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Key Determinants of Attitudes Towards E-HRM Adoption Behaviour; Special Reference to Non-Executive Level Employees in Apparel Sector, Sri Lanka

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ABSTRACT

To survive in today's business world, it is essential to adopt technologies for every aspect of the businesses since in every filed of business identified that technology as a most convenient way to perform task and duties compared to other methods. However, in a developing country like Sri Lanka adopting these technologies to perform their job tasks are limited due to the attitudes of users of its uses are not positive as organizations expected. E-HRM as a part of the technology used by HR departments of organizations supports for smooth functioning of HR-related works and due to the advantages associated with E-HRM organizations intend to adopt E-HRM to their organizations. Therefore, employees are supposed to use them to perform their HR tasks. However, the lack of attitudes towards adopting E-HRM to perform their HR tasks is identified as a critical issue in lower-level employees in an organizational context. Therefore, this study aims to explore the determinants that derive employee positive attitudes towards E-HRM systems. Most E-HRM adoption researchers focus on developed contexts and there is a lack of studies in developing contexts. Thus, the generalizability of the above study findings is difficult since the differences between these two contexts. Usage of E-HRM success depends on the employee's attitudes about the E-HRM system and knowing their perspectives about the system before and after implementing it is important. After reviewing the existing literature, independent variables were identified, and a conceptual model was developed. A survey was distributed by using a convenient sampling technique among machine operators of the ABC Pvt Ltd in the Koggala industrial zone, Southern Province, Sri Lanka, and 200 responses were gathered by exceeding the minimum sample size identified in the study. Data analysis was done by using SPSS 23 version. Study results found that there is a positive influence of selected five independent variables on the non-executive level employee's attitudes towards E-HRM adoption. Moreover, perceived ease of use and facilitating

conditions are identified as the most significant determinants that influence non-executive level employees' attitudes towards E-HRM adoption. These findings will be beneficial to developing contexts where they have to compete in the global market, and they have to improve the level of E-HRM adoption and usage. The research has contributed to the body of knowledge in the E-HRM research by providing a greater understanding and important insights into the determinants that affect the organizational adoption of E-HRM within developing contexts.

Keywords: Electronic Human Resource Management (E-HRM), Perceived Ease of Use, Perceived Usefulness, Technology Acceptance Model, Theory of Planned Behavior

1. Introduction

Accelerated technological growth had revolutionized the world, and the way organizations operate continued to influence and change. It put pressure on organizations and their employees to respond to the rapidly evolving environment and increasing numbers of digital innovations (Nivlouei, 2014). The development of digitization has an internal impact on many levels, as it requires the adoption and development of new knowledge and new ways of working (Bondarouk & Ruël, 2009).

In recent years a new wave of human resource technology known as Electronic Human Resource Management (E-HRM) has emerged with the appearance of these technologies (Hooi, 2007). Classical human resource management involved issues like hiring, finding, creating, compensating, maintaining, evaluating, and encouraging employees within an enterprise that could also be translated to the virtual world. The HR profession has faced a major challenge with new E-HRM, and virtual actions have emerged in modern businesses (Bernardin & Russel, 1993).

E-HRM technology can define a way of implementing HR strategies, policies, and practices. E-HRM technology supported the HR function to comply with the HR needs of the organization through web technology-based channels (Bondarouk & Ruël, 2009). E-HRM technology supported the human resources function to meet the organization's HR needs through web-based channels. Additionally, the use of E-HRM allowed fewer HR practitioners since E-HRM reduced the 'HR middleman' (Orlikowski, 2000). E-HRM allowed organizations to enhance the efficiency and effectiveness of HR services

delivery (Bondarouk & Ruël, 2009), improve the strategic orientation of HRM functions (Marler, 2015), and generate advantage (Tanya Bondarouk & Looise, 2004). E-HRM adoption in the world's developing countries showed a slow rate (Tanya Bondarouk & Looise, 2004).

