In this study descriptive research has been adopted. Descriptive research is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. Data sources consisted of primary and secondary. A well-structured questionnaire developed to generate the primary data. Sources of secondary data included the information extracted from the text books and published reports. The sampling procedure adopted is Convenience sampling with the sample size of 240 respondents. The data was tabulated and analyzed through Chi-square, Yule's co-efficient analysis and simple percentage method to arrive at results.

3. RESULTS AND DISCUSSIONS

Table No. 1 Chi-square test – Opinion towards Current Internal process security Vs Integrity

H0-> There is no significant association between security level of current internal process and its integrity.

H1 -> There is significant association between security level of current internal process and its integrity.

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.131 ^a	4	.998
Likelihood Ratio	.134	4	.998
Linear-by-Linear Association	.041	1	.840
N of Valid Cases	240		
a. 2 cells (22.2%) have expected count less than 5. The minimum expected count is 2.80.			

This test shows that there was no significant association between current internal processes security and the integrity. The values chi square = 0.131, $p = 0.998$, denotes that since p-value is greater than 0.05.

Inference: Null Hypothesis is accepted, which states that, there is no association between current internal process security and integrity.

Table No. 2 Yule's co-efficient - Gender Vs Opinion towards Training for Knowledge enhancement / higher studies.

Opinion	Yes (A)	No (α)	Total
Gender	Provide Training	Doesn't provide Training	
Male (B)	142	22	164
Female (β)	45	31	76
	187	53	240

$$\text{Yule's co-efficient of association } Q = \frac{(AB)(\alpha\beta) - (A\beta)(\alpha B)}{(AB)(\alpha\beta) + (A\beta)(\alpha B)}$$

$$= \frac{3412}{5392} = 0.632$$

Inference: There is positive association between the Gender and their opinion towards providing training for knowledge enhancement / higher studies.

4. SUMMARY OF FINDINGS

The following summary is drawn from the results of the study:

- Most (48%) of the respondents are in the age group of less than 35 years.
- The majority (68%) of the respondents is Male and the remaining are female (32%).
- The majority (88%) has done their under graduation and the rest are with Post Graduation/Diplomas, and 63% of the respondents are drawing 3-6 lac p.a.
- The majority (70%) of the respondents is working in the same organization for 2-4 years.
- Most (45%) of them feel that business stability seems to be Normal in the market.
- The majority (60%) of the employees opined that the recruitment is done through Consultancy, followed by job portal and employee referral.
- The majority (55%) feels that the portfolio is allotted as per the vacancy, followed by candidates experience (25%).
- The majority (78%) of the respondents feels that they provide the training program, but they also feel that its not effective.
- All the respondents have opined that, letting the talented employees leaving the organization will affect the business, where 47% of the respondents feel that knowledge management practices has high impact in transforming the business.
- The current strategic knowledge management approach is ineffective (78%) in the organization, as opined by a majority of the respondents.

- The majority (85%) of the respondents feels that the current internal process has Normal security system.
- Most (45%) of the respondents feel that the internal process lacks integrity.
- The majority (65%) feels that, leadership is ineffective in the organization.
- The majority (85%) of the respondents feels that, the management is not much aware of necessity of the knowledge engineers and the remaining if so, they have the knowledge engineers who are not potential enough for their portfolio.

5. SUGGESTIONS

The following suggestions are recommended:

- Since most of the respondents have been working in the same organization for about 2-4 year, which is not a healthy sign to secure and enhance knowledge base in an organization. The recognition and monetary benefits have to be provided properly to the employees of the same cadre in the organization.
- Most (45%) of them feel that business stability seems to be Normal in the market, due to excessive competition to acquire more client base and skilled head count for the organization.
- The management allots the job portfolio as per the vacancy, followed by candidates experience is a good approach and has to be adopted by all the developing corporate.
- The training program has to be effective, and proper follow-up and feedback to be taken to improve employee performance.
- All the respondents have opined that, letting the talented employees leaving the organization will affect the business. Hence, motivation and incentives are required to retain the roots to transform business.
- Capturing and storing the knowledge base by appropriate systems approach and documentation process is to be given top priority. This shall be done through experienced knowledge engineers.
- The internal process should properly integrated with utmost security with effective leadership that encourages a participative management approach in decision making that impacts directly on business transformation.

- The majority (85%) of the respondents feels that, the management is not much aware of necessity of the knowledge engineers and the remaining if so, they have the knowledge engineers who are not potential enough for their portfolio.
- As knowledge transfer is increasingly recognized as a source of value creation, organizations have come to identify KM initiatives as strategic facilitators of competitive advantages.
 - o Business Processes (Sales, Marketing) = Business Outcomes (Profit, Revenue)
 - o SKM Processes: Knowledge Processes=Knowledge Outcomes
These outcomes are used in Business Process.

