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Research paper

Key Factors Influencing E-HRM Adoption: An Integrated Approach Based on The Technology Acceptance Model

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Abstract

Against a backdrop of modernization of administrative services in Moroccan higher education, this study examines the determinants of intention to adopt electronic human resource management (e-HRM) systems at Sidi Mohamed Ben Abdellah University in Fez. Using the Technology Acceptance Model (TAM), the study focuses on three main variables: perceived usefulness (PU), perceived ease of use (PEOU), and intention to use (IU). Data were collected from 98 users of the e-GRH system across 14 university establishments. Statistical analysis was performed using SmartPLS 3.0 software. The results reveal that perceived ease of use exerts a significant impact on intention to use the e-GRH system ($\beta = 0.499$; $p < 0.001$) as well as on perceived usefulness ($\beta = 0.464$; $p < 0.001$). On the other hand, the effect of perceived usefulness on intention to use the system was not statistically significant ($\beta = 0.158$; $p = 0.156$), leading us to reject this hypothesis. These results suggest that the perceived usability of the system is a major lever in the adoption of e-HRM, independently of perceived functional utility. The study contributes to a better understanding of the acceptance dynamics of digital technologies in academic institutions and proposes concrete avenues for optimizing their deployment.

Keywords: *E-HRM; Intention to Use; University; Digital Transformation; HR Information Systems.*

1. Introduction

In recent decades, the operational and functional processes of organizations have been profoundly transformed by digitalization, and human resources (HR) departments have not escaped this revolution. Functions such as recruitment, training, and compensation management have been reoriented through the use of technology and data analysis [1], [2]. This digitalization, coupled with automation, has led to the emergence of the concept of electronic human resource management, commonly known as e-HRM [1], [2].

According to Johnson, Alahi, and Fei-Fei (2016), e-HRM refers to the use and delivery of HR services via human resources information systems (HRIS), which connect employees, candidates, managers, and external stakeholders. [3] Describe e-HRM as a set of hardware infrastructures, software, and network resources enabling the efficient operation of HR activities. For [4], it represents an approach to implementing HR strategies, policies, and practices through the intentional and direct use of technologies, whether online or offline. Although no single definition is unanimously accepted, all converge on the central idea of using technology to perform HR-related tasks [4], [5].

In particular, e-HRM aims to automate and streamline HR functions; the growing integration of artificial intelligence systems and data analytics has profoundly altered talent recruitment and retention processes [6]. The adoption of e-HRM is thus part of a strategic approach designed to align employee behavior with organizational objectives through flexible and integrated technologies [7], [8]. A consensus has emerged around the benefits of e-HRM, notably in terms of improving service quality, reducing HR management costs, and enhancing organizational efficiency and productivity [2], [9].

However, the level of e-HRM adoption and implementation varies considerably across organization types and legal frameworks, with notable differences between the private and public sectors [10]. This variation limits understanding of the factors driving e-HRM implementation across different regional, sectoral, and institutional contexts [10]. Indeed, most research has focused on private companies in developed economies, while few studies have analyzed e-HRM adoption in public organizations or in developing countries [10 - 12]. In this regard, [13] highlighted the low penetration of e-HRM and the lack of rigorous empirical studies within government institutions in developing economies, underlining a significant gap.

Furthermore, the adoption of digital technologies and e-HRM tools in Africa remains at an early stage, constrained by socio-political, economic, and institutional specificities that complicate the direct application of findings from other contexts [14]. In African public administrations, digital transformation initiatives are often hindered by limited technological infrastructure, skills shortages, and governance challenges, factors that directly impact HR modernization and institutional efficiency.

In this context, this study contributes directly to the aims and scope of the International Journal of African Economic and Social Development, which seeks to advance understanding of socio-economic transformation processes in African settings. By focusing on the determi-

nants of e-HRM adoption in Moroccan public organizations, this research sheds light on how digital transformation can enhance institutional performance, transparency, and service delivery in the public sector, key dimensions of sustainable economic and social development in Africa.

Accordingly, this study aims to identify and analyze the factors influencing the intention to use e-HRM systems by civil servants in a Moroccan public organization. To this end, it draws on the Technology Acceptance Model (TAM), which emphasizes two key determinants: perceived usefulness (PU) and perceived ease of use (PEOU). The challenge is twofold: (1) to fill a gap in empirical knowledge on e-HRM adoption in the Moroccan public sector, and (2) to provide institutional decision-makers with insights to guide their digital transformation strategies.

