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# **e-HRM Adoption in Moroccan Companies: Determinants, Challenges and Perspectives**

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**Abstract :** This article explores the determinants of e-HRM adoption in Moroccan companies by mobilizing a theoretical framework combining several approaches to technology acceptance and diffusion. Through a quantitative study based on structural equation modeling, it highlights the positive influence of various elements such as performance perception, ease of use, social influence and organizational support on the intention to adopt these systems. The analysis also shows that the effective use of e-HRM contributes significantly to the perceived improvement in the efficiency of human resources management processes. However, the study highlights challenges, specific to the Moroccan context, notably with regard to resistance to change and cultural adaptation, which may hinder this digital transformation. These findings offer prospects for optimizing the integration of e-HRM, and suggest avenues for future research, notably through qualitative approaches and longitudinal analyses to better understand the dynamics of adoption of these technologies.

**Keywords :** e-HRM Adoption; Human Resource Information Systems; Top Management Support; Digital Transformation; HR Efficiency

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## 1. Introduction

Digital transformation is profoundly changing organizational practices, and human resources management (HRM) is no exception. The digitization of human resources (HR), often referred to as e-HRM (electronic Human Resource Management), covers a range of technologies aimed at optimizing HR processes by automating administrative tasks, improving talent management and facilitating strategic decision-making (Marler & Fisher, 2013). In a context marked by the rise of information and communication technologies (ICT), companies are increasingly adopting digital solutions to streamline their HR operations. However, the success of this transition depends not only on the technological characteristics of the tools implemented, but also on organizational dynamics, employee perceptions and change management strategies (Stone et al., 2015). Acceptance and effective use of HR technologies are thus influenced by various factors, such as perceived usefulness, ease of use, organizational support and corporate culture (Venkatesh et al., 2003; Rogers, 2003). Furthermore, HR technology adoption is part of a multidimensional theoretical framework involving several explanatory models. Davis's Technology Acceptance Model (TAM) (1989) is a major reference for understanding how perceived usefulness and ease of use influence the adoption of HR information systems (HRIS). Nevertheless, this model has certain limitations in that it fails to integrate contextual and organizational factors (Dube et al., 2020). To overcome these shortcomings, Venkatesh et al.'s (2003) Unified Theory of Technology Acceptance and Use (UTAUT) enriches this approach by integrating determinants such as social influence and facilitating conditions. In addition, Rogers' (2003) Diffusion of Innovation Theory (DIT) helps explain how an innovation spreads within an organization, and what the adopter profiles are (forerunners, early majority, laggards). This perspective is particularly relevant for analyzing organizational resistance to HR digitization and the levers for overcoming these obstacles (Pašti, 2022). The aim of this study is to analyze the determinants of e-HRM adoption in Moroccan companies, based on the aforementioned theoretical models. More specifically, this research aims to examine the impact of factors such as performance expectation, effort expectation, social influence, organizational support and facilitating conditions on the intention to adopt and actual use of HR technologies. By mobilizing a quantitative methodological approach and using structural equation modeling, this study aims to provide empirical results to shed light on HR digitalization strategies and identify best practices for the successful integration of digital tools. Thus, this article is organized as follows: after this introduction, section 2 proposes a literature review detailing the main theories of technological adoption applied to HR. Section 3 describes the methodology used to test the research hypotheses. Sections 4 present and discuss the empirical results obtained, before concluding with the theoretical and managerial implications of the study.

## 2. Literature review

The digitization of human resources (HR) is based on several theories of technological adoption, which help to explain the behavior of organizations and employees when faced with new digital tools. Among these models, the Technology Acceptance Model (TAM) developed by Davis (1989) is widely used to understand how perceived usefulness and ease of use influence the adoption of human resources information systems (HRIS) and e-HRM platforms. However, some critics point to the simplicity of TAM, which fails to take into account organizational and cultural variables that can affect the acceptance of new technologies (Dube et al., 2020). To overcome these limitations, Venkatesh et al.'s (2003) Unified Theory of Technology Acceptance and Use (UTAUT) proposes a more comprehensive framework, integrating factors such as social influence, performance expectations and facilitating conditions, while taking into account moderating variables such as age, experience and organizational support. In the context of HR digitization, this theory proves relevant for understanding resistance and levers for the adoption of new technologies by employees and managers (Lau & Greer, 2022).