6. CONCLUSIONS

Strategic knowledge management is an exciting, vibrant field of practice, that comprises of challenges and surprises as organizations compete on the basis of knowledge. It is a cross-disciplinary application that requires strategic approach to transform business. At the same time, it is also a field struggling to find its foundations in a sea of corporate communications, demands, and conflicting interests, not all of which are consistent with the need to find a productive discipline based in both theory and practice. This study examines the ground realities in the current corporate scenario and emphasizes the vitality of strategic approach in knowledge management that leads to business transformation. The data are analyzed with appropriate tools and techniques to arrive at authenticated results, based on which the suggestions were highlighted. If the management considers these suggestions and focus on the importance of strategic approach through knowledge engineers in management, its far beyond doubt to achieve adorable business transformation in the competitive business.

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Impact of E-Recruiting System Implementation on HR Professionals' Attitude, Affective Commitment to Change and Turnover Intension: Applying the UTAUT Model

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Abstract- *Information Technology (IT) has changed the business operations by simplifying the departmental activities, especially Human Resources (HR) activities. However, application of IT sometimes, ignores the prospective consequences on employees' attitudes and behaviors. This study aims to identify the impact of E-Recruiting Systems on HR professionals' attitude towards its use, affective commitment to change and turnover intention. Incorporating the modified Unified Theory of Acceptance and Use of Technology (UTAUT), this paper establishes the impact of technology implementation on HR personnel's attitude that influences their intention to quit through affective organizational commitment to change. A sample of 163 HR professionals of a large manufacturing firm has been collected by using a structured questionnaire. To test the hypotheses, the Partial Least Squares (PLS) path modeling has been applied using SmartPLS software. Results reveal that performance expectancy, effort expectancy, social influence, perceived enjoyment, and computer self-efficacy positively influence the attitude of the HR professionals toward using e-Recruiting Systems. Furthermore, employees' affective organizational commitment to change mediated the influence of attitude toward using e-recruitment systems on turnover intention. The findings suggest that the implementation of e-Recruiting influences HR personnel's attitude towards using the systems that further enhances their affective commitment to change. Proper communication and training prior to HRIS implementation may be suggested to avoid the negative consequences of HRIS implementation.*

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1. INTRODUCTION

Information Technology (IT) has substantially changed the business operations during the last couple of decades. The application of IT simplifies the departmental activities including managing Human Resources (HR) activities. IT has been blessed for the organization by removing the snail-paced paperwork associated with managing HR. Due to strong linkage between firm's success and effective HR management pressures, organization has to adopt human resource information systems (HRIS), which automates the functions of HR and aids to make strategic decisions. Although, the impact of HRIS implementation is largely addressed, little is known about the HR personnel's attitude and behaviors during the adoption process. The organization emphasizes on the technology adoption primarily focusing on strategic goal attainment. However, overlooking the human aspects of technology adoption, an organization cannot achieve its sustained competitive advantage. IT facilitates HR's role to shift from administrative to strategic partner. Although, the consequences of IT inception on employees attitude and behavior has not always predicted positively, the organization gives unintended prices in terms of work-related outcomes. Thus, it is important to know how the transformation of recruiting activities from manual to automation impacts employee's work-related attitudes both intended and unintended ways.

During HRIS implementation process, HR staffs show their intention to use the new technology and work-related behaviors. Ignoring the possible employee's attitudes and behavioral consequences of IT adoption, the ultimate goals of HR department may not be achieved. A few research studies emphasize on the impact of HRIS implementation on HR professionals' attitudes. To fill the void of the research, this study aims to identify the impact of HRIS implementation on HR employees' attitudes and behaviors. More specifically, this study identifies the effect of HRIS implementation on HR professionals' attitude to use the new technology and their affective commitment to change which ultimately impact on their intention to leave from the organization. Drawing on the technology adoption research, this study incorporates the influence of technology implementation on employees' attitudes and behaviors. This study used the Unified Theory of Acceptance and Use of Technology (UTAUT) model, including two other exogenous variables such as perceived enjoyment, computer self-efficacy to better predict employee perception of HRIS adoption process. The conceptual framework is depicted in Figure 1. Previous research studies of HRIS mostly studied perceived ease of use and perceived usefulness as the two predictors of employee attitude (Maier et al., 2013). Therefore, the following research questions are investigated:

RQ1. Can HR professionals' attitude to use HRIS be predicted from performance expectancy, effort expectancy, social influence, perceived enjoyment, and computer self-efficacy?

RQ2. Can HR professionals' commitment to change be predicted from their attitude to use HRIS?

RQ3. Can HR professionals' turnover intention be predicted from their commitment to change?