A review of E-HRM literature indicated that the majority of research was considered in the developed country to explore determinants and consequences of the adoption of E-HRM among organizations. However, findings from these studies, due to differences between these two contexts, were unlikely to generalize to firms in developing nations. It was obvious that companies in developing countries are confronted with some unique challenges.

Previously, the relationships between the different determinants of attitudes towards using E-HRM had received less attention. Gaining a greater understanding of the attitude determinants towards the use of E-HRM had become increasingly necessary (Yusliza & Ramayah, 2011). Recently, E-HRM had been studied increasingly by many scholars. Most of the E-HRM studies were conducted in the USA and Europe (Galhena B.L, 2015). There have been fewer studies from Sri Lanka, a country that is far from the developed economies in terms of environment, economics, and technology (Galhena B.L, 2015). Because of the enormous difference in the market environment and the management mechanisms between developed countries and Sri Lanka, the research results on E-HRM should differ considerably (Galhena B.L, 2015). This study will contribute to human resource management knowledge by exploring certain important determinants which are special to developing countries. The main thrust of this study is the identification of the influence and most influential determinants related to attitudes toward E-HRM adaptation.

1.1. Research problem

E-HRM adoption has increased dramatically in the United States and Europe over the last decade (Bondarouk & Ruël, 2009), and this phenomenon will continue in the future (Tanya Bondarouk & Ruël, 2007). This is because E-HRM helps organizations to increase the quality and efficacy of HR service delivery (Tanya Bondarouk & Looise, 2004), improve HRM functions' strategic orientation (Marler, 2015), and achieve a competitive advantage (Kaap, 2012). According to the project developed using web-

based HR applications, E-HRM applications assist in the location and transfer of human properties around the world (Torres-coronas & Arias-oliva, 2014). These programs are widely being used to provide training, monitor job results, and administer pay and benefit systems by businesses (Strohmeier, 2007). Organizations do not bear the drawbacks associated with conventional paper and pencil, labour-intensive HR activities in today's internationally dynamic marketplace (Olivas-Lujan et al., 2007). HR operations can be simplified with E-HRM because it requires less documentation and manual labour. The accuracy of data should be enhanced, which has a direct effect on the HR department's performance.

The HR department will have more time to improve their expertise and strategically apply it to the management level because of greater data accuracy and reduced paperwork. HR activities are rapidly being designed and delivered using technology (Thiruselvi, Yusliza, Ramayah, & Nur Zahitah, 2013). However, the implementation of E-HRM in developing countries is progressing at a snail's pace. This slow adoption rate is a serious problem because companies in developing countries are increasingly doing international business, which necessitates the adoption of E-HRM to compete and placed it in a global sense (Tanya Bondarouk & Looise, 2004). According to a study of the E-HRM literature, the majority of research is focused on the determinants and implications of E-HRM adoption in developed countries. However, the results of these studies are unlikely to apply to companies in developing countries due to the distinctions between these two contexts (Galhena B.L, 2012). E-HRM as a research area has only recently emerged, owing in part to technological advances (Olivas-Lujan et al., 2007). Academic interest in this topic is relatively new, and there has yet to be a significant response (Strohmeier, 2012). But (Strohmeier, 2007) has discovered that it is on the rise. Even though research on E-HRM has yet to take place internationally, it is becoming widely common in the United States and Europe (Strohmeier, 2007) and fewer studies in developing contexts (Yusliza & Ramayah, 2011). Developing-country businesses face specific challenges in adopting and implementing. The reasons are not well-developed, accessible, or affordable technological infrastructure and restricted quality of IT adoption (Journal, Narang, & Anand, 2017), there is a lack of technical understanding of information and communication. Individuals obstruct IT-related adoption (E-HRM) among developing-country businesses (Orlikowski, 2000). And,

many developed countries have a low degree of confidence in information technology (Tanya Bondarouk, Parry, & Furtmueller, 2017).

