

---

# TABLE OF CONTENTS

|   |     |
|---|-----|
| ACKNOWLEDGEMENT .....                                     | I   |
| ABSTRACT .....  | II  |
| LIST OF TABLES.....                                       | VI  |
| LIST OF FIGURES.....                                      | VII |
| CHAPTER ONE.....  | 1   |
| INTRODUCTION .....  | 1   |
| 1.1 Overview of electronic human resource management..... | 1   |
| 1.2 Problem statement.....                                | 3   |
| 1.3 Research questions and research objectives.....       | 5   |
| 1.4 Operational definitions of potential factors .....    | 7   |
| 1.5 Significance of the study .....                       | 9   |
| 1.6 Organization of the study .....                       | 10  |
| CHAPTER 2 .....   | 12  |
| LITERATURE REVIEW .....                                   | 12  |
| 2.1 Introduction .....                                    | 12  |
| 2.2 The definition of E-HRM.....                          | 12  |
| 2.3 The differentiation of E-HRM and HRIS .....           | 14  |
| 2.4 E-HRM applications and its benefits .....             | 15  |
| 2.4.1 Recruitment and selection.....                      | 17  |
| 2.4.2 Training and development.....                       | 18  |
| 2.4.3 Payroll and compensation management.....            | 19  |
| 2.4.4 Performance appraisal.....                          | 19  |
| 2.4.5 Human resource planning .....                       | 20  |
| 2.4.6 Internal and External communication .....           | 20  |
| 2.4.7 Employee self-service.....                          | 21  |
| 2.4.8 Knowledge management.....                           | 21  |
| 2.5 Theoretical background of E-HRM adoption.....         | 22  |
| 2.5.1 Theory of reasoned action (TRA).....                | 24  |
| 2.5.2 Technology acceptance model (TAM) .....             | 26  |
| 2.5.3 Diffusion of innovation model (DOI).....            | 28  |
| 2.6 Factors influencing E-HRM adoption .....              | 32  |
| 2.6.1 Individual context .....                            | 32  |
| 2.6.2 Technological context.....                          | 34  |
| 2.6.3 Organizational context .....                        | 37  |
| 2.6.4 Environmental context .....                         | 39  |
| 2.7 Summary .....   | 40  |

---

|  |    |
|--|----|
| CHAPTER 3 .....  | 41 |
| RESEARCH METHODOLOGY .....                                 | 41 |
| 3.1 Introduction .....                                     | 41 |
| 3.2 Research framework .....                               | 41 |
| 3.3 Research Hypothesis .....                              | 43 |
| 3.4 Research design .....                                  | 44 |
| 3.5 Questionnaire development .....                        | 45 |
| 3.6 Research instrument .....                              | 47 |
| 3.7 Data collection procedure .....                        | 48 |
| 3.8 Validity and reliability .....                         | 49 |
| 3.9 Summary .....  | 51 |
| CHAPTER 4 .....  | 52 |
| DATA ANALYSIS AND FINDINGS .....                           | 52 |
| 4.1 Introduction .....                                     | 52 |
| 4.2 Sample characteristics .....                           | 52 |
| 4.3 Validity analysis .....                                | 55 |
| 4.4 Reliability analysis .....                             | 58 |
| 4.5 Hypothesis testing .....                               | 59 |
| 4.6 Summary .....  | 63 |
| CHAPTER 5 .....  | 65 |
| DISCUSSION AND CONCLUSION .....                            | 65 |
| 5.1 Introduction .....                                     | 65 |
| 5.2 Discussion of the results .....                        | 65 |
| 5.3 Practical implications .....                           | 73 |
| 5.4 Limitations and recommendations for future study ..... | 75 |
| 5.5 Summary .....  | 77 |
| BIBLIOGRAPHY .....   | 78 |
| APPENDIX-A: Pearson chi-square test .....                  | 87 |
| APPENDIX-B1: Survey questionnaire (English version) .....  | 91 |
| APPENDIX-B2: Survey questionnaire (Chinese version) .....  | 96 |

---

# LIST OF TABLES

|  |    |
|--|----|
| Table 2. 1: Literature summary of E-HRM applications ..... | 16 |
| Table 2. 2: Innovation adopters and characteristics .....  | 29 |
| Table 3. 1: Summary of the questionnaire .....             | 45 |
| Table 4. 1: Statistics of E-HRM adopter .....              | 52 |
| Table 4. 2: Firm ownership statistics.....                 | 53 |
| Table 4. 3: Organization size statistics .....             | 53 |
| Table 4. 4: Industry statistics.....                       | 54 |
| Table 4. 5: KMO and Bartlett's Test.....                   | 55 |
| Table 4. 6: Total variance explained.....                  | 56 |
| Table 4. 7: Rotated component matrix <sup>a</sup> .....    | 56 |
| Table 4. 8: Reliability statistics.....                    | 58 |
| Table 4. 9: Wilk's Lambda .....                            | 59 |
| Table 4. 10: Classification results <sup>a</sup> .....     | 59 |
| Table 4. 11: Group statistics.....                         | 60 |
| Table 4. 12: Tests of equality of group means .....        | 61 |
| Table 4. 13: Discriminant power .....                      | 62 |
| Table 4. 14: Summary of Hypothesis testing .....           | 63 |

---

# LIST OF FIGURES

|  |    |
|--|----|
| Figure 2. 1: Theory of reasoned action (TRA).....    | 24 |
| Figure 2. 2: Technology acceptance model (TAM) ..... | 27 |
| Figure 3. 1: Research framework.....                 | 42 |