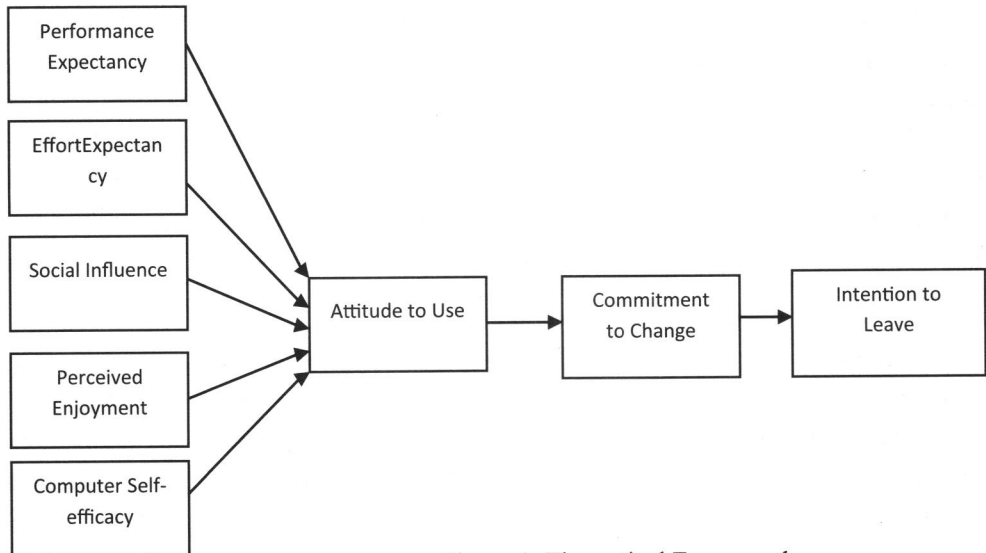


Figure 1. Theoretical Framework

2. LITERATURE REVIEW

2.1 Technology Acceptance Models

Technology acceptance research emerged rapidly in the last couple of decades. A bunch of theories in sociology and social psychology are articulated to justify the models to explain information systems acceptance, such as Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975), Innovation Diffusion Theory (IDT) (Rogers & Shoemaker, 1971), Theory of Interpersonal Behavior (TIB) (Triandis, 1980), Social Cognitive Theory (SCT) (Bandura, 1986). Among the models in information systems acceptance, Technology Acceptance Model (TAM) (Davis, Bagozzi, & Warshaw, 1989) is the mostly used and recognized model (Šumak, Hericko, Pušnik, 2011), which is grounded in the Theory of Reasoned Action (TRA). This theory is applied to test the technology acceptance in various research fields, including HRIS, and e-HRM. TAM emphasized two important users' perceptions of using technology, such as perceived usefulness

and perceived ease of use. Throughout a decade, a body of researchers suggested the refinement and modification in predictors of acceptance in original TAM model, claiming low variance explained in dependent variable. Later, incorporating eight prominent technology acceptance theories, Venkatesh, Morris, Davis, and Davis (2003) proposed a new theory, named the Unified Theory of Acceptance and Use of Technology (UTAUT), that includes four antecedents to the behavioral intention to use of technology. They empirically tested and found four moderators, such as, age, gender, experience with the technology, and voluntariness of use, that influence the relationship between the antecedents and behavioral intention to use technology. This model explained 70 percent variance in dependent variable that is far better than the original TAM model (Venkatesh et al., 2003). This study used three variables from the UTAUT model that includes performance expectancy, effort expectancy, and social influence. To predict technology acceptance more clearly, this study further used two additional variables such as perceived enjoyment and computer self-efficacy.

2.2 Performance Expectancy

Performance expectancy is defined as the extent to which the users believe that using the system will augment their performance. It postulates the degree to which HR staffs believe that the HRIS implementation brings some advantages to enhance their performance. It depicts the perceived benefits of the usage of particular technologies and entails similar constructs with the perceived usefulness which is prominently used in TAM. Performance expectancy includes five constructs from previous research, such as (i) perceived usefulness, (ii) extrinsic motivation, (iii) job fit, (iv) relative advantage, and (v) outcome expectations. Grounding in TAM, Venkatesh et al. (2003) defined perceived usefulness as 'the degree to which a person believes that using a particular system would enhance job performance'. Based on motivational model, extrinsic motivation explains the perceptions of the users toward performing a job where they find instrumental motivation which is separated from the work itself, such as pay, promotions (Venkatesh et al., 2003). Job fit describes the extent to which a system's capabilities increase users' performance (Venkatesh et al., 2003). Derived from innovation diffusion theory, relative advantage explains how an innovation is treated as better option than the previous situation (Venkatesh et al., 2003). Grounded in the social cognitive theory, outcome expectations distinguish performance outcomes from personal outcomes, while performance outcomes involve with an individual's job oriented outcomes and personal outcomes that relate to personal esteem and sense of accomplishment. HR personnel believe that HRIS is very useful and productive software to manage the day-to-day HR activities. The benefits of HRIS are more likely than the conventional paper-based work.

The benefits include greater satisfaction, convenience in communication, prompt information sharing, and enhanced accessibility. Extant research found the strong association between performance expectancy and attitude to use the system. Hence, the hypothesis is:

H1: There is a positive relationship between performance expectancy and attitude to use.

2.3 Effort Expectancy

Effort expectancy refers to the degree of ease regarding the usage of the system. This component includes perceived ease of use, complexity, and ease of use. Rooted in TAM, perceived ease of use defines the extent to which an individual perceives that using a system may provide not such difficulties that require much effort. Based on innovation diffusion theory, ease of use is defined as the extent to which an innovation is treated as difficult to use. Research reveals the positive influence of effort expectancy on behavioral intentions. Venkatesh et al. (2003) have hypothesized that user's preference to adopt information systems depend on the users' perceptions on easiness and effort-less usage. Therefore, previous studies have revealed the importance of effort expectancy in predicting information system adoption and usage. For example, in a study in Africa, Percy and Belle (2012) have identified the positive influence of effort expectancy on attitude to use of technology. Therefore, the following hypothesis is drawn.

