Exploring the Role of Behavioral Intention to E-HRM Adoption: Enhancing Job Satisfaction through Work Engagement in Saudi SMEs

Dr. Eman Nafa Aljagthamy
Assistant Professor of Human Resource، Human Resources Management Department, College of Business, King Abdulaziz University, Rabigh, Saudi Arabia

(Received: 20/4/2025, and accepted for publication on 24/5 /2025)

Abstract:

This study aims to examine the role of behavioral intention to adopt Electronic Human Resource Management (E-HRM) in enhancing job satisfaction within Saudi small and medium-sized enterprises (SMEs), through the mediation role of work engagement. Specifically, it investigates the impact of factors from the UTAUT model (performance expectancy, facilitating conditions, effort expectancy, and social influence) on employees' behavioral intention (BI) to adopt E-HRM, examining how these intentions influence work engagement and, in turn, job satisfaction. Data were collected using a survey distributed to employees working in different Saudi SMEs, with a total of 150 respondents participating in the study. Data analysis was conducted via structural equation modeling (SEM) using SPSS and SMART-PLS3. Findings reveal that social influence is the strongest predictor of BI, significantly driving work engagement and leading to increased job satisfaction. However, facilitating conditions were not found to have a significant impact on BI. In addition, behavioral intention has a significant positive effect on work engagement, and work engagement has a significant positive effect on job satisfaction. Further, work engagement fully mediates the positive relationship between behavioral intention and job satisfaction. The study underscores the importance of psychological and social factors in shaping employee behaviors, offering critical insights for HR strategies that can help in improving job satisfaction and work engagement.

Keywords: E-HRM, work engagement, job satisfaction.

استكشاف دور النية السلوكية تجاه تبني إدارة الموارد البشرية الإلكترونية: تعزيز الرضا الوظيفي من خلال الانخراط في العمل بالشركات الصغيرة والمتوسطة السعودية

د. إيمان نافع الجغثمي

أستاذ الموارد البشرية المساعد في قسم إدارة الموارد البشرية، كلية إدارة الأعمال، جامعة الملك عبدالعزيز، رابغ، المملكة العربية السعودية

(أرسل بتاريخ 20 /4/ 2025م، وقبل للنشر بتاريخ 24 /5/ 2025م)

المستخلص:

تهدف هذه الدراسة إلى استكشاف دور النية السلوكية تجاه تبنّي إدارة الموارد البشرية الإلكترونية في تعزيز الرضا الوظيفي، من خلال الدور الوسيط للانخراط في العمل، وذلك في سياق المؤسسات صغيرة ومتوسطة الحجم في المملكة العربية السعودية. تستند الدراسة إلى نموذج التبني الموحد للتكنولوجيا، حيث تم تحليل تأثير أربع متغيرات رئيسة: توقّعات الأداء، توقّعات الجهد، التأثير الاجتماعي، والظروف الميسّرة، على النية السلوكية للموظفين تجاه تبنّي إدارة الموارد البشرية الإلكترونية. كما تستقصي الدراسة كيف تؤثر هذه النية على مستوى الانخراط بالعمل، والذي بدوره ينعكس على الرضا الوظيفي. وقد تم جمع البيانات من خلال استبيان تم توزيعه على عينة من الموظفين العاملين في عدد من المؤسسات صغيرة ومتوسطة الحجم في المملكة، وتم تحليلها باستخدام نمذجة المعادلات البنائية عبر برنامجي SPSS وSMART-PLS3. كشفت النتائج أن «التأثير الاجتماعي» يُعدّ أقوى العوامل تأثيرًا على هذه النية السلوكية، حيث يعزز من الانخراط في العمل بشكل كبير، مما ينعكس إيجابًا على الرضا الوظيفي. في المقابل، لم يظهر للظروف الميسّرة تأثير معنوي على النية السلوكية. كما بيّنت النتائج وجود تأثير إيجابي مباشر للنية السلوكية على الانخراط في العمل، وتأثير إيجابي كبير للانخراط في العمل على الرضا الوظيفي. علاوة على ذلك، أظهرت النتائج أن الانخراط في العمل يتوسط بالكامل العلاقة بين النية السلوكية والرضا الوظيفي. وتُبرز هذه الدراسة أهمية العوامل النفسية والاجتماعية في تشكيل سلوكيات الموظفين، مُقدِّمةً رؤى مهمة يمكن الاستفادة منها في تطوير استراتيجيات الموارد البشرية التي تسهم في تعزيز انخراط الموظفين في العمل وزيادة رضاهم الوظيفي.

الكلمات المفتاحية: إدارة الموارد البشرية الالكترونية، الانخراط في العمل، الرضا الوظيفي

1. Introduction

Today's work environment requires having a deep understanding of the primary factors affecting behavior due to its direct relationship with job satisfaction and work engagement. Job requirements are changing regularly and the adaptation to new technologies like Electronic Human Resource Management (E-HRM) has become a necessity (Ahmed, 2019). Therefore, the impact of social environment and expectations on determining employees' actions and intentions, should be investigated. According to Almaaitah et al. (2024), E-HRM includes e-recruitment, e-selection, e-training, e-development, e-performance appraisal, and e-compensation. Through using technology such as databases, software, and cloud platforms for employee data management and administrative tasks of HR, E-HRM has a critical role in improving efficiency of operations, performance of employee as well as making effective decisions (Muqaddim and Hosain, 2021; Oyoru, 2023). According to Berber et al. (2018), E-HRM is considered an innovation that develops, moves, and simplifies HRM practices for the HR department, managers, and employees. Nyathi and Kekwaletswe (2023a) also indicated that while E-HRM is still at its initial stages among African countries, it positively affects performance of employee and organizations.

Different key factors of the Unified Theory of Acceptance and Use of Technology (UTAUT) such as facilitating conditions, social influence, effort expectancy, and performance expectancy, play an integral role in demonstrating how employees decide to engage in particular behaviors at the workplace or adopt a new technology (i.e., E-HRM) (Permatasari et al., 2022; Fraij, 2022). Based on the UTAUT, expectations regarding effort and performance are essential to determine whether technologies or new behaviors are adopted by employees in the work environment (Venkatesh et al., 2003). Moreover, employee decisions are significantly influenced by workplace culture, peer interactions, and social influence. Behavioral intention is affected by facilitating conditions, including support and availability of resources (Catherine et al., 2017). Catherine et al. (2017) found strong positive associations among performance expectancy, facilitating conditions, effort expectancy, and social influence, identifying these factors as determinants of BIs for employing ATMs with authentication via fingerprints in Ugandan banks. However, findings of Alkhwaldi et al. (2023), from four different public organizations in Jordan, revealed that within the UTAUT framework, performance expectancy, facilitating conditions, and social influence significantly influence users' BI to adopt human resources information systems (HRIS), while effort expectancy had no significant impact.

In the context of E-HRM implementation in small and medium-sized enterprises (SMEs), performance expectancy is of pivotal importance since people are more likely to use E-HRM systems if they feel that the technology will improve their job performance despite the limited resource constraints (Al-Ajlouni et al., 2019; Wongras and Tanantong, 2023). Al-Ajlouni et al. (2019) argued that performance expectancy and facilitating conditions, including access to training and technical support, are essential determinants of system adoption. In contrast, effort expectancy is seen to have a relatively weak influence, with employees valuing the system's efficiency and support availability over ease of use. Social influence, the pressure from peers and managers, has a great impact on employees to implement E-HRM systems within SMEs (Anjum and Islam, 2020). With the smaller organizational size and the closer working relationships of SMEs, the influence of social influence is intensified. Employees tend to seek advice from managers or colleagues about using new technology. This is supported by the study of Alkhwaldi et al. (2023), where social influence plays a significant role in the implementation of E-HRM in such setups. Hence, even though ease of use is viewed playing a lower role, the overall benefits related to performance, organizational support, and social relationships within

SMEs play key roles in the implementation of E-HRM systems.

The direct relationship between these variables and BI to adopt E-HRM was examined by previous studies (Anjum and Islam, 2020; Permatasari et al., 2022; Fraij, 2022). However, the impact of these factors collectively on job satisfaction and work engagement has received less attention, specifically when work engagement serves as a mediator. The level of commitment and eagerness employees bring to their jobs refers to work engagement, through which long-term job satisfaction is strongly predicted (Schaufeli et al., 2006). Not only is the overall organizational success dependent on job satisfaction but also employee retention and productivity. According to Ibrahim and Hussein (2024) and Arifin et al. (2019), employees' intention to successfully embrace and implement workplace technology (i.e., E-HRM) is closely linked to their level of work engagement, which is well-defined by their vigor, dedication, and absorption in their duties and responsibilities.