Following this introduction, the first section presents the conceptual and theoretical framework. The methodology is then detailed, followed by the empirical results from a survey conducted among 98 civil servants. Finally, a critical discussion precedes the conclusion, which offers practical recommendations and directions for future research.

2. Background and Theoretical Foundations

2.1. Literature review

Since the early 1980s, human-resources professionals have progressively incorporated information systems (IS) into their practices, propelled by the rapid diffusion of digital technologies across organizations [15]. The notion of electronic human-resource management (e-HRM) thus emerged to denote a wide spectrum of applications workforce planning, application tracking, training, compensation, and labour relations embedded in technological infrastructures (Bamel et al., 2014). Johnson et al. (2016) define e-HRM as the implementation and delivery of HR services via a human-resources information system (HRIS) linking employees, candidates, managers, and external stakeholders [3]. Another definition emphasises the combination of hardware, software, and electronic networks enabling HR operations [2]. Furthermore, e-HRM is characterised by connectivity across geographically dispersed actors and by partial or full automation of HR processes [2]. Earlier work (e.g., [16], 2007) argues that e-HRM functions at multiple levels (individual, group, unit, organisational). For example, Lengnick-Hall and Moritz (2003) define e-HRM as using information technologies to connect and support employees in their HR activities, coordinating human and technological dimensions toward set aims [17]. Yet, the absence of a unanimously accepted definition reflects the diversity and evolving nature of e-HRM [18].

Lepak and Snell (1998) offer a useful tripartite classification of e-HRM: operational (administrative, e.g., payroll, personnel-data processing) [19]; relational (strategic alignment of talent via e-recruitment, digital training, e-assessment) [7]; transformational (change-management, key-competency management, strategic HR analytics) [20]. Administrative automation (operational e-HRM) is often described as improving productivity and decision quality [9; 4; 5; 6]. The relational dimension became especially salient during and after the COVID-19 pandemic, when remote/hybrid working drove digital training and recruitment [1]. Transformational e-HRM, in turn, aligns HR practices with global strategic objectives and supplies management with decision-critical data [5].

The adoption of technology in HR management can be seen as part of a broader innovation dynamic: HR, finance, marketing, and operations functions are all being reshaped and require continuous adaptation [21; 22]. While e-HRM is increasingly widespread in both public and private sectors, its adoption rate varies markedly by organisational size, nature of activities, and institutional structure [4; 10]. Moreover, significant disparities across national, institutional, and socio-economic contexts underline the need for context-specific studies (especially in developing countries) [23; 13]. In many such contexts, particularly in the public sector, e-HRM remains at an early stage and often focuses on automating administrative tasks, with aspirations of enhanced transparency [13]. At the same time, persistent challenges include resistance to change, power dynamics, data security, and confidentiality concerns [24]. Managerial and employee buy-in is often mixed, given differing perceptions of benefits and limited involvement in implementation [20]. Hence, the successful integration of e-HRM represents a key opportunity to enhance organisational efficiency, flexibility, and responsiveness in the face of digital change, but its success is contingent on strategic managerial decisions, employee acceptance, and specific socio-economic contexts [3; 26].

In sum, while the earlier literature provided a useful taxonomy and positive case for e-HRM systems, recent studies underline that context (institutional, cultural, sectoral), technology maturity, organisational agility, and trust/risk perceptions play an increasing role. Particularly in developing countries and public sector settings, assumptions around PU → attitude/intention may not hold or may be moderated. This underscores the importance of your study's focus on a Moroccan public organisation: it fills a gap not only in empirical data but in understanding how institutional/economic/policy contexts shape e-HRM adoption. The later sections of your paper (conceptual framework, methodology, empirical results) should explicitly engage with these nuances and the potential for divergent findings.

2.2. Theoretical framework

To analyze the determinants of intention to use the e-HRM system within the faculties and schools of Sidi Mohamed Ben Abdellah University in Fez, several theoretical frameworks have been considered in the literature. In particular, Davis' (1989) [27] Technology Acceptance Model (TAM), which emphasizes perceived usefulness (PU) and perceived ease of use (PEOU) as key factors influencing intention to use, forms the main foundation of this study. This model is recognized for its simplicity and robustness in explaining technological adoption behavior, particularly in the context of administrative information systems. Other approaches, such as innovation diffusion theory [28] and the dynamic capabilities theory [11], provide complementary insights into how e-HRM systems integrate into organizational practices and evolve according to contextual specificities. These theories emphasize the importance of organizational and resource factors in technological adoption, although our study focuses primarily on the individual perceptions of end-users. Thus, by combining these perspectives, our work is based on an analytical framework focused on understanding the perceptions of administrative agents vis-à-vis the e-HRM system, particularly about their perception of usefulness, ease of use, and their intention to adopt this technology, essential elements for successful integration into the university's day-to-day operations.