Rogers' Innovation Diffusion Theory (IDT) (2003) complements these models by explaining how an innovation spreads within an organization and what factors influence its adoption. According to this framework, companies are made up of early adopters and latecomers, the latter often held back by the perceived complexity of digital tools and a lack of visibility as to the benefits they can reap (Pašti, 2022). In the field of HR, the application of this theory provides a better understanding of why some organizations adopt digital solutions quickly, while others are reluctant to take the plunge. Innovation characteristics, communication channels and social context play a key role in this adoption process (Prescott, 1995). So, beyond individual and technological factors, it is essential to consider the organizational dynamics influencing HR digital transformation. The adoption of HR technologies cannot be dissociated from theories of organizational change, which analyze how companies evolve and integrate new digital tools. Lewin (1951) proposes a three-stage model (thawing, movement and refreezing) in which technological transition is seen as a structured process requiring a questioning of existing practices, a phase of experimentation and a stabilization of new practices. Kotter (1996) refines this approach by introducing an eight-stage framework that emphasizes the creation of a sense of urgency, the establishment of a shared vision and the anchoring of change in the organizational culture. The success of HR digitization thus depends on managers' ability to manage resistance to change and involve employees throughout the process (Mkhonto & Zuva, 2024). From a strategic perspective, Resource and Competency Theory (RCT) highlights the importance of human and organizational capital in the successful adoption of HR technologies. According to this approach, companies that possess rare and inimitable resources, such as advanced digital skills and an organizational culture conducive to innovation, are better positioned to take advantage of e-HRM solutions (Heru, Wijayanto, Aripadono, 2023). In addition, stakeholder theory (Freeman, 1984) emphasizes the need to involve the various internal and external stakeholders in the digitization process, notably by integrating employee feedback and ensuring effective communication on the expected benefits (Jin et al., 2024). In this context, the success of the digital transition depends not only on the technological features of the tools implemented, but also on the way they are adopted, perceived and used within the organization. Human resources information systems (HRIS) have evolved considerably with the rise of Software-as-a-Service (SaaS) solutions, which enable companies to benefit from flexible infrastructure, regular updates and reduced upfront costs (Taniser, 2016). However, this transition to the cloud raises concerns about data security and dependence on external providers (Sharad, Kulkarni, 2014). Despite these challenges, research indicates that the adoption of e-HRM offers significant benefits, particularly in terms of automating administrative tasks, improving decision-making and providing real-time access to HR data (Emrah, Bilgiç, 2020; Udekwe et al., 2021). However, these benefits are only effective if employees and managers perceive the added value of the tools and really embrace the new digital practices (Marler, 2009). The impact of HR digitization on organizational performance has been the subject of numerous studies, showing improvements in indicators such as employee retention rates, job satisfaction and the efficiency of HR processes (Shettigar et al., 2023). The use of artificial intelligence and HR analytics can refine talent management strategies and optimize decision-making (Bondarouk & Ruel, 2006). However, these advances require proactive change management, adequate employee training and strategic integration of digital tools into the organization's culture (Ali, Mohammed Almashyakhi, 2022). Resistance to change, fear of process dehumanization and regulatory constraints, particularly in terms of personal data protection, remain major obstacles to overcome (Sharad, Kulkarni, 2014). Research into HR digitization relies mainly on quantitative models such as TAM and UTAUT, relying on surveys and statistical analysis to validate the factors influencing HR technology adoption (Dube et al., 2020). However, this approach has limitations, including a limited understanding of the social and organizational processes that condition the success of digital transformation. Qualitative studies, including interviews and case analyses, could provide more in-depth insights into internal dynamics, resistance to change and strategies for appropriating digital tools by HR players