E-HRM is acknowledged to deliver five major workplace benefits: engaging work, information accessibility, employee engagement, self-sufficiency, and improved visibility. Using technology in HRM frees up employees and enhances their job satisfaction by removing repetitive tasks (Nyathi and Kekwaletswe, 2023b). Research has consistently shown that E-HRM positively influences job satisfaction through employee engagement. Favorable feelings, closer relationships with coworkers, and a better sense of purpose in their work are all factors of employees' engagement that cause their job satisfaction (Vorina et al., 2017). However, according to Halder et al. (2024), programs of E-HRM can alter work patterns of employees, which could result in a rise or fall in job satisfaction. Adjusting to new practices and routines may add to workload and stress, contributing to dissatisfaction with job

Although the literature has given significant focus to the direct impact of e-HRM on work engagement and job satisfaction, the mediational role of work engagement is still not explored on a large scale. Several works have given a target to job satisfaction as a mediator, especially how E-HRM improves the level of job satisfaction that leads to increased engagements (Shamaileh et al., 2023; Bellani et al., 2017). This perspective overlooks the possibility that work engagement may, in fact, serve as the key mediating variable through which e-HRM impacts job satisfaction. This study contributes to prior studies by bridging this gap, especially in Saudi small and medium-sized enterprises (SMEs), which they have unique cultural and organizational differences. They also face specific challenges such as resource limitations and less formal structures, which would strengthen the role of work engagement in enhancing job satisfaction.

Therefore, this study aims to examine how different factors of UTAUT model (performance expectancy, effort expectancy, social influence, and facilitating conditions) are linked with behavioral intention. Moreover, it demonstrates how job satisfaction and work engagement are affected by behavioral intention. In addition, in contrast to most prior studies, it investigates the mediating role of work engagement in the relationship between behavioral intention and job satisfaction. In this study, using structural equation modeling (SEM) to analyze data collected from employees working in different Saudi SMEs, the results indicate that social influence is the strongest predictor of BI, significantly driving work engagement and leading to increased job satisfaction. However, facilitating conditions were not found to have a significant impact on BI. In addition, work engagement fully mediates the positive relationship between behavioral intention and job satisfaction. The results of this study can play a major role in helping organizations understand how employee expectations and social influence affect job satisfaction and work engagement. Furthermore, the findings can help them enhance their resources.

2. Literature review and Hypotheses Development

2.1 Electronic Human Resource Management (E-HRM) and Unified Theory of Acceptance and Use of Technology (UTAUT)

In today's digital era, many organizations are transitioning to technology-based solutions for Human Resource Management (HRM) functions, leading to the adoption of Electronic HRM (E-HRM) (Ahmed, 2019). E-HRM refers to the implementation of technology-based HR systems that facilitate the management of HR processes and services within organizations. According to Almaaitah et al. (2024), E-HRM includes e-recruitment, e-selection, e-training, e-development, e-performance appraisal, and e-compensation. Through using technology such as databases, software, and cloud platforms for employee data management and administrative tasks of HR, E-HRM has a critical role in improving efficiency of operations, performance of employee as well as making effective decisions. According to Berber et al. (2018), E-HRM is considered an innovation that develops, moves, and simplifies HRM practices for the HR department, managers, and employees. Nyathi and Kekwaletswe (2023a) indicated that while E-HRM is still at its initial stages among African countries, it positively affects performance of employee and organizations.

Recent empirical evidence further underscores the importance of user perceptions and organizational readiness in E-HRM implementation. Amoako et al. (2023) investigated E-HRM adoption in public sector organizations within an emerging economy by integrating the Technology Acceptance Model (TAM) and Innovation Diffusion Model (IDM). Their findings highlighted that perceived ease of use, perceived usefulness, compatibility, self-efficacy, and facilitating conditions significantly influenced the intention to implement E-HRM. In particular, compatibility and ease of use were strong predictors of perceived usefulness, emphasizing that successful E-HRM implementation depends not only on technological capability but also on aligning systems with existing organizational practices and employee competencies.

The Unified Theory of Acceptance and Use of Technology (UTAUT), established by Venkatesh et al. (2003), on the other hand, offers a conceptual framework which explains the determinants of acceptance and use of technology for individuals. UTAUT identifies four key determinants of behavioral intention (BI) to adopt technology: performance expectancy, effort expectancy, social influence, and facilitating conditions. These determinants are critical to comprehending employees' choice, particularly in SMEs, whether to use E-HRM technologies, which affect their performance and job satisfaction. E-HRM can be particularly helpful in SMEs, where they have limited resources, in streamlining procedures and minimizing the workload for HR departments (Al-Ajlouni et al., 2019).

Building on this, Noerman et al. (2021) explored employees' continuous intention to use E-HRM by integrating TAM with the Cognitive Model. Their findings revealed that subjective norms significantly influenced both perceived innovativeness and ongoing use intentions. Moreover, perceived innovativeness had a direct and positive effect on user satisfaction and sustained system use. Interestingly, behavioral control and satisfaction were not significant predictors of continued use, suggesting that in dynamic organizational environments, social perceptions and innovative value outweigh individual control or emotional investment. These insights highlight the potential limitations of UTAUT's original constructs and point to the value of integrating additional psychological and cognitive factors when investigating long-term adoption behaviors in E-HRM contexts.

While UTAUT offers a robust framework for predicting technology acceptance, it is also essential to consider organizational culture and leadership dynamics that influence E-HRM

adoption, particularly in specialized or traditional sectors. In this regard, Theotokas et al. (2024) examined the relationship between digital innovation and E-HRM digitalization in the shipping industry, emphasizing the role of corporate culture, cultural intelligence, and leadership. Their mixed-methods research revealed that digital culture and digital leadership were critical enablers of successful E-HRM transformation. Furthermore, organizational cultural intelligence, defined as the ability to understand and respond to diverse cultural contexts within the workplace, had a significant impact on E-HRM adoption outcomes. These findings suggest that beyond individual perceptions and system features, institutional readiness and leadership commitment are indispensable for driving digital HR transformation, especially in sectors where tradition and hierarchy are deeply embedded.

These findings collectively reinforce the importance of aligning E-HRM implementation with not only technological and individual factors but also contextual influences such as cultural norms, organizational structures, and industry-specific challenges. Alsheikh et al. (2024) contributed to this discourse by investigating employees' behavioral intentions to use E-HRM in the hospitality industry, a sector known for its high employee turnover and operational complexity. Using the TAM framework, they found that perceived usefulness, ease of use, trust, and subjective norms significantly influenced behavioral intention. Notably, trust emerged as a critical determinant, indicating that employees are more inclined to adopt E-HRM when they believe the system is reliable and enhances their ability to manage job-related stress. However, the study also noted that only half of the hypothesized moderator effects were supported, revealing the variability of contextual and individual influences. These outcomes suggest the need for deeper investigation into the unique cultural and operational dynamics shaping E-HRM acceptance, particularly in environments such as Saudi SMEs, where social and structural features differ markedly from those of large enterprises or Western economies.

Sachitra and Wimalasena (2024) investigated the factors affecting the intentions to adopt a Human Resource Management Information System in a particular public company in Sri Lanka. Their study used factors of the UTAUT and Task Technology Fit frameworks to explore six factors: performance expectancy, social impact, effort expectancy, facilitating conditions, technology characteristics, and task characteristics. A Web-based questionnaire was administered to the supervisors, executives, clerical staff, and other personnel of the organization. The results indicated that the intentions to adopt HRMIS were positively affected by performance expectancy, technology characteristics, and task characteristics, while negatively affected by effort expectancy, social impact, and facilitating conditions. Interestingly, these negative effects contrasts with traditional UTAUT assumptions and may reflect sector-specific barriers such as hierarchical rigidity, inadequate digital training, or cultural resistance to externally imposed systems. These findings highlight the need to consider institutional and organizational readiness when interpreting UTAUT variables across sectors.