The findings of this study can be explicitly linked to Morocco's broader policy frameworks, particularly the National Digital Transformation Strategy and ongoing public sector reform initiatives aimed at enhancing administrative efficiency and transparency. The adoption of e-HRM systems aligns closely with these national priorities by modernizing human resource management practices, promoting data-driven decision-making, and improving service delivery within public institutions. Economically, the integration of e-HRM has the potential to generate significant cost savings through the automation of administrative tasks, reduction of paperwork, and optimization of workforce allocation. Moreover, it can contribute to higher labor productivity by enabling continuous employee development, performance tracking, and more efficient talent management. These outcomes resonate with the International Journal of Applied Economics and Studies'

focus on linking technological innovation to measurable economic impacts, thereby demonstrating how digital HR transformation supports Morocco's pursuit of sustainable economic growth and institutional competitiveness.

2.2.1. The technology acceptance model (TAM) and its enhancements

This study falls within the framework of the Technology Acceptance Model (TAM) proposed by Davis, Bagozzi, and Warshaw (1989), which highlights two fundamental variables in the technology acceptance process: perceived usefulness (PU) and perceived ease of use (PEOU). In the context of the electronic human resources management system (e-HRM) used at the Sidi Mohamed Ben Abdellah University of Fez, these two dimensions help to explain the intention to use (IU) of the system by administrative staff. The TAM postulates that the easier a system is perceived to be to use, the more useful it is deemed to be, which reinforces the intention to adopt it. [29]. Thus, PEOU has a direct influence on both PU and intention to use. This theoretical model makes it possible to identify the psychological levers that need to be mobilized to encourage wider, more effective adoption of e-HRM, focusing on the perception of usefulness in daily administrative tasks and the simplicity of interaction with the system's interface. This analytical framework, centered on user perceptions, provides a relevant approach to understanding the dynamics of technological appropriation in Morocco's public higher education sector.

2.3. Presentation of the proposed model and formulation of hypotheses

Based on the theoretical frameworks presented, notably the Technology Acceptance Model (TAM), we propose a conceptual model to explain the adoption of e-HRM systems. This model integrates the following dimensions:

- Perceived usefulness is "The degree to which a user believes that using the e-HRM system would improve his or her job performance" (adapted from Davis, 1989, p. 320 [27]).
- Perceived ease of use is "The degree to which a user believes that using the e-HRM system requires no effort" (adapted from Davis, 1989, p. 320 [27]).
- Intention to use the system is "The degree to which a user expresses a willingness to use the e-HRM system regularly in their work environment" (adapted from Venkatesh et al., 2003 [30]).

Based on this model, we put forward the following hypotheses:
H_1: Perceived ease of use positively influences intention to use e-HRM systems.
H_2: Perceived ease of use has a positive effect on perceived usefulness.
H_3: Perceived usefulness has a positive impact on intention to use e-HRM systems.
These hypotheses will guide the empirical analysis that follows, in order to validate or invalidate the relationships proposed in the model in Figure 1.

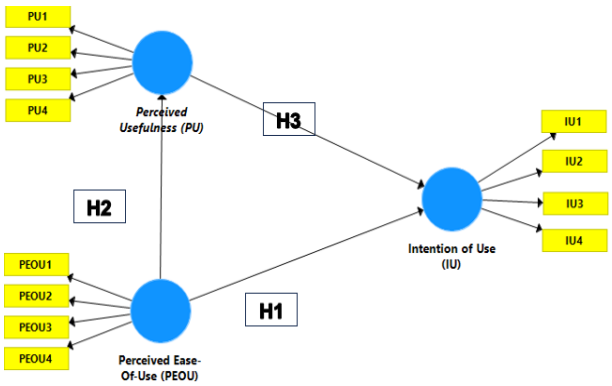

Fig. 1: Proposed Conceptual Model.