(Ahmadi et al., 2019). Furthermore, the absence of longitudinal studies limits the ability to assess the evolution of HR technology adoption over the long term. Several avenues deserve to be explored in order to deepen this research. A longitudinal approach would make it possible to analyze the impact of e-HRM on organizational performance over time. Comparative studies between different organizational cultures could highlight the contextual factors influencing the adoption of HR technologies. In addition, the issue of cybersecurity and data protection in e-HRM systems deserves particular attention, given the risks associated with confidentiality and regulatory compliance. Finally, the emergence of new technologies such as artificial intelligence and blockchain opens up promising prospects for the evolution of HR practices, facilitating process automation and enhancing data transparency and traceability (Ahn et al., 2022; Patil et al., 2024). Based on these findings, several research hypotheses can be formulated to better understand the adoption and impact of e-HRM. It is expected that performance expectation, effort expectation, social influence and organizational support positively influence the intention to adopt HR technologies. Similarly, facilitating conditions, such as the availability of technical resources and managerial support, play a key role in the effective adoption of digital tools. Based on the theoretical frameworks previously presented (TAM, UTAUT, TDI, RBV, etc.) and organizational issues (change management, stakeholders, corporate culture), we propose the following hypotheses:

H1: Performance expectation has a significant positive impact on behavioral intention to use e-HRM.

H2: Expectation of effort has a positive effect on behavioral intention to use e-HRM.

H3: Social influence (opinion of superiors, colleagues, institutional norms) positively influences behavioral intention to use e-HRM.

H4: Top management support significantly reinforces behavioral intention to adopt e-HRM.

H5: The role of HR professionals (training, communication, support) positively affects behavioral intention to adopt e-HRM.

H6: The active role of HR management (integration, monitoring, evaluation) has a positive impact on the effective use of e-HRM.

H7: Facilitating conditions (technical resources, infrastructure, operational support) positively influence the effective use of e-HRM.

H8: Behavioral intention is a direct and positive predictor of e-HRM efficiency.

H9: The effective use of e-HRM significantly improves the perceived efficiency of the system, and hence HR performance within the organization.

These hypotheses can be tested empirically via a hypothetico-deductive approach (quantitative questionnaire, structural equation analysis) or supplemented by qualitative interviews to delve deeper into resistance phenomena, cultural dynamics and the strategic alignment of HR digitization.