Shahreki et al. (2020) investigated the relationships between clarity of e-HRM goals, perceived usefulness, social influence, user support, user satisfaction, and ease of use, as well as the effect of these factors on the attitudes of HR professionals toward e-HRM. The data was gathered, through using the Technology Acceptance Model (TAM), from 167 HR professionals working for Fortune Global 500 companies in Malaysia. The results showed that all these factors were positively correlated, while perceived usefulness, ease of use, and user satisfaction were substantial factors affecting attitudes of HR professionals toward e-HRM. It is note worthing that their findings on perceived usefulness and ease of use (established on TAM model) conceptually overlap with performance expectancy and effort expectancy in UTAUT. However, TAM's focus on individual attitudes may not fully capture the influence of social or institutional

pressures, which are more comprehensively addressed in UTAUT. This underscores the advantage of UTAUT in studies like the preReceivede, where behavioral intention is influenced by organizational context and peer dynamics, especially in SMEs.

Al-Ajlouni et al. (2019), Using the framework of UTAUT, gathered data by a structured questionnaire from 243 administrative employees working at four private universities in Jordan to identify the facilitating and hindering factors for the adoption of e-HRM in the respective universities. The findings revealed that habits and performance expectancy interpreted 53% of the BIs variance. Interestingly, BIs and facilitating conditions collectively interpreted 43% of the variance in e-HRM usage, although social influence and effort expectancy did not make a significant impact on this variance.

Further, guided by the UTAUT2, which demonstrated greater explanatory power in various contexts beyond UTAUT by incorporating additional constructs such as hedonic motivation, price value, and habit, Fraij (2022) investigated the factors influencing employee adoption of e-HRM systems in the telecommunications sector in Jordan, where adoption remains limited due to internal and external challenges. Using an online self-reported questionnaire distributed to employees across three major private telecommunications companies in Jordan, the findings revealed that performance expectancy, facilitating conditions, and social influence significantly and positively influenced e-HRM adoption, while effort expectancy and hedonic motivation did not show a significant impact. These results suggest that employees prioritize functional benefits and organizational support over ease of use and enjoyment, providing practical insights for improving adoption strategies in similar developing contexts. Similarly, findings of Alkhwaldi et al. (2023), from four different public organizations in Jordan, revealed that within the UTAUT framework, performance expectancy, facilitating conditions, and social influence significantly influence users' BI to adopt human resources information systems (HRIS), while effort expectancy had no significant impact.

This finding aligns with the results of Fraij (2022), who reported that E-HRM adoption behavior is significantly influenced by facilitating conditions, performance expectancy, and social influence. However, both studies also revealed that effort expectancy and hedonic motivation did not have a statistically significant impact on behavioral intention. These inconsistencies suggest that employees may not prioritize how easy or enjoyable the system is to use when deciding whether to adopt E-HRM. This could be attributed to contextual and sectoral factors, such as the strategic necessity of digital transformation in highly regulated or performance-driven sectors (e.g., telecommunications or public administration), where the perceived functional utility and organizational support are more critical than individual comfort or enjoyment. Furthermore, in resource-constrained environments such as SMEs or developing country settings, employees may be more motivated by external expectations, job security, or institutional mandates than by the perceived ease of use. Thus, these contextual variations emphasize the importance of tailoring technology adoption strategies to the specific needs, capacities, and priorities of the organizational setting.

2.2 Hypotheses Development

Figure 1 shows the conceptual model of the study that includes the relationships among its variables, consisting its hypotheses. The argument in prior studies related to these hypotheses has been explained as follows:

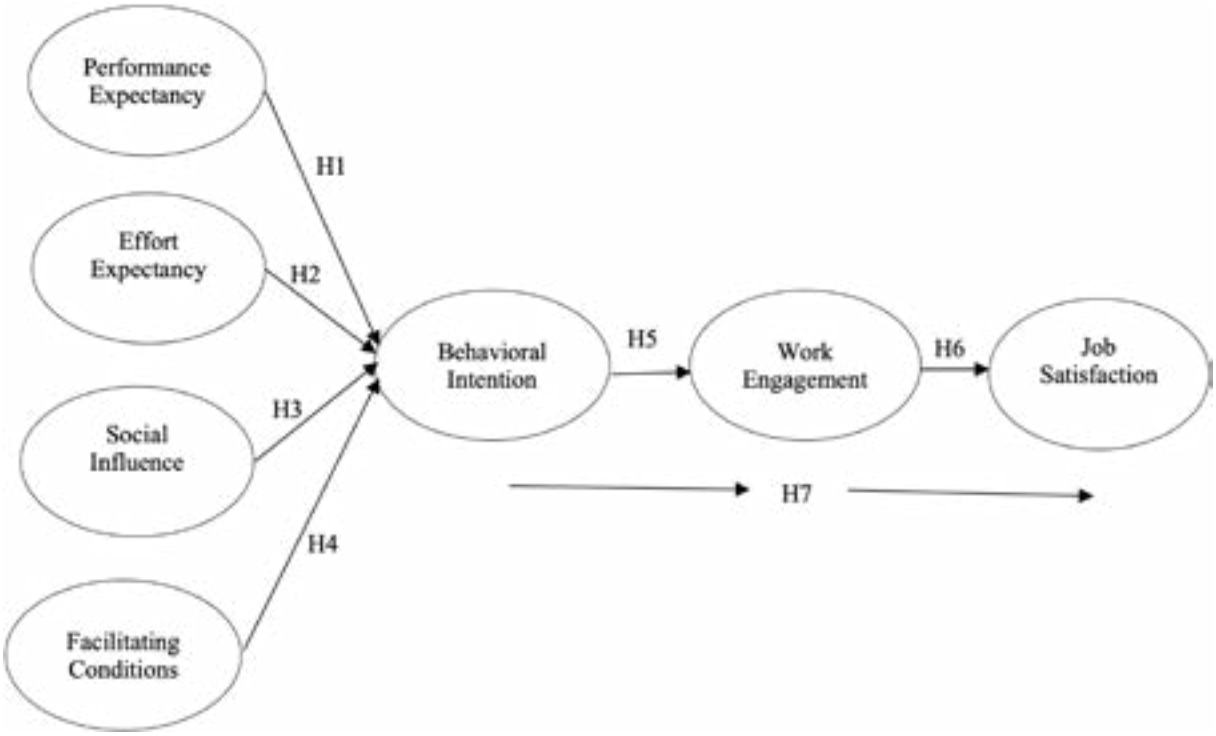


Figure 1: Conceptual Model

2.2.1 Performance Expectancy (PE)

Performance expectancy (PE) refers to "the degree to which an individual believes that using a specific technology will improve their performance at work" (Venkatesh et al., 2003). Numerous studies have identified PE as a critical predictor of behavioral intention (BI) in the adoption of technology. For example, Siam and Alhaderi (2019) found that employees were more inclined to adopt E-HRM systems when they believed the systems would enhance their efficiency and productivity. This aligns with findings from Gélinas et al. (2022), who emphasized that within SMEs, often constrained by limited time, personnel, and financial resources, the perceived usefulness of E-HRM in simplifying administrative tasks is especially influential in shaping adoption behavior.

Further empirical support comes from several regional and cross-sectoral studies. Sachitra and Wimalasena (2024) found that performance expectancy positively influenced HRMIS adoption intentions in the public sector. In the context of private universities, Al-Ajlouni et al. (2019) reported that performance expectancy, alongside habit, explained 53% of the variance in BI to adopt E-HRM. Similarly, Fraij (2022) and Alkhwaldi et al. (2023) demonstrated that performance expectancy significantly influenced employees' intention to adopt E-HRM and HRIS technologies, respectively, in Jordan's telecommunications and public sectors. Anam and Haque (2023) confirm the same positive finding in Indian context. The consistency of these findings across various sectors and organizational types underscores the central role of performance expectancy in predicting technology acceptance.

However, despite this broad evidence, the specific role of PE in shaping BIs within the unique context of Saudi SMEs remains underexplored. This gap is particularly important given

the distinctive cultural, economic, and organizational features of Saudi SMEs, such as hierarchical decision-making, resource scarcity, and evolving digital literacy. Understanding how PE influences E-HRM adoption in this setting is essential for tailoring implementation strategies that resonate with employee expectations and organizational realities. Therefore, the following hypothesis is proposed:

H1: Performance expectancy has a positive influence on employees' behavioral intention to adopt E-HRM systems in Saudi SMEs.