3. Methodology

This research was carried out with users of the e-GRH system in the fourteen faculties and schools of the Université Sidi Mohamed Ben Abdellah (USMBA) in Fès, Morocco. This university, one of the largest in the country, groups together several establishments spread over the Fès-Dhar El Mehraz, Fès-Saïs and Taza sites, including the Faculty of Sciences, the Faculty of Letters and Humanities, the Faculty of Legal, Economic and Social Sciences, the Faculty of Sciences and Techniques, the École Supérieure de Technologie, the Faculté de Médecine et de Pharmacie, the École Nationale des Sciences Appliquées, the École Nationale de Commerce et de Gestion, the École Normale Supérieure, كلية الشريعة, the Centre de la Formation Continue (CFCC), as well as the Faculté Polydisciplinaire de Taza (USMBA). The choice of this population is explained by the diversity of disciplines represented, the size and influence of the university, and the gradual integration of the e-HRM system into its administrative structures. Data were collected in April 2025 using a self-administered questionnaire distributed online, based on the TAM (Technology Acceptance Model) proposed by Davis (1989) [27]. This model is based on three main dimensions: perceived usefulness, perceived ease of use, and intention to use. Each dimension was measured using items adapted from the work of Davis (1989) and Venkatesh et al. (2003) [27], [30], assessed on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure the clarity and relevance of the questions to the Moroccan context, a pre-test was carried out with ten teachers from various USMBA faculties. The feedback received helped to improve the wording of certain items, in line with the methodological recommendations of Dillman et al. (2016) [31]. The link to the questionnaire was distributed via the institutional channels usually used for internal communication, notably professional e-mail addresses and WhatsApp groups dedicated to pedagogical exchanges. Of the 465 users contacted, 230 responded to the questionnaire. After a rigorous verification process to eliminate incomplete or inconsistent answers, a total of 98 valid responses were retained for final analysis. These data were processed using SmartPLS 3 software, mobilizing the partial least squares-based structural equation modeling (PLS-SEM) method, recognized for its robustness in exploratory contexts and particularly suited to limited sample sizes (Hair et al., 2017).

3.1. Measures

This study examines the adoption of electronic human resource management (e-HRM) systems, focusing on three key factors derived from the Technology Acceptance Model (TAM): perceived usefulness (PU), perceived ease of use (FUP), and intention to use (IU). These variables were chosen for their theoretical relevance in explaining the mechanisms by which users adopt these innovative systems in their academic professional context. Perceived usefulness refers to the belief that using the e-HRM system improves efficiency and productivity in the performance of professional tasks. Perceived ease of use measures the simplicity and ease felt when interacting with the system. Intention to use expresses the declared willingness of users to actually adopt the e-HRM system. Data were collected from a representative sample of e-HRM system users from the 14 faculties and schools of Sidi Mohamed Ben Abdellah University in Fez, Morocco. Items relating to these dimensions were constructed from scales validated in the literature [27], [30] And measured using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree". A pre-test with a panel of teachers and administrative staff helped refine the wording of the questions to ensure clarity, relevance, and adaptation to the local context, in line with methodological recommendations [31]. Table 1 below presents a summary of the variables studied and associated items, in line with the dimensions of the TAM model.

Table 1: Summary of Construct with Measurement Items

Variable	Code	Item	Reference
Perceived Usefulness (PU)	PU1	Using the e-GRH system would enable me to complete my tasks more quickly.	[27]
	PU2	Using the e-HRM system would improve my work performance.	[27]
	PU3	Using the e-HRM system would increase my productivity.	[27]
	PU4	Using the e-HRM system would improve my efficiency at work.	[27]
Perceived Ease-Of-Use (PEOU)	PEOU1	Learning to use the e-GRH system would be easy for me.	[27]
	PEOU2	I'd find it easy to get the e-HRM system to do what I want it to do.	[27]
	PEOU3	My interaction with the e-HRM system would be clear and understandable.	[27]
	PEOU4	I find that interaction with the e-GRH system is flexible.	[27]
Intention of Use (IU)	IU1	I intend to use the e-GRH system in the coming months.	[30]
	IU2	I plan to use the e-GRH system in the coming months.	[30]
	IU3	I intend to use the e-HRM system regularly over the next few months.	[30]
	IU4	I fully intend to use the e-HRM system as soon as it becomes available in my professional environment.	[30]

Source: Adapted from Davis, Venkatesh et al. (2003) for the TAM and UTAUT

3.2. Data analysis

Empirical data analysis was carried out using SmartPLS software, version 3.3.9, based on the partial least squares structural equation (PLS-SEM) method. This approach is particularly suitable for studying complex theoretical models and predicting causal relationships in emerging research contexts. [32]. To ensure measurement quality, the measurement model was subjected to a rigorous assessment covering internal reliability and construct validity. Internal reliability was checked using Cronbach's alpha and composite reliability (CR), while convergent validity was examined using average variance extracted (AVE). Discriminant validity was verified according to the Fornell and Larcker (1981) [33] Criterion, thus guaranteeing a clear conceptual distinction between the different constructs of the model. Only variables with a factor weight greater than 0.70 were retained, in line with current methodological recommendations. [34]. For the structural model, the analysis focused on regression coefficients (β), t-values obtained by bootstrapping (with 5,000 samples), and coefficients of determination (R^2) to assess the explanatory power of the model. This methodological approach is in line with recommended good practice in applied social sciences. [35] [36]. In addition, the final sample size of 98 respondents complies with the so-called "tenfold rule", which recommends a minimum of ten observations per structural relationship analyzed. [37].