H2: There is a positive relationship between effort expectancy and attitude to use.

2.4 Social Influence

Social influence is defined as the extent to which a person perceives that other people believe that use information technology (Venkatesh et al., 2003). The person's behavioral intention is determined by the influence of other persons' likings such as, peers, family members, and friends. The use of new technology may give one individual with some prestige, status, and privilege in a specific social context. This component includes three constructs, such as subjective norms, the image, and social factors. Subjective norms are incorporated in almost all preceding theories used to build UTAUT, such as TAM2, TRA (Ajzen, 1991; Davis et al., 1989; Mathieson, 1991; Fishbein & Azjen, 1975). Subjective norms explain the individual's perception that the significant others believe he or she should or should not exhibit the behavior in question. Drawing on innovation diffusion theory, the image describes the extent to which a person believes that using an innovative system may increase his or her status or image in his or her social group. Grounding in the MPCU, social factors work in a specific social context where other his/her subjective culture, interpersonal agreement may affect an individual's perception internalize the differences. Previous studies

have revealed the importance of social influence in predicting information system adoption and usage (Venkatesh & Davis, 2000; Teo, 2009). Hence, the hypothesis postulated here is:

H3: There is a positive relationship between perceived social support and attitude to use.

2.5 Perceived Enjoyment

Van der Heijden (2003) incorporated perceived enjoyment in TAM to explain the influence of perceived enjoyment on behavioral intention to use a technology. Following the work of Davis et al. (1992), perceived enjoyment as the degree to which a person believes the online activities as enjoyable, which is distinct from other predicted performance consequences. Several studies demonstrated the significance of perceived enjoyment in information systems acceptance and adoption (Davis, Bagozzi & Warshaw, 1992; Bruner & Kumar, 2005; Pikkarainen et al., 2004). Research on the effect of intrinsic and extrinsic motivation on a person's behavior is mostly common in information systems studies. Researchers have differentiated intrinsic motivation from extrinsic motivation toward performing a task (Deci & Ryan, 1985). Extrinsic motivation is derived through performing a behavior toward achieving objective rewards (Vallerand, 1997), whereas intrinsic motivation includes mental satisfaction and pleasure that are experienced through exhibiting a behavior (Deci & Ryan, 1985). Between these two, intrinsic motivators are strongly predicted in computer application. Perceived enjoyment is treated as one of the important intrinsic motivators that expresses the feelings of enjoyment. Several studies have suggested that perceived enjoyment can predict the behavioral intention to use the information systems (van der Heijden, 2004; Davis, Bagozzi & Warshaw, 1992). Hence, the hypothesis is:

H4: There is a positive relationship between perceived enjoyment and attitude to use.

2.6 Computer Self-efficacy

Self-efficacy is defined as the individual's belief in his or her capabilities to perform a specific job. This construct is widely recognized and used in social psychology. The perception of self-efficacy has a strong influence on choosing a particular behavior and the necessary efforts and persistence required to exhibit that behavior. Moreover, one's strong belief on self-efficacy motivates him or her to react to specific behavior and attain the actual performance. In his social cognitive theory, Bandura (1986, p. 391) defines self-efficacy as "people's judgments of their capabilities to organize and execute courses of action required to attain designated types of performance. It is concerned not with the skills one has but with judgments about what one can do with whatever skills one possesses." In information systems, computer self-efficacy demonstrates the user's perceptions of his or her capabilities to operate computers to perform specific task.

The impact of self-efficacy on the individual's behavior has been examined in both laboratory and managerial organizations. In an organizational context, self-efficacy has an effect on employees' presence in the organization (Latham & Frayne, 1989), career decision and development (Jones, 1986), and volume of sales (Barling & Beattie, 1983). A number of researchers have applied self-efficacy in the information systems literature showing the impact of self-efficacy on the individual's behavior in using computers (Burkhardt & Brass, 1990; Gist, et al., 1989; Webster & Martocchio, 1993). Based on above discussions, we can assume that HR staff's computer self-efficacy may have an impact on their attitude to use the e-recruitment system. Thus, the following hypothesis is drawn:

H5: There is a positive relationship between computer self-efficacy and attitude to use.

2.7 Attitude to Use

Attitude to use represents the extent to which an individual prefers to show positive or negative preferences toward achieving a task (Davis et al., 1989). Based on TRA, Davis et al. have incorporated this construct into their TAM model which is widely recognized in technology adoption and use. Although, the UTAUT model fails to define the behavioral intention Venkatesh et al. (2003) have adopted the same items used in TAM model. Considering the past studies on individual acceptance of technology, Davis et al.'s (1989) items are recognized in most research studies. The items used by Davis et al. (1989) represent the basic theme of TRA. There is a direct effect of behavioral intentions on the users' actual use of information systems.