2.2.2 Effort Expectancy (EE)

Effort expectancy (EE) is defined as "the degree of ease associated with the use of the system" (Venkatesh et al., 2003) and reflects users' perceptions of how easy it will be to learn and use a new technology. In general, when employees perceive a system as user-friendly and requiring minimal effort, they are more likely to adopt it, particularly in environments where time and technical resources are limited. In SMEs, for instance, employees often face multiple job demands and may lack specialized IT support, making ease of use a potentially influential factor. Gélinas et al. (2022) emphasized this point by noting that simplified system interfaces are especially relevant for SMEs operating with constrained training infrastructure. Anam and Haque (2023) confirm the same positive finding within UTAUT, that EE significantly predicts the BI of using HR analytics in Indian context.

However, recent empirical studies have reported mixed or even contrary results regarding EE's predictive power. For example, Sachitra and Wimalasena (2024) found that EE had a negative effect on employees' intention to adopt HRMIS, suggesting that users may resist technologies they perceive as overly simplistic or misaligned with task complexity. Similarly, Al-Ajlouni et al. (2019) revealed that EE had no significant impact on the variance in BI to adopt E-HRM systems in Jordanian universities. These findings were resonated by Fraij (2022), who found that EE did not significantly influence e-HRM adoption in the telecommunications sector, and by Alkhwaldi et al. (2023), who observed no significant relationship between EE and users' behavioral intention to adopt HRIS in the public sector.

This growing body of evidence suggests that EE may be context-dependent, exerting varying influence depending on users' digital literacy, sector norms, or perceived urgency of adoption. Within the specific context of Saudi SMEs, the relationship between EE and BI remains insufficiently studied. Given that Saudi SMEs may face unique digital capability gaps and limited access to structured training programs, understanding how perceived ease of use influences E-HRM adoption could provide valuable insights into system design, implementation, and support strategies. Clarifying this relationship can help stakeholders identify whether simplifying interfaces or investing in user training has a meaningful impact on adoption outcomes. Accordingly, the following hypothesis is proposed:

H2: Effort expectancy has a positive influence on employees' behavioral intention to adopt E-HRM systems in Saudi SMEs.

2.2.3 Social Influence (SI)

The term "social influence (SI)" describes how peers, managers, and other significant people affect workers' decisions to use a specific technology, particularly at work (Venkatesh

et al., 2003). In the workplace, SI can shape employees' behavioral intentions by leveraging perceived expectations, peer pressure, and the influence of respected figures (Tricahyono et al., 2022). This is particularly relevant in collectivist societies like Saudi Arabia, where group norms, hierarchy, and social approval strongly influence individual decision-making. Catherine et al. (2017) highlight that SI is often a key factor in technology adoption, especially when systems are promoted or endorsed by respected organizational actors. In SMEs, where informal networks and close working relationships are common, SI may play an even more pronounced role in shaping employee behaviors toward E-HRM systems.

However, empirical findings on the influence of SI remain mixed. For example, Alkhwaldi et al. (2023) and Fraij (2022) both found that SI significantly and positively influenced employees' BI to adopt HRIS and e-HRM systems in public and private sector contexts. Similarly, Tricahyono et al. (2022) found that SI was the most influential factor on BI to E-HRM adoption during COVID-19 pandemic. In contrast, SI was not significant variable to influence BI of using HR analytics for different HR professionals in Indian context (Anam and Haque, 2023). Similarly, Al-Ajlouni et al. (2019) reported that SI had no significant impact on BI in Jordanian universities, and Sachitra and Wimalasena (2024) even observed a negative association between social impact and adoption intentions in the Sri Lankan public sector. These discrepancies suggest that SI's role may be highly context-dependent, influenced by sectoral culture, formality of structures, and prevailing leadership styles.

In the specific case of Saudi SMEs, little is known about how social expectations affect E-HRM adoption. Given the collectivist cultural environment, hierarchical organizational norms, and high regard for managerial authority in Saudi Arabia, the influence of SI could be more potent than in other settings. Yet, the lack of empirical research in this context leaves open the question of whether SI truly drives or merely accompanies technology adoption decisions. Addressing this gap is essential for understanding how managerial endorsement, peer dynamics, and cultural conformity shape the behavioral intention of SME employees toward adopting E-HRM systems. Accordingly, the following hypothesis is proposed:

H3: Social influence has a positive influence on employees' behavioral intention to adopt E-HRM systems in Saudi SMEs.

2.2.4 Facilitating Conditions

Facilitating conditions (FC) refer to the degree to which individuals believe that organizational and technical infrastructure exists to support the use of a particular system (Venkatesh et al., 2003). This includes the availability of training, resources, IT support, and access to user-friendly tools. According to the UTAUT model, such enabling conditions play an essential role in shaping behavioral intention, especially when employees lack prior experience with digital systems. In the context of SMEs, where formal structures and resource availability are often limited, the presence or absence of adequate support can significantly influence technology adoption outcomes (Maamari and Osta, 2021).

Empirical findings on FC's impact, however, remain inconsistent across different sectors and organizational settings. For example, Fraij (2022) and Alkhwaldi et al. (2023) reported that FC significantly and positively influenced employees' BIs to adopt E-HRM and HRIS systems, respectively, in Jordan's telecommunications and public sectors. Al-Ajlouni et al. (2019) also showed that FC, when considered alongside BIs, explained 43% of the variance in actual E-HRM usage in Jordanian universities. In contrast, Sachitra and Wimalasena (2024) found a

negative relationship between FC and adoption intentions in a Sri Lankan public enterprise, suggesting that perceived support may not always translate into motivation, possibly due to mismatches between user needs and institutional provisions. On the other hand, within UTAUT, SI was not significant variable to influence BI of using HR analytics for different HR professionals in Indian context (Anam and Haque, 2023)

Despite these varied findings, the role of facilitating conditions in influencing BI within Saudi SMEs remains insufficiently investigated. This gap is particularly significant given that Saudi SMEs often operate with limited budgets, lack of formalized training programs, and minimal technical infrastructure, representing factors that may either enhance the importance of FC or render them ineffective without parallel cultural or managerial support. By examining FC within this specific context, the current study aims to clarify whether infrastructural readiness and perceived support serve as true enablers of E-HRM adoption or are overshadowed by other social or psychological factors. Accordingly, the following hypothesis is proposed:

H4: Facilitating conditions have a positive influence on employees' behavioral intention to adopt E-HRM systems in Saudi SMEs.

2.2.5 Work Engagement (WE)

A state of mind that involves motivation, vigor, and enthusiasm for individual's work is called work engagement (WE) (Ibrahim and Hussein, 2024). According to Ibrahim and Hussein (2024) and Arifin et al. (2019), employees' intention to successfully embrace and implement workplace technology (i.e., E-HRM) is strongly associated with their level of work engagement, which is characterized by their commitment, dedication, and absorption in their tasks and responsibilities. In HRM literature, the association between BI and work engagement has received a substantial attention in prior studies. An employee's degree of engagement is typically influenced by BI, which is determined by components of the UTAUT model such as PE, EE, SI, and FC. Through its vital features, E-HRM is an imperative approach that motivate collaboration and teamwork among workers. By emphasizing the enhancement of emotional and behavioral aspects, it also plays a critical role in aligning employees' knowledge and beliefs with the organization's culture. These elements encourage employees to go beyond their duties and responsibilities (Hunitie et al., 2023).

Imran et al. (2021) reported that E-HRM's E-compensation and E performance appraisal positively and significantly influence on working engagement level among private branch banks employees working in District Sukkur and Khairpur. Studies have demonstrated that when employees perceive that technology will enhance their performance (performance expectancy) and is user-friendly (effort expectancy), they are inclined to approach their work with greater enthusiasm and commitment. Social influence, particularly in collectivist cultures such as Saudi Arabia, can have an outsized effect, where peer approval and organizational norms significantly impact employee behavior and ultimately their engagement levels. Facilitating conditions, like the availability of adequate resources and support, reduce resistance in adopting new behaviors, thereby allowing employees to direct their energies towards their work (Rizkalla et al., 2023).

While factors influencing BI have been studied globally, the specific dynamics of SMEs in Saudi Arabia remain underexplored. In this context, limited resources, hierarchical structures,

and the unique cultural and socio-economic environment, including rapid technological change and initiatives like Vision 2030, may alter how BI affects work engagement comparing to larger firms. As a result, we suggested the subsequent hypothesis:

H5: Behavioral intention has a positive influence on employees' work engagement in Saudi SMEs.