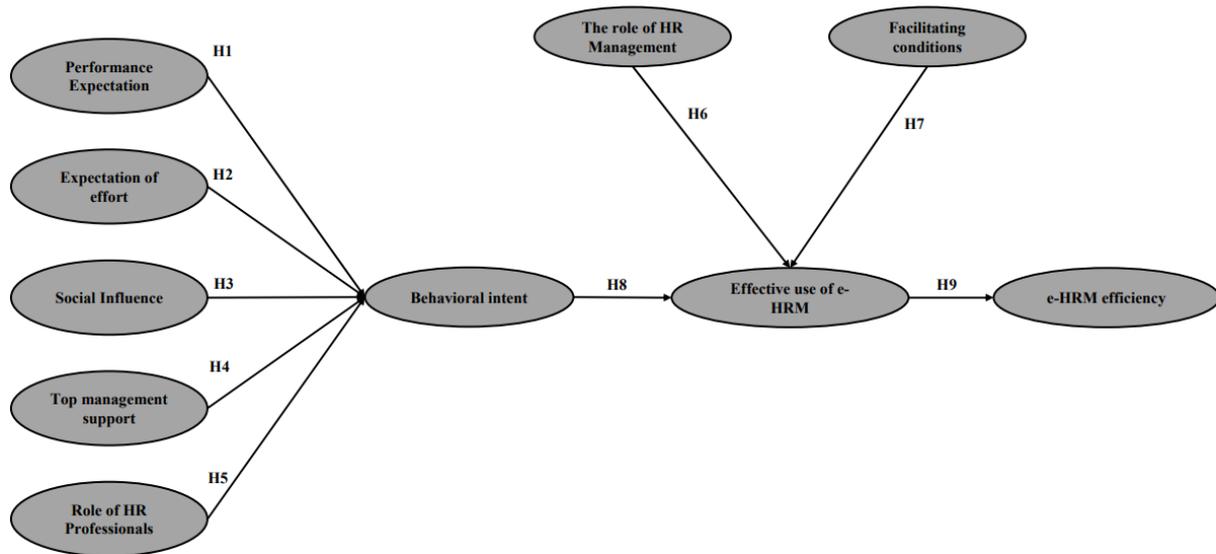


Figure 1: Proposed search model

### 3. Methodology

This research is based on a rigorous methodology aligned with the post-positivist paradigm, which reconciles the quest for scientific objectivity with the recognition of the inherent limitations of human knowledge (Phillips & Burbules, 2000). This approach enables us to critically examine the factors influencing e-HRM adoption, while using quantitative methods to test empirical hypotheses (Creswell, 2014). The study adopts a hypothetico-deductive approach, aiming to test probable causal relationships between different variables identified in the literature (Bryman, 2016). Data collection is based on a quantitative method, which objectively measures perceptions and behaviors related to e-HRM adoption in Moroccan companies (Maksimović & Evtimov, 2023). A structured questionnaire was developed to collect participants' responses, incorporating validated measurement scales to assess key concepts such as performance expectation, effort expectation, social influence, organizational support, as well as intention and actual use of e-HRM (Venkatesh et al., 2003). The questionnaire design was pre-tested with a pilot sample to ensure its clarity, relevance and reliability prior to widespread dissemination (DeVellis, 2017). Sampling was carried out on a stratified random basis, ensuring balanced coverage of the different categories of company according to their size, sector of activity and level of digital maturity (Krejcie & Morgan, 1970). The sample size was determined according to methodological recommendations to ensure optimal statistical representativeness (Saunders, Lewis & Thornhill, 2007). Data collection was mainly carried out via online questionnaires, distributed through professional and institutional channels, enabling response rates to be optimized and collection bias to be minimized (Dillman et al., 2014). Data analysis was based on a set of advanced statistical techniques, beginning with descriptive analysis to examine sample distributions and characteristics (Fowler, 2014). Next, an exploratory factor analysis (EFA) was carried out to identify the structures underlying the variables measured, followed by a confirmatory factor analysis (CFA) to validate the measurement models selected (Hair, Black, Babin & Anderson, 2010). Structural equation modeling (SEM) was used to test the relationships between the different variables and validate the research hypotheses, drawing on specialized software such as SPSS, AMOS and LISREL (Fornell & Larcker, 1981; Jöreskog & Sörbom, 1993). Methodological precautions were implemented to guarantee the validity and reliability of the results, notably through internal reliability tests such as Cronbach's Alpha and model fit indicators (Field, 2013). Non-response management was also taken into account through systematic reminders and an analysis of potential biases (Bryman & Bell, 2015). Ultimately, this methodology enables a rigorous

examination of the determinants of e-HRM adoption and effectiveness in Moroccan companies, providing solid empirical results to guide human resources digitization strategies (Parry & Tyson, 2011; Stone & Deadrick, 2015).

#### 4. Results and discussion

This section presents the application of the Structural Equation Model (SEM) and an in-depth analysis of the results obtained. After validating the quality of the empirical data, we proceed to a structured presentation of the results, including (1) descriptive analysis of the demographic variables, (2) assessment of the reliability of the measurement scales at using Cronbach's alpha, Average Variance Extracted (AVE) and Composite Reliability (CR), and (3) hypothesis testing followed by a discussion of the results.

##### 4.1. Demographic variables: Descriptive analysis

###### 4.1.1. Respondent profile

Analysis of the demographic data reveals the distribution of functions performed by the respondents. Table 1 summarizes this distribution.