2.8 Commitment to Change

Herscovitch and Meyer (2002) described commitment to change as "a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (p. 475). Consistent with their previous work (e.g., Meyer, Allen, & Smith, 1993), Herscovitch and Meyer further differentiated between three types of commitment to change: affective, normative, and continuance. Affective commitment to change entails supporting the initiative based on belief that it will provide benefits to the organization. Normative commitment to change reflects a sense of obligation to the support the change program. Finally, continuance commitment to change involves supporting the change initiative because of the recognition of the costs associated with failing to do so. Herscovitch and Meyer also demonstrated that (a) their commitment to change measure was empirically distinct from a multidimensional model of organizational commitment and (b) affective and normative commitment to change were related to various behavioral outcomes related to supporting change.

As the affective commitment to change is studied in most research studies (e.g., Michaelis, Stegmaier & Sonntag, 2009; Shum, Bove & Auh, 2007), this study tested employee's affective commitment to change to identify the impact of employee's attitude toward new technology on their commitment to accept the systems. Although, some scholars have tested HRIS implementation and its impact on employees' attitudes and behaviors (Maier et al., 2013), no known studies have empirically tested the mediating role of commitment to change in the context of technology implementation. Therefore, it is important to study commitment to change as the technology implementation process demands continuous support from both managers and employees. Thus, the employee's commitment to change seems vital to get a successful implementation process.

Social exchange theory (Blau, 1964) justifies the logic of how technology adoption influences employees' to exhibit their commitment to change. It describes how social relationships are based on the exchange of benefits between the parties. If the new technology minimizes time and effort of the employees and simply their jobs, it is considered as a perceived benefit for employees. Social exchange theory suggests that the employees will be motivated to reciprocate that benefit (Gouldner, 1960), for instance, through affective commitment to change and staying in the organization.

2.9 Turnover Intention

One potential outcome of organizational change efforts is employee turnover. Therefore, turnover intentions was included an outcome of commitment to change and the ability to cope with change. Organizational change is oftentimes associated with several negative outcomes, such as stress, conflict, ambiguity, and anger (Ashford, 1988; Schweiger & DeNisi, 1991). To the extent that these change side effects are pervasive and employees do not feel they are able to cope with such effects, they may choose to leave the organization all together. Employee commitment to change and coping with change are factors that influence turnover intentions (Cunningham, 2006). Employees with difficulty in accepting new HRIS systems may be less committed to change that further influence them to quit from the organization. Therefore, it is hypothesized:

H6: There is a negative relationship between employees' affective commitment to change and turnover intention.

H7: Employees' affective commitment to change mediates the relationship between employees' attitude and turnover intention.

3. RESEARCH METHODS

3.1 Data

The study administered a survey instrument to justify the theoretical framework and applied it to identify the perception of HR personnel regarding the HRIS implementation and their attitude towards usage of the system. This study further proposes the mediating role of HR staff's affective commitment in the effect of attitude and burnout. The subsequent sub-sections discuss the system implementation process and survey procedures.

Data of HR staff were gathered from a large manufacturing organization with nationwide branches during the interim period of e-Recruiting systems implementation. The new e-Recruiting system is customized to the local requirements that are different from the parent HRIS systems. This inclusion aims to automate the recruiting process, enabling IT support by replacing the paper-based systems. The e-Recruiting system enables each stakeholder's access and collaboration to execute successful recruiting process. To configure the system, a central database and browser-based system is designed, which ensured the same complete architecture proposed by Lee (2007). The new system is also a part of a company-wide HRIS system that links to enterprise resource planning (ERP) for making corporate level decision. Having a standardized procedure, the new system establishes a clear-cut process to enable recruiting task responsible and up to the mark. The task begins with a requisition from organizational departments having a fill request. With the HR executive's initiation and approval from the top authority for recruitment, a job advertisement is uploaded on the company website and posted at the job portals, and printed in the print media. The job applicants are asked to submit their resumes through company website, job portals or e-mails. Thus, the resumes can be retrieved and stored in an HRIS database for screening and for further processes. The workable resumes are screened out and passing to the respected HR manager for selecting appropriate candidate with the help of recruiting committee.

The transformation process aims to make automation in HR processes that configure a minimum administrative work. Furthermore, the changed process aids HR departments to show the strategic role, replacing the administrative assistant to the top authority that ultimately influence HR staff's commitment and job satisfaction. The recruiting functions are also changed substantially accordingly reducing the bunch of paper work. Before the initiation of e-recruiting systems, HR professionals' key performance indicators were not designed properly and even difficult to measure in terms of times of operation. Thus, the old

process engenders inefficiency in HR staffs and recruiting process. The new system enhances the recruiting process having less time consuming in the job posting, resumes stored, screening and retrieving, reduced cost per hire. Moreover, the top authority can effectively observe the HR activities, especially recruiting tasks and evaluate staffs' performance according to key performance indicators. Therefore, the accountability has been ensured for both HR department and personnel. It becomes feasible for prompt notification of job vacancy information with minimal time and respond by filling the position with the right candidate. Thus, the collaboration among organizational departments has been heightened. Now, using the system, HR personnel can advocate, regarding the recruiting needs of talent and key personnel for different departmental positions within the organization.