Sri Lanka is also making fast strides in terms of technological adoption. Sri Lanka was the first country in the South Asian zone to launch mobile broadband internet technologies such as 3G, 3.5G HSDPA, 3.75G HSUPA, and 4G LTE (SAARC, 2011). Sri Lanka has become the sub-region leader in the E-government development index (0.54 score and ranked 74th) and e-participation index (0.65 scores and ranked 33rd) (UN Report, 2014). As a company implements e-HRM, the social interaction habits of its workers transform as it transitions from face-to-face conversation to electronic communication (Stone, Deadrick, Lukaszewski, & Johnson, 2015). It has been shown that management philosophies, principles, and procedures built in one community cannot be applicable in another (Hofstede, 1991). Since the bulk of e-HRM adoption experiments is done with organizations in developed countries, researchers were inspired to investigate this phenomenon in developing countries (Galhena B.L, 2012). Given the above economic, social, technical, and cultural aspects, it is crucial to investigate the determinants of e-HRM adoption in the Sri Lankan context. Based on that following objectives are set for the study.

- To explore the determinants that influence non-executive level employees' attitudes towards E-HRM adoption.
- To identify the most influential determinant that influences non-executive level employees' attitudes towards E-HRM adoption?

The following section of the paper described the literature review of the study, conceptualization, and hypothesis development, and the third section described the methodology. In the fourth section, the empirical results are presented. The final section summarized the theoretical and practical implications, limitations, and areas for future research.

2. Literature review

2.1. Theories of the study variables

In Research articles, E-HRM was defined in many ways, and one of the researchers defined it that "Planning, implementation and application of information technology

for both networking and supporting at least two individual or collective actors in their shared performing of HR activities" as cited (Strohmeier & Management, 2012).
(Bondarouk & Ruël, 2009) defined E-HRM as an inclusive term that contained all the mechanisms of integration and its contents between human resources management, and information technology, which aimed to create value within organizations. (Yusliza & Ramayah, 2012) said that E-HRM was a technology that provides human resources functions with opportunities to create new areas to contribute to organizational success.

The attitude was illustrated to be an individual's positive or negative behaviour towards a new concept or new technology and had been known to be a driver of consumer utility or technology adoption (Songer-necks, 1976).

As shown in empirical studies related to the Diffusion of technological innovations, attitude exposed one's belief about the evaluation and consequences of a given behaviour (Ma & Ye, 2015).

Inhere study was conducted based on mainly three theories and after a broader study of relevant studies conducted by researchers. The theory of planned behaviour proposed that attitudes toward behaviour, subjective norms with respect to the behaviour, and perceived behavioural control over the behaviour predicted the behavioural intention (for this study: intention to E-HRM adoption) of individuals. Moreover, the Theory of planned behaviour suggested that behavioural intention in combination with perceived behavioural control explained the actual behaviour (Ajzen, 1991).

According to the technology acceptance model, ease of use and perceived Usefulness were the most important determinants of actual system use. These two factors were influenced by external variables. The main external factors that were usually manifested are social factors. The attitude to use was concerned with the user's evaluation of the desirability of employing an information system application. Behavioural intention was the measure of the likelihood of a person employing the application.

According to the Diffusion of innovation theory, innovation diffusion was influenced by four factors: innovation attributes communication channels, time, and social system (Rogers & Coleman, 2003). E-HRM could be treated as an innovation in terms of HRM due to two main reasons. First, E-HRM created an opportunity to position employee-management relations in the hands of employees and line managers, and second, E-

HRM offered opportunities to design HRM tools and instruments that would not be possible without IT, as cited (Tanya Bondarouk & Looise, 2004). Above mentioned theories and studies are considered as existing literature for this study.

3. Conceptualization

Many researchers had found certain determinants affecting the adaptation of electronic, human resource management. Based on the empirical findings and the theoretical explanations, this research analyzed how these determinants affect the adoption of Electronic Human Resource Management in apparel sector organizations in Sri Lanka.

Figure 1 illustrates the conceptual framework which was developed based on those theories and explanations.