**Table 1:** Distribution of respondents' HR functions

HR function	Workforce	Proportion (%)
HR employee	225	72.12%
HR Manager	57	18.27%
Digital/IT Manager	30	9.62%
<b>Total</b>	<b>312</b>	<b>100.00%</b>

(Source: Analysis of SPSS AMOS data)

HR employees represent the majority of the sample (72.12%), followed by HR managers (18.27%) and digital/IT managers (9.62%). This distribution confirms the predominance of operational HR professionals in the study of HR technology adoption.

##### 4.2. Scale reliability: Cronbach's Alpha, AVE and CR

To assess the reliability of the measurement scales, we calculated Cronbach's alpha, Average Variance Extracted (AVE) and Composite Reliability (CR). Table 2 presents these indicators for each construct.

**Table 2:** Indicators of reliability and construct validity

Construct	Cronbach's Alpha	Number of items	CR	AVE
Performance Expectation (PE)	0,886	3	0,894	0,738
Expectation of effort (EE)	0,873	4	0,875	0,644
Social Influence (SI)	0,937	4	0,938	0,792
Top Management Support (TMS)	0,794	3	0,807	0,584
Role of HR Professionals (RPRH)	0,925	4	0,928	0,763
Behavioral Intent (BI)	0,910	4	0,912	0,723
Effective Use (EU)	0,926	4	0,926	0,759
Role of HR Management (RMRH)	0,903	4	0,897	0,689
Facilitating Conditions (FC)	0,916	4	0,916	0,732
Efficiency of e-GRH (EEG)	0,898	3	0,903	0,758

(Source: Analysis of SPSS AMOS data)

Cronbach's alpha values range from 0.794 to 0.937, attesting to satisfactory to excellent internal reliability. Convergent validity is confirmed by AVE values exceeding 0.5 and CR values exceeding 0.7, guaranteeing internal consistency of the measurements.

### 4.3. Hypothesis testing and discussion of results

#### 4.3.1. Hypothesis testing: Regression coefficients

Structural Equation Modeling (SEM) was used to evaluate the hypothesized relationships between constructs (Table 3). All hypotheses were found to be positive and significant:

Table 3: Hypothesis testing

Hypothesis	Estimate	p-value	Conclusion
H1: Behavioral Intent ← Performance Expectation	0,141	0,019	Accepted
H2: Behavioral Intent ← Expectation of effort	0,380	< 0,001	Accepted
H3: Behavioral Intent ← Social Influence	0,218	< 0,001	Accepted
H4: Behavioral Intent ← Top Management Support	0,280	< 0,001	Accepted
H5: Behavioral Intent ← Role of HR Professionals	0,159	< 0,001	Accepted
H6: Effective Use ← Role of HR Management	0,208	< 0,001	Accepted
H7: Effective Use ← Facilitating Conditions	0,220	< 0,001	Accepted
H8: Effective Use ← Behavioral Intent	0,452	< 0,001	Accepted
H9: e-HRM efficiency ← Effective Use	0,714	< 0,001	Accepted

(Source: created by the author on SPSS AMOS)

Behavioral Intention is determined by Performance Expectation, Effort Expectation, Social Influence, Management Support and the Role of HR Professionals. Effective Use depends on HR Management Role, Facilitating Conditions and Intention. Finally, the Efficiency dimension (EEG) is strongly linked to Effective Use (coefficient = 0.714).