Before the incorporation of HRIS in that organization, we contacted with the managing director level for getting their approval for conducting the study. The HR manager of the particular organization is requested to notice us regarding the exact status about the inception time of HRIS. After the implementation of the e-Recruitment systems, the study conducted a pilot study on seven HR staff's understanding of the languages of a questionnaire regarding the e-Recruiting systems. On the basis of the information, the structured questionnaire is modified slightly. The questionnaire was first developed in English. Two university level professors who taught Bengali were requested to translate to Bengali. Following the back translation method, the Bengali translated questionnaire was translated to English again.

The questionnaire was issued to participant with the help of six research assistants. An envelope having a structured questionnaire and a cover letter describing the purposes was issued to the participants who were requested to give their responses after the end of their working hours. After giving responses, respondents were further requested to close and seal envelope and submit to the research assistants. All participants were assured that their responses would be anonymous and would not be issued to the authority for any reasons. A total of 180 questionnaires was distributed and 172 responses were collected duly. After screening out the incomplete responses, a total of 163 questions was taken for further data analysis. Among the respondents, 63 percent were male and 37 percent were female.

3.2 Measures

All items of the questionnaire were taken from previous research. The study used five Likert scale a 5-point Likert scale on which 1 indicated an individual's strong disagreement with the statement and 5 a strong agreement.

Table 1. Measurement Constructs and Items

Construct	Items	References
Performance Expectancy (PE)	PE1 Using e-Recruiting System will improve my work. PE2 Using e-Recruiting System will enhance my effectiveness. PE3 Using e-Recruiting System will increase my productivity. PE4 I find the e-Recruiting System a useful tool in my work.	Venkatesh et al. (2003)
Effort Expectancy (EE)	EE1 I find it easy to get e-Recruiting System to do what I want it to do. EE2 I find e-Recruiting System easy to use. EE3 Interacting with the e-Recruiting System does not require a lot of mental effort	Venkatesh et al. (2003)
Social Influence (SI)	SI1 People whose opinions I value will encourage me to use e-Recruiting System. SI2 People who are important to me will support me to use e-Recruiting System. SI3 People who are important to me will help me to use e-Recruiting System.	Venkatesh et al. (2003)
Perceived Enjoyment (PEN)	PEN1 The e-Recruiting System is enjoyable. PEN2 The e-Recruiting System is pleasant. PEN3 The e-Recruiting System is interesting	van der Heijden (2004)
Computer Self-efficacy (CSE)	CSE1 I would be confident in e-Recruiting System even if there was no one around to show me how to use. CSE2 I would be confident in e-Recruiting System even if I had never used before. CSE3 I would be confident in e-Recruiting System if someone showed me how to use first.	Compeau and Higgins (1995)
Attitude to Use (ATT)	ATT1 Using the new e-Recruiting system is a good idea ATT2 Using the new e-Recruiting system is a wise idea ATT3 Using the new e-Recruiting system is pleasant	Taylor and Todd (1995)
Affective Commitment to Change (ACC)	ACC1 I believe in the value of this change. ACC2 This change is a good strategy for this organization. ACC3 I think that management is making a mistake by introducing this change. (R) ACC4 This change serves an important purpose. ACC5 Things would be better without this change. (R) ACC6 This change is not necessary. (R)	Herscovitch and Meyer (2002)
Turnover Intension (TI)	TI1 I think often about quitting my job at my current employer TI2 I intend to quit my actual job TI3 I think about leaving my actual employer	Thatcher et al. (2002)

3.3 Control variables

To control the results, the study included the three demographic variables such as, age, gender, and work experience. Prior research suggests users' age, gender and work experiences as influencing factors for technology evaluations and work-related outcomes (e.g., Venkatesh et al., 2003; Judge et al., 1999).

4. RESULTS

The measurements presented above were used to evaluate the research model empirically. To validate the hypotheses, we transferred the research model into a structural equation model (Chin, 1998a). This study used the partial least squares method and SmartPLS (Ringle et al., 2005), as this is suitable for small data samples (Chin & Newsted, 2000). However, before presenting the results, this study analyzed the data to provide means, standard deviations, and correlations among the study variables as well as control variables (Table 2).

Table 2. Descriptive statistics and correlations and square root of the AVE.

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Age	34.64	9.43											
2. Gender	1.32	0.41	-0.24										
3. Experience	8.04	6.74	0.03*	0.07									
4. ACC	3.62	0.79	-0.02	0.11	0.13*	0.88							
5. ATT	3.60	0.81	-0.01	-0.22	-0.25	0.31**	0.89						
6. CSE	3.90	0.81	0.07	-0.03	0.03	-0.02	-0.06	0.88					
7. EE	4.32	0.63	-0.06	-0.04	-0.15	0.52**	0.24**	0.11	0.83				
8. PE	3.59	0.76	-0.03	0.03	-0.00	0.41**	0.18*	0.13	0.44**	0.92			
9. PEN	3.07	0.90	0.01	-0.06	-0.21	0.30**	0.19*	-0.08	0.47**	0.25**	0.94		
10. SI	4.01	0.73	-0.04	-0.03	-0.03	0.16*	0.21**	0.03	0.25**	0.19**	0.14	0.87	
11. TI	2.09	1.19	0.08	-0.02	-0.05	-0.09	-0.02	-0.03	0.02	-0.03	-0.04	-0.06	0.98

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

On the diagonal the Square Root of the AVE.