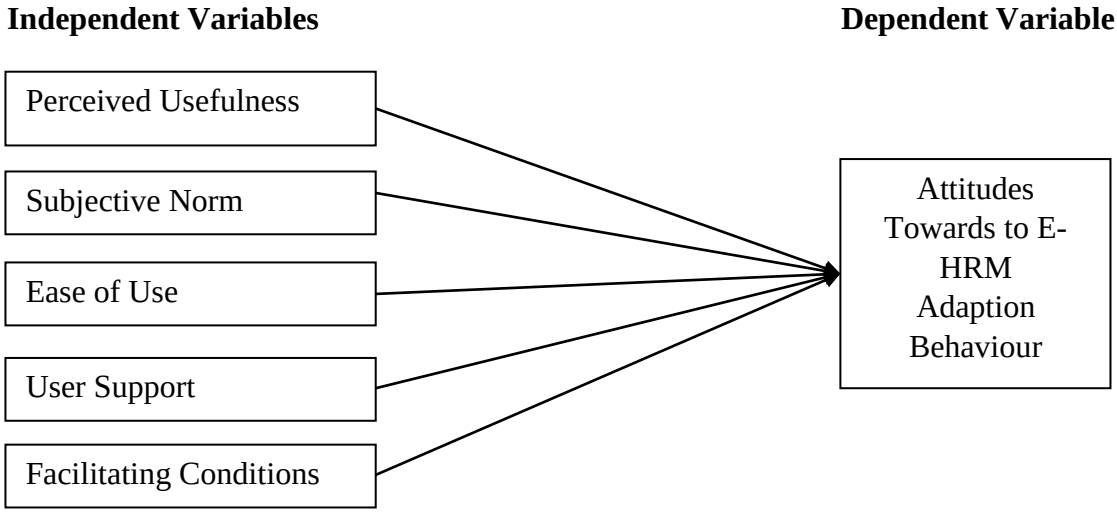

Figure 1. Conceptual Framework

Source; Literature review, 2022

3.1. Hypothesis Development

Perceived Usefulness, Perceived Ease of Use and Attitudes towards to E-HRM Adoption Behaviour

The Technology Acceptance Model posited two antecedents, perceived Usefulness and perceived ease of use, as determinants of attitude. According to the established Technology Acceptance Model, the belief that E-HRM technology was easy to use and would have a positive association with the attitude of HR professionals towards its use (Davis, 1989). HR professionals were likely to think that E-HRM would allow them to

use the technology more efficiently and effectively if E-HRM were considered effortless to use.

Recent studies had found that ease of use and Usefulness were associated with attitude toward using technology (Cakmak, Benk, & Budak, 2011). Therefore, the following association was hypothesized:

H1: Perceived Usefulness positively influence non-executive level employees' attitude towards E-HRM adoption behaviour

H2: Perceived ease of use positively influence on non-executive level employees attitude towards E-HRM adoption behaviour

Subjective Norms and Attitudes Towards to E-HRM Adoption Behaviour

Subjective norms referred to the personal perception developed by an individual of the normative social pressures. Normative pressures might be those created by family, peers, friends, and beliefs. Social influence determined the perception held by an individual of what people who matter to him/her think his/her behaviour should be like (Deng and Kam, 2015).

(Bian Linlin, 2012) described that other people's opinions and preferences, such as friends, colleagues, leaders, experts, etc., had an influence on one person's subjective judgment. Based on the above discussion, it could be expected that the greater the subjective norm of E-HRM application, the more likely users would actually adopt E-HRM and the subjective norm was quite important for the organizational adoption of technological innovation.

H3: Subjective norms positively influence non-executive level employees' attitudes towards E-HRM adoption behaviour

User Support and Attitudes towards E-HRM Adoption Behaviour

Several empirical studies have shown that various structures or external factors affected an individual's attitude, which may be program features, training, documentation, and user support (Davis, 1989). User support was hypothesized for influencing the attitude towards E-HRM.