4. Results

The proposed structural model was evaluated using SmartPLS 3 software, applying the partial least squares structural equations (PLS-SEM) technique. This method is particularly well-suited to exploratory research and theoretical development contexts. [32]. PLS-SEM stands out for its flexibility regarding sample size and non-normal distributions, making it a relevant approach for the analysis of complex models or data that do not respect normality assumptions [37]. Furthermore, this method is less exposed to problems such as factor indeterminacy or inadmissible solutions, frequently encountered in approaches based on covariance matrices. [38]. These strengths explain its growing adoption in various fields such as management, marketing, and information systems. [39].

4.1. Measurement model

4.1.1. Reliability and convergent validity analysis

In line with the recommendations of Hair et al. (2019) [32], the measurement model was evaluated using indicators of internal reliability and convergent validity. The standardized factor loadings for all items are well above the minimum threshold of 0.70, indicating good convergent validity [37]. The values obtained in the table confirm that all items measuring the variables "perceived usefulness" (UP), "perceived ease of use" (FUP), and "intention to use" (IU) present loadings between 0.867 and 0.958, reflecting a strong contribution of each indicator to its latent construct. Convergent validity was also confirmed by Average Variance Extracted (AVE) values, all above 0.50, the threshold recommended by Fornell and Larcker (1981) [33], indicating that a sufficient share of item variance is explained by their respective constructs. In addition, the internal reliability indices are satisfactory. Cronbach's alpha (α) values for each construct are above 0.85, exceeding the recommended threshold of 0.70, considered acceptable even in exploratory research [40]. Furthermore, composite reliability (CR) values ranged from 0.905 to 0.966, attesting to robust internal consistency between the items associated with each construct

[33]. Finally, values of rho_A, a complementary indicator of reliability, also exceed the 0.70 threshold for all variables, confirming the stability and consistency of the measurement model [38]. These results therefore support the psychometric soundness of the measures used in this study of e-HRM system adoption.

Table 2: Factor Loadings, Reliability, and Convergent Validity

Latent variable	Indicator	Load factor	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Extrinsic Variance (AEV)
Perceived Usefulness (PU)	PU1	0.917	0.953	0.960	0.966	0.876
	PU2	0.936				
	PU3	0.933				
	PU4	0.958				
Perceived Ease-Of-Use (PEOU)	PEOU1	0.892	0.929	0.93	0.950	0.826
	PEOU2	0.950				
	PROU3	0.924				
	PEOU4	0.867				
Intention of Use (IU)	IU1	0.917	0.859	0.865	0.905	0.704
	IU2	0.936				
	IU3	0.933				
	IU4	0.958				

Source: Authors' calculations based on SmartPLS 3 analysis results.

4.2. Structural model

4.2.1. Discriminant analysis of variables

Discriminant validity checks the extent to which each construct in the model is clearly distinguishable from the others. It ensures that each variable measures a single dimension of the phenomenon under study, with no conceptual overlap with the other constructs. Two methods frequently used to assess this validity are the Fornell-Larcker criterion and the cross-loading matrix.

4.2.1.1. Fornell-Larcker criterion

The Fornell-Larcker criterion is based on a comparison between the square root of the average variance extracted (AVE) of each construct and its correlations with the other constructs in the model. A construct satisfies discriminant validity if the square root of its AVE is greater than its correlations with any other construct. [33]. As Table 3 shows, all constructs meet this methodological criterion, confirming the discriminant validity of the model. Intention to use e-HRM systems has an AVE square root of 0.839, higher than its correlations with perceived ease of use (r = 0.573) and perceived usefulness (r = 0.390), attesting to its conceptual specificity. Perceived ease of use, on the other hand, shows a square root of AVE of 0.909, higher than its correlations with intention to use (r = 0.573) and perceived usefulness (r = 0.464), also confirming its conceptual distinctiveness. Finally, perceived usefulness has an AVE square root of 0.936, well above its correlations with perceived ease of use (r = 0.464) and intention to use (r = 0.390), thus validating its discriminant validity. These results confirm that each of the model's constructs measures a distinct concept, as recommended by Fornell and Larcker (1981) [33]. Consequently, the model's measurement structure can be considered robust, reliable, and conceptually coherent for assessing user adoption of e-HRM systems.