4.1 Measurement Model

As both perceptual beliefs and attitude of the system as well as two work-related outcomes, are measured by reflective indicators, content validity, indicator reliability, construct reliability, and discriminant validity needed to be observed to validate the measurement model (Bagozzi & Phillips, 1982). Table 3 describes the Collinearity Statistics (VIF), which shows no problem in multi-collinearity as all values are less than 3.

Table 3. Collinearity Statistics (VIF) - Inner VIF Values

Relationships	Inner VIF Values
ACC->TI	1.027
ATT->ACC	1.030
CSE->ATT	1.045
EE->ATT	1.559
PE->ATT	1.272
PEN->ATT	1.314
SI->ATT	1.076

Content Validity

As argued above, the items of this study used have proven to be robust in prior research approaches and are thus suitable measurement items. This study simply adapted the items to fit the HR context where necessary. To ensure content validity, the items were discussed with the project management of the project. A pre-test was conducted with six HR employees of the organization.

Indicator Reliability

The indicator reliability indicates the rate of the variance of an indicator that comes from the latent variables. To explain at least 50% of the variance of a latent variable by the indicators, each value must be 0.707 or greater (Carmines & Zeller, 1979). This condition was fulfilled (Table 4). In addition, all loadings have a significant level of at least 0.001 and are highly significant. This was tested by performing bootstrap method with 5,000 samples.

Table 4. Construct Reliability and Validity

Item	Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
PE1	0.881	0.893	0.925	0.756
PE2	0.844			
PE3	0.885			
PE4	0.867			
EE1	0.794	0.784	0.873	0.696
EE2	0.837			
EE3	0.870			
SI1	0.913	0.906	0.939	0.836
SI2	0.901			
SI3	0.930			
PEN1	0.948	0.930	0.955	0.877
PEN2	0.942			
PEN3	0.920			
CSE1	0.898	0.859	0.908	0.768
CSE2	0.901			
CSE3	0.828			
ATT1	0.873	0.870	0.920	0.794
ATT2	0.919			
ATT3	0.880			
ACC1	0.878	0.943	0.954	0.776
ACC2	0.877			
ACC3	0.906			
ACC4	0.879			
ACC5	0.878			
ACC6	0.869			
TI1	0.966	0.975	0.983	0.952
TI2	0.986			
TI3	0.974			

Construct Reliability

This study used the concepts composite reliability (CR) and average variance extracted (AVE) to determine quality at the construct level (Fornell & Larcker, 1981). Here, CR should be higher than 0.7 and AVE higher than 0.5. As the Table 4, both criteria are fulfilled within research model of the study.

Discriminant Validity

Discriminant validity describes the extent to which measurement items differ from one another (Campbell & Fiske, 1959). Therefore, the square root of AVE is contained on the diagonal of the latent variable correlation (Table 2). As these square root values are greater than the corresponding construct correlations (Fornell & Larcker, 1981; Hulland, 1999), this requirement has been fulfilled and the measurement model is valid.

4.2 Structural Model

This study used the coefficient of determination (R^2) and significance levels of each path coefficient to evaluate the structural model (Chin, 1998b). Figure 2 indicates that the perceptual beliefs and attitude to use the system explain 23% of the variance of an employee's commitment to change. In addition to that the attitude toward IT as well as job – explain about 37% of the variance of turnover intention. Besides, the R^2 of perceived expectancy, effort expectancy, social influence, perceived enjoyment, computer self-efficacy and attitude to use are 54% (Figure 2). Concerning the path coefficients, the result could state that solely one hypothesized path is not significant. This non-significant path within the research model is the relation between attitude and turnover intention.

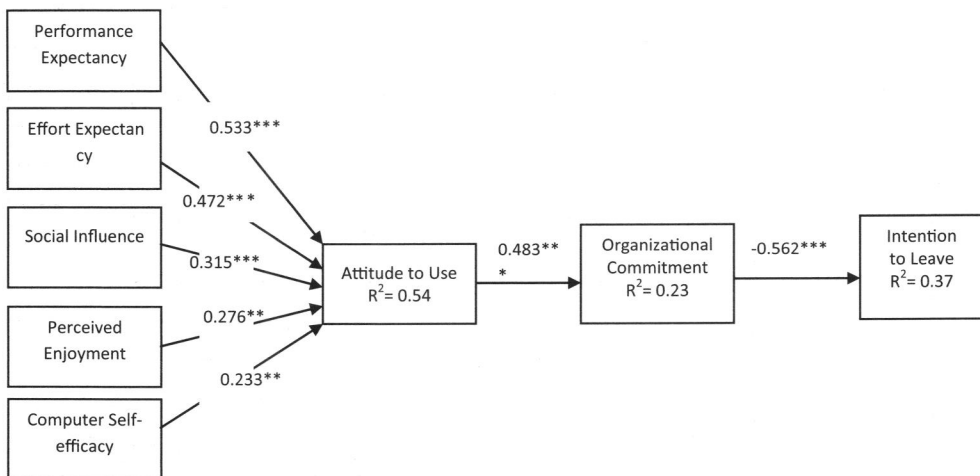


Figure 2. Structural Model

4.3 Mediation Effect

To test whether an employee's affective commitment to change mediates the relationship between attitude toward HRIS and turnover intention, this study used the three-step approach proposed by Baron and Kenny (1986), the Sobel test (Sobel, 1982), and a Bootstrapping method.