H4: User support positively influences non-executive level employees' attitudes towards E-HRM adoption behaviour.

Facilitating Conditions and Attitudes towards E-HRM Adoption Behaviour

Facilitating conditions were often theorized to have a direct effect on the intention and use of information systems. (Stone, Stone-romero, & Lukaszewski, 2006) suggested that facilitating conditions have a positive influence on user satisfaction, and this relationship was supported in their study. (Dai, He, & Xing, 2015) showed that the requirements for facilitation had major effects on IT use. The following hypothesis was drafted on the basis of the above findings:

H5: Facilitating conditions positively influence non-executive level employees' attitudes towards E-HRM adoption behaviour.

4. Methodology

This employed a descriptive research design that allows for assessing the associations between the variables described in the model. After reviewing the literature, five independent variables were identified. Based on the conceptual framework shown in figure 1, five hypotheses were postulated.

This study focuses on investigating the attitudes towards E-HRM adoption among the apparel sector non-executive level apparel employees in Sri Lanka. Hence, the unit of analysis was individual. The theoretical population of this study is non-executive level apparel sector employees in Sri Lanka. Due to the practical and access limitations, ABC Pvt Ltd.'s non-executive level employees were selected as the study population. The constructs of the research model were measured using previously validated instruments. All the constructs used a five-point Likert scale where respondents marked their agreement scaling from strongly disagree (1) to strongly agree (5). Designed self-administered questionnaires were distributed among non-executive level apparel sector employees in selected organizations by employing a convenient sampling method. The minimum sample size was determined by (Cohen, 1988) and it indicates 87 as the minimum sample size for the study. By exceeding that 200 responses were recorded and proceeded to the analysis. Gathered data analyzed by using SPSS 23 version. In SPSS, internal consistency was tested using reliability analysis. To check multicollinearity issues correlation analysis was performed and descriptive analysis was used to describe the demographic characteristics of respondents. The hypothesis was tested by using multiple regression.

5. Data analysis

5.1. Sample composition

Table 1. Sampling composition

Category	Subcategory	Frequency
Gender	Male	71
	Female	129
Age Range	18-25	91
	26-32	46
	33-39	9
	40-46	33
	47-53	12
	54-60	9
Education Level	Below O/L	32
	GCE O/L	114
	GCE A/L	40
	Technical Collage	12
	University Diploma	2

Source: Survey data, 2022

According to the table 1, 129 female non-executive employees and 71 non-executive level employees represented the sample of the study. From that highest employee group represent from age 128-25 category and the lowest indicate in the 33-39 and 54-60 age category. Further majority of employees' education level is Ordinary level and Advance level completed 40 employees represented the sample.

5.2 Reliability

Table 2. Reliability Analysis

Variable	Cronbach's Alpha	No of Items
Perceived Usefulness	0.646	4
Subjective Norm	0.628	4
Perceived Ease of Use	0.633	4
User Support	0.748	3
Facilitating Conditions	0.692	4
Attitudes Towards E-HRM Adaption behaviour	0.704	6

Source: Survey data, (2022)

According to Table 2 statistical findings of the present research, Cronbach's alpha values of all independent variables were greater than 0.6, which indicated that all the selected questions in the questionnaire carried acceptable reliability to test the selected variables. The dependent variable, attitudes towards E-HRM adaption behaviour, consisted of six factors and yielded a Cronbach's alpha value of 0.704. According to the reliability analysis of the present research, all independent variables and dependent variables yielded Cronbach's alpha values higher than 0.6, which indicated that all the selected questions carried acceptable reliability to test the variables.