2.2.6 Job Satisfaction (JS)

Job satisfaction (JS) is defined as "A pleasant or favorable emotional state due to the assessment of individual's job experience." (Khalaf et al., 2019, p. 13). According to Nyathi and Kekwaletswe (2023b), it is a combination of favorable sentiments, attitudes, and beliefs that workers have with respect to their jobs. Job satisfaction consists of two key components: affective and cognitive. The affective component reflects the emotions employees have toward their job, whether positive or negative. In contrast, the cognitive component encompasses the thoughts and beliefs that an employee holds about their job (Garg et al., 2018).

E-HRM is acknowledged to deliver five major workplace benefits: engaging work, information accessibility, employee engagement, self-sufficiency, and improved visibility. Using technology in HRM frees up employees and enhances their job satisfaction by removing repetitive tasks. Employee involvement, independence, information access, fascinating work, and enhanced visibility are the five main advantages that e-HRM is known to provide in the workplace. Repetitive chores are removed by using technology in HRM, which frees up workers and increases their job satisfaction. This approach motivates employees by offering fulfilling roles. Information technology enables employees to receive prompt feedback on both their own performance and the organization's performance. Improvements in these job aspects enhance feedback, which, in turn, boosts motivation, engagement, and overall job satisfaction (Nyathi and Kekwaletswe, 2023b). The job characteristics model states that the five job characteristics, which they are: significant, autonomous, identifiable, providing feedback, and possessing a variety of skills, that arise from E-HRM improve any job's capacity to encourage employees and make them practice three psychological states of satisfaction: meaningfulness of work, knowledge of actual work activity results, and responsibility for work outcomes (Bravo et al., 2016).

However, satisfaction of employee is anticipated to decline gradually following a labor contract is signed (Ray & Pana-Cryan, 2021) and tends to decrease during organizational changes, particularly when these changes are perceived as daunting, uncomfortable, or unsatisfactory. This decline is especially pronounced when such changes create a greater gap between employees and the human resources department, as can occur with the successful implementation of HRIS. Enhancing user satisfaction with E-HRM systems is key to promoting ongoing usage, particularly when ease of use is well-perceived (Rawashdeh et al., 2021).

Research has consistently shown that E-HRM positively influences job satisfaction through employee engagement. Favorable feelings, closer relationships with coworkers, and a better sense of purpose in their work are all factors of employees' engagement that cause their job satisfaction (Vorina et al., 2017). According to the model of Job Demands-Resources (JD-R), engaged workers are better able to efficiently utilize resources and manage demands on the job, which they increase job satisfaction. Increased engagement results in higher satisfaction and more permanent engagement, making an encouraging feedback loop (Nyathi and Kekwaletswe, 2024). Prior research demonstrates that employee involvement keeps workers against dissatisfaction and predicts job satisfaction. Stronger job satisfaction and satisfactory organizational

results, such as lower employee turnover and enhanced productivity, are a result of engaged employees' resilience, ability to see challenges as opportunities, and high level of motivation (Hunitie et al., 2023; Garg et al., 2018).

Using an online survey, Ismail et al. (2021) gather data from 76 workers of Islamic banks in Batu Pahat, Johor. The results indicated that the E-HRM system is significantly and positively affect both employee performance and their job satisfaction. Maamari and Osta (2021) investigated how work engagement and job satisfaction were affected by the successful deployment of HRISs in SMEs in Lebanon. The findings indicated that successful deployment of HRIS significantly enhances job satisfaction although it can interpret some variance in work engagement. Anwar and Qadir (2017) examined how job satisfaction in private companies in Erbil was affected by work engagement in terms of equal opportunities, personal influence, career nature, development opportunities, employee recognition, work challenges, supervisor behavior, ethics and integrity, and job empowerment. The results showed that the biggest factor influencing work engagement was work challenges. This suggests that effective time management, heavy workloads, and strong communication are the main reasons why many workers in private organizations are very engaged in their work.

Unlike most studies (such as Karanika-Murray et al., 2015) that posit job satisfaction as a positive result of employee engagement, Yalabik et al. (2017) investigated the relationship between various aspects of employee satisfaction and the three dimensions of work engagement (dedication, vigor, and absorption) using social exchange theory as a framework. The findings revealed that "satisfaction with work itself" is the primary factor driving all dimensions of work engagement. Conversely, "satisfaction with conditions" was negatively associated with employee absorption, indicating that those with higher workloads may struggle to remain engaged. Additionally, workers who are delighted with communication in work more likely to show higher levels of absorption.

Further, Bellani et al. (2017) explored job satisfaction as a predictor of employee engagement using a facet approach. Their findings indicated that job satisfaction was indeed a predictor of employee engagement. They emphasized that specific factors of job satisfaction, including working conditions, connections with coworkers, job nature, and communication, had a significant impact on employee engagement, while aspects like promotions, pay benefits, and rewards were deemed insignificant. The results of Djoemadi et al. (2019)'s study also revealed that in telecommunications network providers, job satisfaction can enhance employee engagement. The primary factors influencing increased employee engagement were work conditions, which encompass job security, comfort, stress levels, working hours, and management policies. These were followed by work relationships and opportunities for promotion.

However, when cost cutting and administrative processes automation are emphasized as key justifications for implementing E-HRM, concerns about potential layoffs may arise, negatively impacting satisfaction with job. Additionally, if applications of E-HRM are perceived as challenging to use, satisfaction with job can decline. Workers may also experience demotivation if they find acquiring IT skills challenging, which ultimately lowers their levels of satisfaction with job. Furthermore, programs of E-HRM can alter work patterns of employees, which could result in a rise or fall in job satisfaction. Adjusting to new practices and routines may add to workload and stress, contributing to dissatisfaction with job (Halder et al. (2024).

In addition, while existing literature has extensively explored the association between E-HRM, work engagement, and job satisfaction, most studies have focused on large multinational corporations or Western contexts, leaving a gap in understanding how this dynamic operates within SMEs, particularly in Saudi Arabia. Work engagement may be also more signif-

icant in increasing job satisfaction in Saudi SMEs, based on their different economic, cultural and organizational challenges, which comprise limited resources, lower organizational support, and different strategies of work engagement compared to the larger companies. This call to the need for more examination of the relationship between work engagement and job satisfaction, especially in Saudi SMEs. Thus, we suggest the following hypothesis:

H6: Work engagement has a positive influence on employees' job satisfaction in Saudi SMEs.

2.2.7 The mediating role of work engagement

The Job Demands–Resources (JD-R) model offers a well-established theoretical framework for understanding how workplace conditions affect employee motivation and outcomes such as job satisfaction. According to Bakker and Demerouti (2007), employees experience higher engagement when job resources, such as autonomy, feedback, supportive systems, and growth opportunities, help buffer job demands and facilitate goal attainment. In the context of digital transformation, E-HRM systems can be conceptualized as critical job resources that automate administrative tasks, provide access to performance data, streamline communication, and empower employees to manage aspects of their own work. These features can enhance engagement by promoting efficiency, reducing stress, and enabling a stronger sense of control and purpose.

Recent research confirmed that E-HRM mechanisms contribute to employee engagement across various organizational contexts. Vorina et al. (2017) demonstrated that E-HRM functions such as e-compensation and e-performance appraisal were positively associated with work engagement, particularly when these functions were perceived as fair and transparent. Imran et al. (2021) similarly found that the integration of digital HR tools can create a motivational work environment that supports employee commitment and reduces burnout. In the Gulf region, Almaaitah et al. (2024) reported that E-HRM systems significantly influenced employee performance through the mediating role of engagement, highlighting the pathway through which digital HR practices affect individual-level outcomes.

Work engagement, in turn, is strongly associated with job satisfaction. Karanika-Murray et al. (2015) confirmed that work engagement fully mediated the relationship between organizational identification and job satisfaction, suggesting that engaged employees are more emotionally connected to their work and thus more likely to report satisfaction. Hunitie et al. (2023) further demonstrated that E-HRM enhances organizational effectiveness by increasing employee engagement, which reinforces satisfaction and performance. These findings are supported by Salsabila et al. (2022), who showed that job satisfaction mediated the relationship between HRIS functionality and employee performance in Indonesian manufacturing firms.