Table 3: Fornell-Larcker Criterion Correlation Matrix

	IU	PEOU	PU
IU	0.839		
PEOU	0.573	0.909	
PU	0.390	0.464	0.936

Source: Authors' calculations based on SmartPLS 3 analysis results.

4.2.1.2. Heterotrait-monotrait criterion (HTMT)

In addition to the Fornell-Larcker criterion, the discriminant validity of the model was assessed using the Heterotrait-Monotrait ratio (HTMT), recognized for its heightened sensitivity to conceptual redundancy between constructs. [38]. According to these authors, an HTMT value below 0.90 is generally acceptable, while a more conservative threshold of 0.85 is often recommended to ensure greater methodological rigor. [41]. As Table 4 shows, all HTMT ratio values remain below this 0.85 threshold, attesting to the discriminant validity of the model's constructs. The lowest ratio is observed between Perceived Usefulness (PU) and Intention to Use (IU), with a value of 0.420, followed by the relationship between Perceived Ease of Use (PEOU) and PU (0.489). The highest HTMT ratio concerns the IU-PEOU pair, with a value of 0.640, although it remains well below the critical threshold. These results indicate adequate differentiation between constructs, reinforcing the argument that each variable measures a distinct concept. Consequently, the HTMT analyses confirm the methodological robustness and discriminant validity of the measurement model used in this study of user adoption of e-HRM.

Table 4: Heterotrait-Monotrait Criterion (HTMT)

	IU	PEOU	PU
IU			
PEOU	0.640		
PU	0.420	0.489	

Source: Authors' calculations based on SmartPLS 3 analysis results.

4.2.1.3. Cross-loading matrix

Another way of assessing discriminant validity is to analyze the cross-loading matrix. This method compares the loadings of each indicator on the construct to which it is supposed to relate with its loadings on the other constructs in the model. In concrete terms, an indicator must have a higher loading on its parent construct than on any other construct, thus guaranteeing that it actually measures the concept it is supposed to represent [32]. Analysis of the results (Table 5) shows that, for each indicator, the load is significantly higher on the construct

to which it belongs than on the other constructs. These results confirm that each item correctly measures its target construct, validating the discriminant validity of all the constructs in the model studied.

Table 5: Matrix of Crossover Loads

	IU	PEOU	PU
IU1	0.858	0.469	0.375
IU2	0.88	0.513	0.434
IU3	0.846	0.482	0.194
IU4	0.767	0.456	0.281
PEOU1	0.51	0.892	0.478
PEOU2	0.528	0.95	0.423
PEOU3	0.483	0.924	0.395
PEOU4	0.556	0.867	0.386
PU1	0.325	0.376	0.917
PU2	0.355	0.432	0.936
PU3	0.34	0.455	0.933
PU4	0.428	0.466	0.958

Source: Authors' calculations based on SmartPLS 3 analysis results.

The results show that each item has a higher factor load on its own construct than on the others, confirming the validity of the model's factor structure.

4.2.2. Principle of collinearity

In line with the recommendations of Hair et al. (2019) [32]Collinearity was analyzed using the values of the variance inflation factor (VIF). This indicator is used to detect any redundancy problems between the model's independent variables. A VIF value below 3.3 is generally considered acceptable to rule out any risk of problematic multicollinearity. [32]. The results presented in Table 6 show that all VIF values lie between 1,000 and 1,275, well below the critical threshold. In particular, Perceived Ease of Use (PEOU) has a VIF of 1,000 to predict PU, while PU and PEOU have a VIF of 1,275 in the Intention to Use (IU) predictive model. These results indicate an absence of significant collinearity between the model's predictors, reinforcing the robustness of the estimates obtained in the analysis of structural relationships.

Table 6: Internal VIF Values

	IU	PEOU	PU
IU			
PEOU	1.275		1.000
PU	1.275		

Source: Authors' calculations based on SmartPLS 3 analysis results.

4.3. Hypothesis testing results

Hypothesis validation aims to examine direct causal relationships between variables influencing the adoption of e-HRM systems. The results of the tests of hypotheses H1, H2, and H3 are presented in Table 7 below.