5.3 Descriptive Analysis

Table 3. Descriptive Analysis

Variable	Mean	Std. Deviation
Perceived Usefulness	3.5775	0.68242
Subjective Norm	3.4563	0.69836
Perceived Ease of Use	3.6700	0.62544
User Support	3.6467	0.80869

Facilitating Conditions	3.7150	0.62408
Attitudes Towards E-HRM Adaption behaviour	3.9025	0.50439

Source: Survey data, (2022)

As shown in Table 3, facilitating conditions comes from the independent variable category yielded the highest mean value of 3.7150 in facilitating conditions and Attitudes towards E-HRM adoption from dependent variable mean value was 3.9025 could be interpreted as closer to the agreed level, and the Subjective Norm yielded the lowest mean value of 3.4563. A low standard deviation showed that the data points tend to be very close to the mean, and a high deviation specified that the data were spread out over a large range of values. According to the descriptive analysis of the present study highest standard deviation was 0.8069 yielded by user support, and the lowest standard deviation was 0.62408 yielded by facilitating conditions.

Table 4. Collinearity Statistics

Variable	Tolerance	VIF
Perceived Usefulness	.782	1.018
Subjective Norm	.919	1.088
Perceived Ease of Use	.836	1.196
User Support	.631	1.203
Facilitating Conditions	.836	1.196

Source: Survey data, (2022)

The tolerance values of all the independent variables should be greater than 0.1, and the VIF value should be less than 10 to achieve a significant level of multicollinearity. As shown in Table 4 results obtained by analyzing the collected data and all the variables yielded significant values.

5.4 Regression Analysis

Table 5; Coefficients

Variable	Unstandardized Coefficients			Standardized Coefficients	T	Sig.
	α	B	Std. Error	Beta		
Perceived Usefulness	0.646	0.114	0.042	0.118	1.321	0.007
Subjective Norm	0.628	0.112	0.043	0.156	2.628	0.009
Perceived Ease of Use	0.633	0.173	0.050	0.215	3.458	0.000
User Support	0.748	0.062	0.039	0.099	1.590	0.003
Facilitating Conditions	0.692	0.323	0.050	0.400	6.443	0.000
Attitudes towards E-HRM adoption behavior	0.719	0.660	0.076	0.526	8.704	0.000

Source: Survey data, (2022)

According to the table 5 perceived Usefulness yield (β=0.118, p=0.007), subjective norms yield (β=0.156, p=0.009), perceived ease of use yield (β=0.215, p=0.000), user support yield (β=0.099, p=0.003) and facilitating conditions yield (β=0.400, p=0.000) values and based on that selected five variables indicates that there is a positive influence to the attitudes towards E-HRM adoption behavior.

Table 6.Regression Model Summary and ANOVA (a)

R	R Square	Adjusted R Square	Std. An error of the Estimate	F	Significance
.721[a]	0.674	0.607	0.32518	53.18	.000[b]

Source: Survey data, (2022)

According to the research findings illustrated in Table 6, multiple regression coefficients (R) of five independent variables and Attitudes towards E-HRM adoption behaviour were 0.721. Research findings have shown that the R- Square was 0.674 (67.4%), and the adjusted R-Square was 0.607. The significant value of the set of variables was 0.000. This means selected independent variables explain the dependent variable by 60.7%.

6. Discussion

The hypotheses were tested using regression analysis, and the results were illustrated in Table 7.

Table 7. Findings of the study

Code	Hypothesis	Results
H1	Perceived usefulness positively influences non-executive level employees' attitude towards E-HRM adoption behaviour.	Supported
H2	Subjective norms positively influence non-executive level employees' attitude towards E-HRM adoption behaviour.	Supported
H3	Perceived ease of use positively influences non-executive level employees' attitude towards E-HRM adoption behaviour.	Supported
H4	User Support positively influences non-executive level employees' attitude towards E-HRM adoption behaviour.	Supported
H5	Facilitating Conditions positively influence to non-executive level employees' attitude towards E-HRM adoption behaviour.	Supported

Source: Survey data, (2022)

As illustrated in Table 7 based on established five hypothesis expected positive relationships and values of regression analysis all hypotheses had accepted level of significance and all beta values was positive.