While the positive effects of E-HRM and work engagement are well-documented in large organizations and structured public institutions, there is a lack of research on how these relationships function in SMEs, particularly in Saudi Arabia. This gap is significant because Saudi SMEs face unique challenges, including limited financial and technical resources, underdeveloped HR structures, and hierarchical decision-making, that can constrain the direct impact of digital HR solutions. Unlike large enterprises with dedicated HR teams and robust onboarding infrastructure, many SMEs in Saudi Arabia may implement E-HRM without parallel investments in training or employee support, reducing its immediate impact on satisfaction. In such cases, work engagement may serve as a crucial mechanism by which the benefits of E-HRM are realized. That is, engaged employees are more likely to embrace technological change, find meaning in the adoption process, and sustain performance despite infrastructural limitations.

Moreover, while several studies have linked BI to E-HRM adoption outcomes, few have investigated how employees' BI to use E-HRM has been translated into job satisfaction through engagement. Rawashdeh et al. (2021) found that user satisfaction mediated the relationship between perceived usefulness and E-HRM continuance intention, suggesting an affective pathway between intention and outcomes. However, they did not test engagement explicitly as a mediating factor. Similarly, Shamaileh et al. (2023) revealed that job satisfaction mediated the effect of Smart HR 4.0 practices on employee effectiveness, but without isolating the BI to adopt as a driver. These partial insights underline the need for a more integrative model that accounts for engagement as the missing link, especially in under-researched SME settings.

Thus, this study responds to a critical gap in the literature by examining work engagement as a mediator between employees' BI to adopt E-HRM and their job satisfaction in the context of Saudi SMEs. By doing so, it not only extends the JD-R model into a digital HR domain but also provides practical implications for SME leaders seeking to foster satisfaction and performance through engagement-driven adoption strategies. Accordingly, the following hypothesis is proposed:

H7: Work engagement mediates the relationship between employees' behavioral intention to adopt E-HRM systems and their job satisfaction in Saudi SMEs.

3. Methodology

The quantitative research approach was applied to achieve the purpose of the study. Data were collected through an online survey distributed via email to employees working at small and medium-sized enterprises (SMEs) in Saudi Arabia. For contextualization, as of the first quarter of 2024, the total number of SMEs in Saudi Arabia reached approximately 1.3 million (Monsha'at, 2024), further highlighting the scale of the sector from which the sample was drawn. The names of the companies were obtained from HR system providers, and the distribution process was facilitated through formal collaboration with these providers. One representative from each participating company received the survey link via email and was responsible for distributing it internally to employees within this company. A total of 600 email invitations were sent across various SMEs. The selection criteria focused on registered SMEs with operational E-HRM systems that expressed willingness to participate through their HR system providers. Although the total SME workforce in Saudi Arabia is considerably larger, the invitation pool was limited to enterprises where internal representatives, identified through HR system providers, facilitated survey distribution, making the 600-invitation sample a practical subset shaped by accessibility and system readiness.

The survey remained open for one month, with a reminder email sent two weeks after the initial invitation, and the survey closed two weeks later. While the survey did not target a specific geographic region, the lack of regional restriction allowed broader participation across different organizational settings. Out of the 600 invitations, 150 employees responded to the online questionnaire, resulting in a response rate of 25%. This rate is considered acceptable for email-based online surveys, as supported by Nulty (2008), who reported that a 10% to 45% response range is standard. A convenience sampling method was employed due to accessibility constraints and the exploratory nature of the study. While this method may limit generalizability, it allowed the researcher to efficiently reach employees with relevant experience in E-HRM systems. No follow-up interviews were conducted with non-respondents; however, the reminder email served as a non-intrusive effort to enhance the response rate. Participants reflected demographic diversity in terms of tenure, job role, gender, and age, offering a cross-sectional view of E-HRM

adoption across Saudi SMEs.

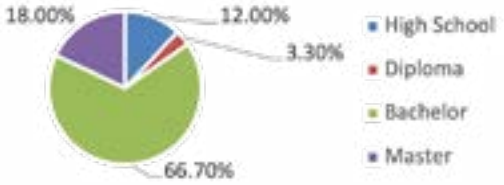
To ensure the validity and reliability of the research instrument, the study used a structured questionnaire with items adapted from well-established scales. Constructs from the Unified UTAUT were measured using the original scale developed by Venkatesh et al. (2003), and a seven-point Likert scale (ranging from 1 = strongly disagree to 7 = strongly agree) was used for all items. The short version of the Utrecht Work Engagement Scale (UWES), as proposed by Schaufeli et al. (2006), was used to assess employees' engagement and dedication at work. Job satisfaction was measured using the scale adapted from Thatcher et al. (2002). Minor textual modifications were made to a few measurement items to ensure clarity and alignment with the intended context of Saudi SMEs; these changes were limited to language adjustments and did not alter the conceptual meaning of the original constructs. Moreover, the language and clarity of this manuscript were enhanced with the assistance of ChatGPT by OpenAI. This tool was used solely to refine the language without altering the research content, and all edits were carefully reviewed and approved by the authors.

4. Results

The data analysis was implemented in two stages. First, Using SPSS 26, the descriptive statistics of the demographic characteristics of the participants were generated. Second, the basic relationships between the study variables were investigated using the structural equation modeling (SEM), SMART-PLS3. SEM was used to perform significance testing of hypotheses. This analytical method was also used to evaluate structural and measurement models. Investigating how the direct or indirect relationships between these variables can help in providing detailed knowledge about the relationships in this model (Venkatesh et al., 2003).

4.1 Sample Profile

The frequency analysis of the demographical indicated that out of 150 useful responses, 50 (33.3%) of the responses were from male while 100 (66.7%) were from female. In specifying the age of the respondents, 60 (40.0%) had 20-29 years old, 38 (25.3%) had 30-39 years old and 52 (34.7%) had 40-49 years old. In specifying the experience, 49 (32.7%) had less than 3 years of experience, 16 (10.7%) had 3-6 years of experience, 51 (34.0%) had 7-10 years of experience and 34 (22.7%) had more than 10 years of experience. In specifying the educational level of the respondents, 18 (12.0%) had High School degree, 5 (3.3%) had Diploma, 100 (66.7%) had Bachelor and 27 (18.0%) had Master degree.

Group	Frequency	Percentage	Pie–Chart
Gender			
Male	**50**	**33.3%**	
Female	**100**	**66.7%**	
			
20–29 years old	**60**	**40.0%**	
30–39 years old	**38**	**25.3%**	
40–49 years old	**52**	**34.7%**	
Experience			
< 3 years	**49**	**32.7%**	
3–6 years	**16**	**10.7%**	
7–10 years	**51**	**34.0%**	
> 10 years	**34**	**22.7%**	
Education			
High School	**18**	**12.0%**	
Diploma	**5**	**3.3%**	
Bachelor	**100**	**66.7%**	
Master	**27**	**18.0%**	

4.2 Measurement and Structural Models

A two-step approach was followed to conduct the analysis by SEM, including:

4.2.1 Measurement Model

The reliability and validity of the constructs were evaluated by performing confirmatory factor analysis (CFA). Composite reliability was used to assess internal consistency. Through the use of average variance extracted (AVE), convergent validity was ensured. The model fit was assessed using the Standardized Root Mean Square Residual (SRMR). According to Hair et al. (2006), a good fit is implied if the values are below 0.08.

4.2.2 Structural Model

Testing the structural relationship between the constructs was done after validating the measurement model. The bootstrapping method with 5,000 replications, was used to calculate path coefficients through which accurate assessments of the relationship between variables were provided (Efron and Tibshirani, 1993). The predictive accuracy of the model was estimated through the use of the statistical measures R^2 and Q^2.

Through the use of SPSS 26, the initial descriptive analysis was conducted, and the correla-

tions among the study variables were analyzed. The structural equation modeling analysis was carried out using SMART-PLS3 as indicated by Henseler et al. (2009). This analysis had two subsequent steps. The reliability and validity of the constructs were evaluated using the confirmatory factor analysis (CFA) in the measurement model. As shown in Table 1, to assess the convergent validity, all factor loadings excluding EE3, have exceeded the 0.7 threshold. EE3 had a low loading of 0.322, therefore it was excluded. The average variance extracted (AVE) values, ranging from 0.850 to 0.937, surpassed the recommended threshold of 0.5, indicating strong convergent validity, as reported by Hair et al. (2010). The internal consistency was ensured as all the constructs had composite reliability (CR) values above 0.6, as shown in Table 1. For example, CR values of effort expectancy and work engagement were 0.929 and 0.981 respectively. According to Nunnally and Bernstein (1994), the reliability across all constructs is confirmed if the values of Cronbach's Alpha surpass 0.7.