Table 7: Hypothesis testing results

Assumptions	Structural links	Original value (O)	Observed average (M)	Standard deviation	Measurement T (|O/standard deviation|)	Statistical significance (p)	Confirmation
H1	PEOU→ IU	0.499	0.499	0.128	3.906	0.000	Accept
H2	PEOU→ PU	0.464	0.476	0.121	3.824	0.000	Accept
H3	PU →IU	0.158	0.177	0.111	1.42	0.156	Reject

Source: Authors' calculations based on SmartPLS 3 analysis results.

The results of the PLS-SEM analysis, presented in the table above, provide relevant insights into the relationships between the variables explaining users' intention to adopt e-GRH systems. Firstly, perceived ease of use (PEOU) exerts a positive and significant effect on intention to use e-HRM systems ($\beta = 0.499$; $p = 0.000$). This result underlines the importance of an intuitive, accessible interface in encouraging the adoption of digital human resources management tools. By making e-HRM systems easier to learn and use, organizations increase their attractiveness and encourage their integration into users' daily practices. This link confirms the findings of the TAM model, according to which ease of use is a key factor in technological acceptance [27]. Secondly, perceived ease of use (PEOU) also positively and significantly influences perceived usefulness (PU) ($\beta = 0.464$; $p = 0.000$). This indicates that the easier a system is perceived to be to use, the more useful it is deemed to be. This dynamic reflects a well-documented relationship in the literature, according to which ease of use promotes a better understanding of the potential benefits of a technology [29]. It also confirms that technical and ergonomic dimensions influence the perceived functional value of e-HRM systems. On the other hand, the effect of perceived usefulness (PU) on intention to use e-HRM systems was not significant ($\beta = 0.158$; $p = 0.156$). This lack of statistical relationship suggests that, in this context, users do not clearly perceive the performance gains associated with using e-HRM systems, or that these gains are not sufficiently valued to influence their adoption decision. This result is in line with the work of Bervell and Umar (2017) [42] and [43], according to which perceived usefulness, while important, is not sufficient on its own to motivate behavioral intention in the absence of facilitating conditions or an appropriate support strategy. In sum, these results show that perceived ease of use is both a direct and indirect (via perceived usefulness) predictor of intention to use e-HRM systems. Perceived usefulness, on the other hand, has no significant direct effect in this model. These findings highlight the importance of ergonomic aspects and simplicity in encouraging the adoption of digital technologies in the field of human resources, over and above considerations of perceived performance alone.

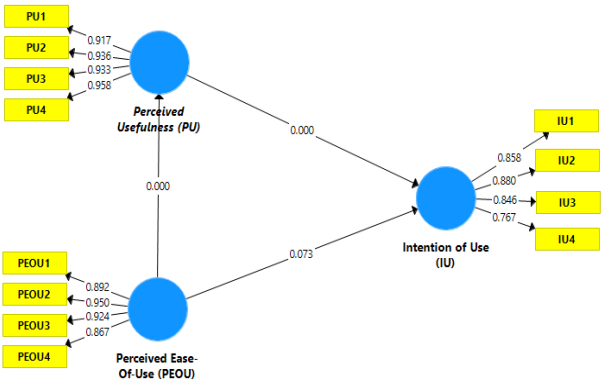

Fig. 2: Conceptual Framework for the Effect of Elements on Intention to Use.

5. Discussion

This study aimed to answer the following question: "What is the relationship between perceived ease of use (PEOU), perceived usefulness (PU), and actual intention to use (IU) of e-HRM systems?" within the context of our target population. To this end, we applied structural equation modeling using SmartPLS to test the hypotheses derived from the TAM model. Our results show that perceived ease of use has a positive and significant impact on the actual intention to use e-HRM systems ($\beta = 0.499$, $t = 3.906$, $p < 0.001$), thus confirming hypothesis H1. This relationship underlines the importance of system simplicity in encouraging effective adoption, consistent with prior studies in information systems and educational technologies [27] [29] [44]. Moreover, perceived ease of use also positively influences perceived usefulness ($\beta = 0.464$, $t = 3.824$, $p < 0.001$), validating hypothesis H2. This indicates that the easier users find the system to handle, the more they perceive its utility in their daily work, reinforcing motivation for adoption. However, contrary to the traditional TAM model, the direct impact of perceived usefulness on actual intention to use was not confirmed ($\beta = 0.158$, $t = 1.42$, $p = 0.156$), leading to the rejection of hypothesis H3.