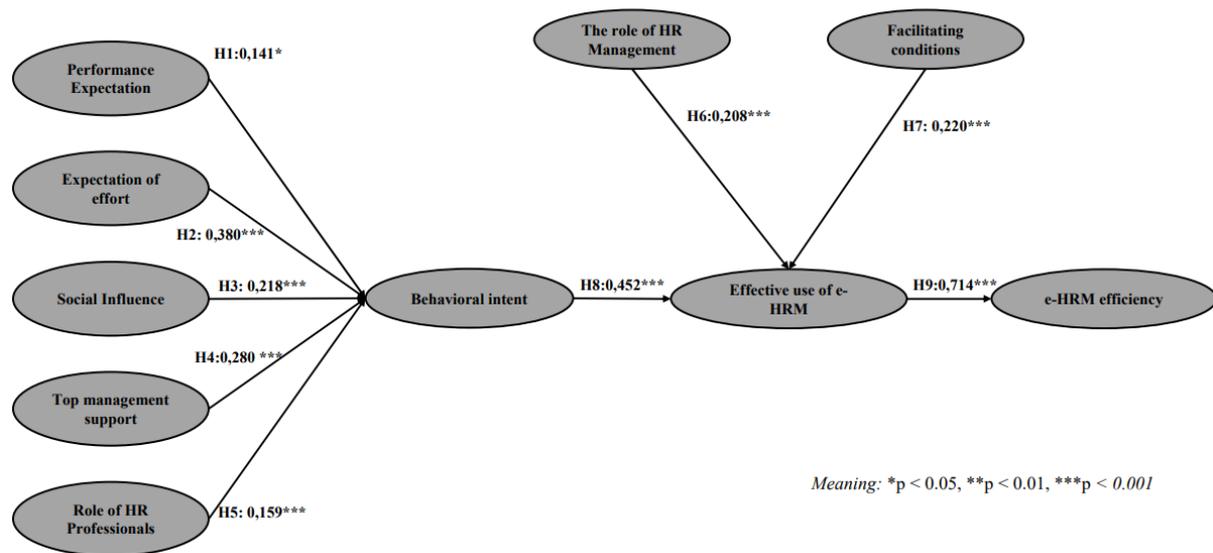


Figure 2: Model estimation results

#### 4.3.2. Discussion of results

These results corroborate the postulates of technology adoption models (TAM, UTAUT) and concur with the work of Venkatesh et al. (2003) and Davis (1989) on the impact of ease of use and perceived usefulness. The role of leadership (Management Support) and the importance of HR (Professionals, Management) also confirm earlier studies highlighting organizational influence in the digitization of HR processes (Ruël, Bondarouk & Van der Velde, 2007). In the Moroccan context, we observe a stronger effect of general management and HR management, particularly in SMEs, which make up a large proportion of the sample (65.39%). This organizational peculiarity, coupled with the urban

dynamics of cities like Casablanca and Rabat, may explain the emphasis placed on hierarchy and corporate culture in driving adoption of the new digital tools. To optimize HR digitalization, a number of avenues need to be explored:

1. Training and skills development: Regularly train employees in e-HRM tools to reduce expectation of effort and increase confidence (H2).
2. Support and leadership: Strengthen the visible role of senior management (H4) and HR managers (H6) to legitimize digital initiatives.
3. Enabling conditions: Provide ongoing technical and logistical support, in line with H7, to remove organizational obstacles.

The generalizability of the results remains limited to the Moroccan context, and certain biases (self-administered questionnaire, partially non-probabilistic sampling) remain. Longitudinal studies or qualitative approaches (interviews, case studies) could enrich our understanding of resistance and adjustments over time. From a theoretical standpoint, the integration of other variables (organizational culture, strategic orientation) and international comparisons would consolidate the analysis and transferability of conclusions.

## 5. Conclusion

This study examined the determinants of e-HRM adoption in Moroccan companies, using a theoretical framework combining TAM, UTAUT and Diffusion of Innovation Theory. The results confirm the significant influence of performance expectation, effort expectation, organizational support and facilitating conditions on the intention and actual use of HR technologies. The role of HR and management professionals also appears central to the success of digital transformation, underlining the importance of committed leadership and strategic support in overcoming resistance to change. From a managerial point of view, the successful integration of digital tools relies on targeted actions, such as ongoing employee training, aligning HR processes with strategic objectives and strengthening technological infrastructures. Companies also need to pay particular attention to cultural and organizational aspects in order to foster sustainable appropriation of HR technologies. On a theoretical level, this research contributes to a better understanding of the dynamics of technological adoption in an organizational context, while highlighting particularities linked to the Moroccan context. However, further studies, particularly longitudinal or qualitative, would enable a more in-depth analysis of resistance and the levers of e-HRM appropriation over the long term. In addition, the impact of new emerging technologies, such as artificial intelligence and blockchain, on e-HRM is a promising avenue for future research.

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