According to the results of the regression analysis, the beta coefficient yielded 0.118 and had a positive marking which supported the direction of the hypothesis, and the significance level was 0.07. According to the analysis, hypothesis 1 (H1) was accepted. Thus, it could be statistically proven that Perceived Usefulness positively and influence on the attitude towards E-HRM adoption. According to (Thiruselvi et al., 2013), perceived Usefulness is able to influence the attitude towards E-HRM. This result is further confirmed by (Thiruselvi et al., 2013).

In this study found subjective norms have positive influence on attitudes towards E-HRM adoption behavior. A previous study also confirmed this finding and emphasized that subjective norms played a critical role in fostering the attitudes towards E-HRM adoption behavior due to the strong influence of social members on each other (Aletaibi, 2016).

Based on the study results of the regression analysis, the beta coefficient yielded 0.215 and had a positive marking which supported the hypothesis, and the significance level was 0.00. According to the analysis, hypothesis 3 (H3) was accepted.

Moreover, this study found that, perceived ease of use has a positive influence on the attitudes towards E-HRM adoption behavior. Previous studies result also indicated that E-HRM users were more likely to have a favorable attitude toward using E-HRM if they felt using them as a useful tool and if they perceived that using them was not complicated (Yusliza, 2012). Thus, perceived ease of use affected the attitude towards using E-HRM. The findings of all this research stated that Perceived ease of use positively influence on attitude towards E-HRM.

According to the results of the regression analysis, the beta coefficient yielded 0.099 and significant value yield 0.003 by user support and it indicates that user support has positive influence on attitudes towards E-HRM adoption behavior. 0.03. According to the analysis, hypothesis 4 (H4) was accepted. Several empirical studies have shown that the attitude of a person has been affected by specific structures or external variables, which may include program functionality, training, documentation, and user support

(Davis, 1989). All of these research findings indicated that User support had a positive attitude towards E-HRM.

Facilitating conditions are often theorized to have a direct effect on the intention and use of information systems. According to the results of the regression analysis, the beta coefficient yielded 0.400 and had a positive marking which supported the direction of the hypothesis, and the significance level was 0.00. According to the analysis, hypothesis 5 (H5) was accepted. (Stone et al., 2006) Suggested that facilitating conditions would have a positive impact on user satisfaction and confirmed this relationship in their study. (Dai et al., 2015) demonstrated a significant influence of facilitating conditions on attitudes towards E-HRM adoption behaviour.

7. Conclusion

Human resources departments using ICTs are becoming an increasingly important phenomenon commonly referred to as E-HRM. E-HRM is a relatively new term for HRM supported by this technology, in particular by using web technology. E-HRM has the potential to alter the way traditional HRM functions are carried out. E- HRM has the potential to change the way traditional HRM functions are performed.

Adopting the decision of E-HRM to the organization needs to concern the view of employees because directly linked with the HR department, and adoption success mostly depends on their response to the system. Especially knowing their attitudes about E-HRM and identification of influential determines that employees are most concerned about adopting E-HRM is essential before adopting the system. Therefore, the researcher did this study to identify the most influential determents that influence attitudes towards E-HRM adoption of apparel sector organizations of Sri Lanka, and there was no study conducted before in the developing country context apparel sector and the researcher was motivated to identify the key factors influence to attitudes towards adopting E-HRM. In this study, the researcher is concerned mainly with three theories, Planned Behavior Theory, Technological Acceptance Model, and Innovation Theory Diffusion.

The First Theory of planned behaviour states that intention towards attitudes, subjective norms, and perceived behavioural control together shape an individual's behavioural intention and behaviours (Ajzen, 1991).

Thus, the results of the study again confirmed the results of the Theory of planned behaviour, Technological acceptance model, and Diffusion of innovation theory. Finally, the impact of perceived Usefulness, subjective norms, and user support has a positive impact on attitudes towards E-HRM adoption, and especially perceived ease of use and facilitating conditions have a strong positive impact on attitudes towards E-HRM adoption.