Table 1

Convergent Validity and Internal Reliability

Construct Variable	**Item**	**Factor Loading**	**Average Variance Extracted (AVE)**	**Composite Reliability (CR)**	**Internal Reliability Cronbach Alpha**
Performance Expectancy (PE)	PE1	0.946	0.91	0.961	0.951
	PE2	0.957			
	PE3	0.96			
Effort Expectancy (EE)	EE1	0.936	0.85	0.929	0.912
	EE2	0.876			
	EE3 [a]	0.322			
	EE4	0.952			
Social Influence (SI)	SI1	0.871	0.862	0.961	0.947
	SI2	0.941			
	SI3	0.945			
	SI4	0.955			
Facilitating Conditions (FC)	FC1	0.953	0.879	0.957	0.954
	FC2	0.925			
	FC3	0.928			
	FC4	0.944			
Behavioral Intention (BI)	BI1	0.963	0.937	0.982	0.967
	BI2	0.975			
	BI3	0.966			

Construct Variable	Item	Factor Loading	Average Variance Extracted (AVE)	Composite Reliability (CR)	Internal Reliability Cronbach Alpha
Work Engagement (WE)	WE1	0.932	0.866	0.981	0.981
	WE2	0.892			
	WE3	0.904			
	WE4	0.95			
	WE5	0.956			
	WE6	0.919			
	WE7	0.975			
	WE8	0.936			
	WE9	0.908			
Job Satisfaction (JS)	JS1	0.942	0.877	0.973	0.965
	JS2	0.962			
	JS3	0.97			
	JS4	0.938			
	JS5	0.869			

a: denoted to be deleted due to factor loading less than 0.6

The standardized factor loading of EE3 was 0.322, less than the threshold of 0.7 and thus both items were excluded from the model. The standardized factor loadings of the remaining items, as indicated in Table 1, ranged from 0.869 (for JS5) to 0.975 (for BI2 and WE7), all of which were above the 0.7 threshold as advised by Hair et al. (2006). Table 1 shows that all Average Variance Extracted (AVE) values, representing the proportion of indicator variance captured by the latent construct, exceeded the 0.5 threshold, as recommended by Hair et al. (2006). These AVE values ranged from 0.850 (for Effort Expectancy) to 0.937 (for Behavioral Intention).

The composite reliability (CR) values, ranging from 0.929 (for effort expectancy) to 0.982 (for work engagement), reflect the degree to which the indicators consistently represent the latent construct. These values exceeded the recommended minimum value of 0.6 for all constructs as recommended by Peterson and Kim (2013). The Cronbach's Alpha values, which reflect the degree of error-freeness in a measure, were above Nunnally and Bernstein's (1994) threshold of 0.7. They ranged from 0.912 (for effort expectancy) to 0.981 (for work engagement). The scale, means, and standard deviations of the constructs are displayed in Table 2. Table 2 also presents discriminant validity, which is the question of how truly different a construct is from other constructs, using two methods: Henseler et al. (2015) used an approach to assess the results of the Heterotrait-Monotrait ratio of Correlations (HTMT), while Fornell and Larcker (1981) compared the square root of AVE and standardized correlations.

Table 2

Descriptive Statistics and Discriminant Validity, using Fornell and Larcker Approaches and HTMT

	Mean	SD	BI	EE	FC	JS	PE	SI	WE
BI	5.447	1.844	0.968	0.669	0.697	0.699	0.719	0.734	0.815
EE	5.198	1.616	0.642	0.922	0.632	0.74	0.76	0.643	0.803
FC	5.187	1.546	0.678	0.585	0.937	0.84	0.722	0.802	0.802
JS	5.295	1.673	0.69	0.695	0.805	0.937	0.752	0.726	0.854
PE	5.216	1.795	0.7	0.711	0.689	0.716	0.954	0.678	0.756
SI	4.943	1.672	0.718	0.598	0.767	0.695	0.647	0.929	0.749
WE	5.351	1.795	0.802	0.762	0.779	0.838	0.732	0.737	0.931

Values in bold diagonal display the square root of the average variance extracted; Values below the diagonal display correlations of Fornell and Larcker approach; Values above the diagonal display HTMT results; All constructs have 7-point Liker scale: 1 = Strongly Disagree, 7 = Strongly Agree; $p < .05$; $p < .01$; $p < .001$; SD = standard deviation, PE = Performance Expectancy, EE = Effort Expectancy, SI = Social Influence, FC = Facilitating Conditions, BI = Behavioral Intention, WE = Work Engagement, JS = Job Satisfaction.

According to Hair et al. (2010), Table 2 illustrates that the square root of the average variance extracted for every construct is greater than the correlations of that construct with other constructs. Moreover, there was satisfactory discriminant validity between the constructs as evidenced by the correlations between the constructs, which ranged from 0.585 (correlation between effort expectancy and facilitating conditions) to 0.838 (correlation between work engagement and job satisfaction) were all less than the threshold of 0.85 (Kline, 2005). The latent constructs had HTMT values that fell below 0.90 and varied from 0.632 (between effort expectancy and facilitating conditions) to 0.854 (between work engagement and job satisfaction). Thus, it validates that every measurement of a latent construct was completely discriminating from one another (Henseler et al., 2015).

The mean and standard deviation, as well as other descriptive statistics for the constructs, are shown in Table 2. Behavioral intention has the highest mean value (M = 5.447), while social influence has the lowest mean value (M = 4.943). Facilitating conditions (SD = 1.546) and behavioral intention (SD = 1.844) had the lowest and highest standard deviations, respectively. The result indicated good model fit. The SRMR was 0.079, below the threshold of 0.08 as recommended by Hu and Bentler (1999).

4.3 Hypotheses Finding

4.3.1 Causal Effects

With the satisfactory results in the measurement model, the structural model was evaluated subsequently. Coefficient values and the significant level were used to confirm or disprove the claimed relationships, using bootstrapping with 5000 replications (Wetzels et al., 2009). According to Hair et al. (2019), the hypothesis can be considered as supported under three conditions: (1) when the t-value is greater than or equal to 1.645, (2) when the p-value is smaller than or equal to 0.05, and (3) when the 95% confidence interval does not have a zero straddle between lower and upper level. The variance inflation factor (VIF) less than 3.3 indicates there is no bias from the single source data that would bias the regression results (Hair et al.

2011). The predictive accuracy of the model was evaluated in terms of the portion of variance explained (R-square) and Stone-Geisser cross-validated redundancy (Q-square) (Stone, 1974; Geisser, 1975 and Zhang,2009). The results, as shown in figure 2, indicated that the R2 values for Behavioral Intention, Work Engagement, and Job Satisfaction were 0.634, 0.644, and 0.704 respectively, representing substantial coefficient of determination according to Cohen (1988). Similarly, the Q2 values for these variables, as shown in figure 2, were 0.808, 0.827, and 0.804 respectively, representing, far greater than threshold of zero. presents the results of examining causal effect hypotheses.

Table 3

Results of Path Analysis to Examine Causal Effect Hypotheses

Path: IV→DV	β	SD	t	p	LL–CI	UL–CI	VIF	F^2
H1) PE →BI	0.268**	0.086	3.101	0.002	0.097	0.437	2.664	0.073
H2) EE →BI	0.171**	0.053	3.223	0.001	0.065	0.276	2.17	0.037
H3) SI →BI	0.344***	0.081	4.241	0	0.179	0.498	2.689	0.12
H4) FC →BI	0.13	0.082	1.595	0.111	–0.02	0.301	2.883	0.016
H5) BI → WE	0.803***	0.041	19.399	0	0.709	0.87	1	1.81
H6) WE → JS	0.795***	0.095	8.338	0	0.61	0.988	2.81	0.759

β = standardized coefficient; SD = standard deviation; t = t-value; p = p-value; LL-CI = lower level of 95% confidence interval; UL-CI = upper level of 95% confidence interval; VIF = variance inflation factor; f2 = effect size; *p < .05. **p < .01. ***p < .001(two-tailed); PE = Performance Expectancy, EE = Effort Expectancy, SI = Social Influence, FC = Facilitating Conditions, BI = Behavioral Intention, WE = Work Engagement, JS = Job Satisfaction.