Baron and Kenny (1986) suggest that a mediating effect is present if three conditions are fulfilled. First, the independent variable must predict the mediator. Second, the independent variable must also be a predictor of the dependent variable. Third, the predictive power must decrease when integrating the mediator in the relationship between independent and dependent variable. Transferred into the theoretical model, attitude toward the HRIS had a positive significant impact on the mediator commitment to change ($\beta = 0.483$; $p < 0.001$) as well as a significant negative influence on the dependent variable turnover intention ($\beta = 0.302$; $p < 0.001$). By integrating commitment to change with the relationship between attitude and turnover intention, the significant effect of attitude on an employee's turnover intention ($\beta = 0.037$; $p > 0.3$) diminished, whereas the influence of commitment to change on turnover intention ($\beta = -0.562$; $p < 0.001$) became significant. This means that commitment to change fully mediates the influence of attitude on turnover intention.

In addition, the study used the Sobel test (Sobel, 1982), as it represents a rigorous, conservative, and a confirmatory method to test mediation (Baron & Kenny, 1986). The result ($z = -3.23$; $p < 0.001$) indicated that an indirect effect exists within the theoretical model.

Finally, this study performed a bootstrapping method as proposed by Preacher and Hayes (2004). Here, the indirect effect of attitude toward HRIS on turnover intention through an employee's commitment to change 0.38, and the associated 95% bias-corrected confidence interval was between 0.821 and 0.127 (1000 number of bootstrap resamples). Because zero is not within this bias-corrected interval, the bootstrapping method supports our hypothesis that an indirect mediating effect exists.

5. DISCUSSIONS

This study investigates the possible work-related consequences of HRIS adoption in organizations. Results reveal that along with predicted positive consequences of system application, HR employees experience negative consequence that impact on employees' work-related attitudes and behaviors. More specifically, the system may be perceived adversely that may be exhibited in their organizational affective commitment to change and turnover intention. This study further reveals that the employees' performance expectancy, effort expectancy, social influence, perceived enjoyment, and computer self-efficacy impact on their attitude toward the new HRIS system. Employee's positive attitude toward the technology leads to enhance their affective commitment change. Previous researchers acknowledge the importance of perceptions of HR personnel in the system adoption (Elkins & Phillips, 2000; Bondarouk & Ruël, 2009). Maier et al. (2013) urged the necessity of research on the role of employees' computer self-efficacy in HRIS implementation and the possible impact of technology adoption on affective commitment to change.

This study reveals that when technology implementation is favorably accepted by the HR staffs, they might have high commitment to change the system. The new system may simplify the daily tasks, which has a prolonged effect of employees' mode of performing routine jobs and overall HR activities (Maier et al., 2013). New adopted technology may have a negative impact on employees' attitudes and behaviors. Although, the adverse consequences are not desired, even unanticipated by the organization, it hampers employees' day to day performance that eventually impact on their attitude and behavior. Employees may feel fatigued, bored, exhausted with the new technology changes. Employees may face difficulty in operating new system and coping with the new job demand. The incorporation of HRIS makes obsolesces of employees' manual skills and challenges the absorption of new knowledge for operating the new system. Therefore, it is presumed that the adverse effect of HRIS implementation influences employees to have less commitment to change and that further impact on their intention to leave.

The result reveals that employees' commitment to change is related to their turnover intention and mediates the relationship between attitude to use and turnover intention. When employees show positive attitudes toward adopting technology, they may support the changes exhibiting their commitment, which in turn they may be less intending to leave the organization.

High committed employees are positive in organizational changes and take responsibility to make the changes executed. This study shows that employees' positive attitude toward the HRIS system leads to higher affective commitment to change, that in turn influence them to stay in the organization.

6. PRACTICAL IMPLICATIONS

This research has some implications for practice. First of all, the results indicate that if employees experienced perceived expectancy, perceived enjoyment, social support and computer self-efficacy, they show positive attitudes toward the adoption of new technology. Moreover, employee's positive attitudes can influence his or her commitment to change. Therefore, managers should monitor the employee's attitude to the new technology. If the benefit of the technology adoption is communicated appropriately, the acceptance and commitment to change of the employees may be enhanced. Prior studies articulated the necessity of communication of project information, which enhances employees' acceptance of the technology and commitment to change (Shum et al., 2008; Roy, Roy & Bouchard, 1998). Proper communication prior to HRIS implementation may decrease the possible negative consequences of technology adoption. To implement the system smoothly, managers may arrange training for the users of the technology to increase their commitment to change (Beer et al., 1990). Moreover, effective training minimizes the adoption barriers among employees who ultimately become more committed to the changed programs (Robey et al., 2002).

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