This unexpected result may be explained by contextual factors such as cultural resistance to technological change, [45] limited digital literacy, or resource constraints that can influence users' perceptions and adoption behaviors in the Moroccan public sector. [46] These factors highlight the need to situate technology adoption within broader institutional and socio-cultural realities. From a policy perspective, these findings resonate with Morocco's National Digital Transformation Strategy and ongoing public sector reform efforts, which emphasize capacity building, change management, and digital inclusion as key success factors. Strengthening e-HRM adoption can therefore contribute to these national objectives by promoting administrative efficiency, reducing costs through process automation, and enhancing labor productivity, core concerns aligned with the International Journal of Applied Economics and Studies focus on linking digital transformation to economic outcomes [47].

To strengthen alignment with the International Journal of Applied Economics and Studies, this research explicitly links the adoption of e-HRM systems to broader economic and policy outcomes, particularly within the framework of Morocco's National Digital Transformation Strategy and ongoing public sector reform. The study emphasizes that e-HRM adoption can generate tangible economic benefitsincluding cost savings, enhanced labor productivity, and improved resource allocation by automating administrative processes and fostering data-driven decision-making in universities [48]. To enhance the literature's currency and relevance, the review incorporates recent studies that connect e-HRM practices to economic efficiency and policy innovation, thereby situating this research within contemporary academic and national priorities. The discussion further deepens the analysis of the rejection of H3, suggesting that contextual factors such as cultural resistance to change, limited digital training, and organizational constraints may explain why perceived usefulness did not significantly predict intention to use. These insights reflect the socio-institutional realities of Morocco's higher education sector and underline the importance of supportive organizational cultures in digital transformation.

From a policy standpoint, the findings provide actionable guidance for national and institutional decision-makers, highlighting how e-HRM initiatives can support Morocco's digital governance agenda and strengthen administrative efficiency in public universities. Although the study focuses on a single institution, Sidi Mohamed Ben Abdellah University its implications extend to other universities and public organizations, offering a foundation for comparative or cross-sectoral studies to test the model's generalizability. Finally, the paper has been refined for clarity and concision by reducing redundancy, briefly explaining methodological aspects such as Partial Least Squares Structural Equation Modeling (PLS-SEM) for accessibility, and ensuring that the introduction explicitly justifies the study's economic and policy relevance within IJAES's interdisciplinary scope[49].

Finally, while this study contributes to understanding e-HRM adoption through the TAM framework, future research should pursue more specific directions. In particular, scholars could examine the role of artificial intelligence (AI) and predictive analytics in e-HRM systems, or conduct cross-institutional comparisons to assess variations in adoption patterns between different public entities. Exploring factors such as social influence [50], trust, and organizational support would also enrich the understanding of user behavior and inform more effective implementation strategies tailored to Morocco's evolving digital governance landscape.

6. Conclusion

This study has provided valuable insights into the key determinants of e-HRM adoption within the specific context of Sidi Mohamed Ben Abdellah University in Fez. By employing the Technology Acceptance Model (TAM) and examining the core constructs of perceived usefulness, perceived ease of use, and intention to use, the research advances theoretical understanding by partially validating TAM in a developing country and higher-education context. The results confirm the central role of perceived ease of use, both as a direct predictor of adoption intention and as an antecedent of perceived usefulness, thereby extending the model's applicability to e-HRM technologies in academic institutions. Conversely, the absence of a significant relationship between perceived usefulness and intention to use challenges the traditional assumptions of TAM, suggesting that contextual, cultural, or institutional factors may moderate this link. This theoretical nuance contributes to the growing body of literature that calls for contextual adaptation of technology adoption models in emerging economies.

From a practical perspective, these findings carry significant implications for Morocco's higher education sector, particularly within the broader framework of the National Digital Transformation Strategy and public sector modernization policies. The results underscore the necessity for universities to prioritize user-centered design, digital training, and ongoing technical support to facilitate system adoption among academic and administrative staff. Promoting intuitive and ergonomic interfaces, combined with strong institutional backing, can enhance user engagement, streamline HR processes, and contribute to improved efficiency and labor productivity. Ultimately, this study not only enriches the theoretical foundations of TAM by situating it in a novel cultural and institutional setting but also offers practical guidance for policymakers and university leaders striving to accelerate digital transformation and strengthen the competitiveness of Morocco's higher education system.

Finally, future research should build upon these findings by incorporating additional variables such as trust, risk perception, and organizational support, or by examining cross-university and cross-country comparisons. Such extensions would deepen understanding of e-HRM adoption dynamics and contribute to the development of more comprehensive models that capture the complex interplay between technology, users, and institutional context.

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