7.1 Theoretical Implications

The research findings contributed to the existing literature by providing insights on the determinants of attitudes towards E-HRM adoption. The main theoretical contribution of the study is the revelation that perceived ease of use and facilitating conditions are the most significant factor affecting attitudes towards E-HRM adoption out of the selected independent variables. In a developing context, there is only a little knowledge concerning the factors that influence attitudes towards E-HRM.

Therefore, this study supports identifying the major determinants that impact the adoption of attitudes towards E-HRM adoption in apparel sector organizations in Sri Lanka, and results can be generalized within the developing context's countries.

7.2 Managerial Implications

Previously there are no studies have been done related to attitudes towards E-HRM adoption in the apparel sector. There are several practical implications that can be drawn from the present study's results. This research is intended to be of assistance to managers in preparing and implementing E-HRM where thorough consideration needs to be paid to E-HRM applications, which need to concentrate on the aspects needed to help the decision-making process, rather than being restricted to certain administrative applications. And employees mostly consider about perceived ease of use of the system and facilitating conditions for E-HRM for adopting the new system. Management should pay attention to these attributes and invest in developments. To allow users to continue their organization's use of E-HRM, top management should look at how to make it look usable, and easy to use for employees. And also, written manuals or diagrams can be provided for coaching them on the E-HRM application.

Besides that, demo sessions are arranged so that the employees feel satisfied with E-HRM. This will change the attitude of the user towards accepting and continuing the use of the system, and the management strongly encourages the provision of financial assistance, infrastructure facilities, and support services. More modules are also to be included in the EHRM program to add more value, and users find it more useful. To have the requisite financial and non-financial resources for E-HRM implementation, managers must be assured of the principles and strategic advantages of E-HRM. If top management is to become knowledgeable of the gains that can be obtained by adopting E-HRM, this, of course, means further advertising activities as well as an action plan devised and executed by HRM personnel to show the actual advantages of using HR. Employees may be encouraged to engage in educational programs that are consistent with the introduction of E-HRM applications by more robust promotional campaigns. In addition, users will be given a timeframe to use the system in a test area so that they will receive confirmation of their use. It's also important to minimize the system's potential errors to increase the user's intention to use confirmation.

The findings of this research have many consequences for apparel sector managers and professionals who were working in developing contexts. The effects of the determinants and the adoption of the E-HRM were contrasted. This comparison will aid managers in making the required adjustments within their organizations to adopt E-HRM applications and inspire workers to use the E-HRM applications. Organizations can make their web services more user-friendly by increasing the operating ease and simplicity for their employees. Furthermore, the company should educate its workers on how to use the E-HRM program to perform HR tasks and make the tasks more familiar to them.

7.3 Limitations and future research

First, this study sample is limited to 200 non-executive level employees in selected organizations, in Southern province, Sri Lanka. A larger sample size would increase statistical power and yield more consistent findings (Hair et al., 2010). For future research larger sample size representing different types of institutions is suggested. The data for this study were gathered at a single point in time using a cross-sectional method. Adoption behavior is regarded as a psychological construct that needs extensive empirical research to be properly appreciated. Future research that utilizes a

longitudinal study strategy would make a substantial contribution to the area. The current study used a questionnaire survey to acquire primary data on the phenomena of interest. For example, interviews may allow for a more in-depth evaluation of the study phenomenon. As a result, future studies based on interviews and qualitative analysis of interview data will throw light on this phenomenon.

Further, this study uses only five major variables found in the literature which influence to attitudes towards E-HRM adoption behavior. There are other variables that might be influenced by attitudes towards E-HRM adoption behavior and for future studies suggested finding other important variables that might influence for study phenomenon. In current study respondents provide responses based on the self-assessment and it would have been better if the variable had also been measured by using the other ratings as well. Alone with them going forward is not easy and it is necessary to get everyone's contribution for that. Thus, examine this area from other level's employees of use E-HRM also necessary and will add contribution to the field of study.

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