As shown in , among the predictors of Behavioral Intention, Social Influence was the strongest determinant of Behavioral Intention with a significant positive effect (β = 0.344, t = 4.241, p < 0.001, 95 % CI [0.179, 0.498], VIF = 2.689, F2 = 0.120), followed by Performance Expectancy with a significant positive effect (β = 0.268, t = 3.101, p = 0.002, 95 % CI [0.097, 0.437], VIF = 2.664, F2 = 0.073), and Effort Expectancy with significant positive effect (β = 0.171, t = 3.223, p = 0.001, 95 % CI [0.065, 0.276], VIF = 2.170, F2 = 0.037). The results provide support for H3, H1 and H2 respectively. The effect of Facilitating Conditions on Behavioral Intention was positive but insignificant; β = 0.13, t = 1.595, p = 0.111, 95 % CI [-0.020, 0.301], VIF = 2.883, F2 = 0.016. The phenomenon rejects the hypothesis H4.

The results also indicated that Behavioral Intention has a significant positive effect on Work Engagement, supporting hypothesis H5; β = 0.803, t = 19.399, p < 0.001, 95 % CI [0.709, 0.870], VIF = 1, F2 = 1.81, Work Engagement has a significant positive effect on Job Satisfaction, supporting hypothesis H6; β = 0.795, t = 8.338, p < 0.001, 95 % CI [0.610, 0.988], VIF = 2.81, F2 = 0.759.

4.3.2 Mediation Effects

Bootstrapping with 5000 samples was used as a robust method to conduct mediation analysis (Hayes, 2013). In this method, sampling distribution is computed by intensive repeated iterations. First, the path model was assessed using the bootstrapping technique, without the medi-

ator (total effect). From that sampling distribution, the effects of the direct and indirect paths are evaluated (Awang, 2015). To check the strength of mediation, Hair et al. (2017) suggest mediation strength VAF (variance accounted for) score. Calculating VAF is considered only if the indirect effect is significant (Hair et al., 2017). According to Hair et al. (2017) if the value of VAF is above 80% it is called full mediation. If the value of VAF lies in between 20 to 80%, it is called partial-mediation and VAF below 20% accounted as no mediation. Table 4 presents the results of examining mediation effect hypothesis (H7).

Table 4

Results of Path Analysis to examine mediation Effect Hypotheses

Path: IV→M→DV	β	SD	t	p	CI-L	CI-U
Total Effect: (BI→ JS, in absence of WE)	0.692	0.058	11.967	0	0.563	0.787
Direct Effect: (BI → JS, in presence of WE)	0.053	0.099	0.541	0.588	-0.144	0.245
Indirect Effect: (BI → WE → JS)	0.638	0.089	7.154	0	0.472	0.823
VAF = (Indirect Effect / Total Effect) = (0.252/0.326) = 0.987 > 0.8 → Full Mediation						

β = standardized coefficient; SD = standard deviation; t = t-value; p = p-value; LL-CI = lower level of 95% confidence interval; UL-CI = upper level of 95% confidence interval; VAF = variance accounted for; *p < .05. **p < .01. ***p < .001(two-tailed); BI = Behavioral Intention, WE = Work Engagement, JS = Job Satisfaction.

H7 states that work Engagement mediates the relationship between behavioral intention and job satisfaction. Table 4 demonstrates that, in the absence of work engagement the total effect of ehavioral intention on job satisfaction was significantly positive (β = 0.692, t = 11.967, p < 0.001, 95% CI [0.563, 0.787]. The indirect effect of behavioral intention on job satisfaction in the presence of work engagement was insignificantly positive; β = 0.0.53, t = 0.541, p = 0.588, 95 % CI [-0.144, 0.245]. The bootstrapping estimation on the indirect effect of behavioral intention on job satisfaction through work engagement was significantly positive; β = 0.638, t = 7.154, p < 0.001, 95 % CI [0.472, 0.823]. The results provide support for H7. The VAF was 0.683/0.692 = 0.987, above the threshold 80%. Therefore, it can be concluded that work engagement fully mediates the positive relationship between behavioral intention and job satisfaction (Hair et al., 2014). Figure 2: Model of Findings and Estimation Results 2 represents the model of findings and the results of testing research hypotheses.

5. Discussion

This study demonstrated how employees' job satisfaction and work engagement were linked with behavioral intention. Based on UTAUT model, this study examined the impact of several factors, including performance expectancy, facilitating conditions, effort expectancy, and social influence on behavioral intention. This study can help in providing more comprehensive knowledge of human resource management in today's workplace, because it provides valuable data regarding the impact of these factors on employees' engagement and satisfaction.

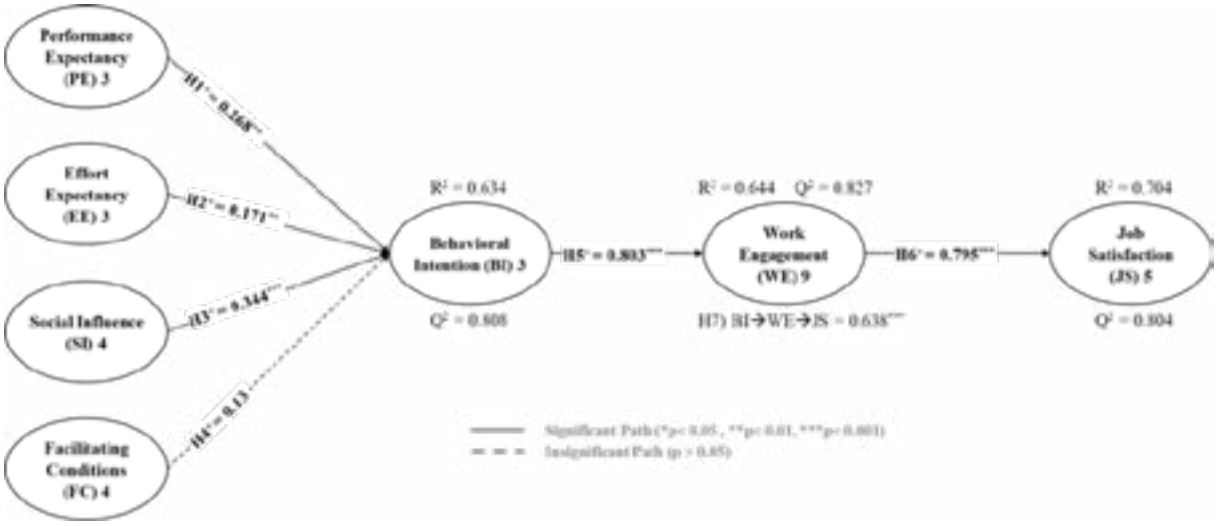


Figure 2: Model of Findings and Estimation Results

5.1 Key Findings and Theoretical Implications

The important role of social influence played in predicting behavioral intention, is considered as one of the remarkable findings of the current study. Social influence was shown to be the strongest predictor of behavioral intention to adopt E-HRM, with a path coefficient of 0.344, outperforming both performance expectancy and effort expectancy. This is likely to imply that social environment plays an important role in building employees' intentions to adopt E-HRM in Saudi SMEs, indicating that employees' behavior is significantly affected by Saudi organizational culture and peer approval. Social influence, particularly in collectivist cultures such as Saudi Arabia, can have an outsized effect, where peer approval and organizational norms significantly impact employee behavior. This finding is consistent with the UTAUT, which states that individual behavioral decisions are notably affected by social influence, particularly in workplaces where the social network has great impact (Venkatesh et al., 2003). However, this study advances the theoretical application of UTAUT by offering empirical evidence from a culturally distinct, under-researched context. In Saudi SMEs, where collectivism, loyalty to superiors, and group conformity are deeply embedded in workplace dynamics, the influence of social norms may override rational evaluations of usefulness or ease of use. This suggests that social influence may operate with greater intensity in such environments, thereby expanding the cultural boundaries within which UTAUT's constructs remain valid. Additionally, the findings contribute to the broader sociology of technology adoption by emphasizing that technology-related decisions in Saudi SMEs are often socially situated, rather than purely individualistic. In doing so, the study supports the generalizability of UTAUT while simultaneously proposing cultural adaptation as an avenue for theoretical refinement. In addition, this finding is consistent with prior studies that indicated that social support or recommendations from others, influence from groups, or social norms are significantly affect employees' behavioral intention to adopt technology (Rizkalla et al., 2023; Catherine et al., 2017)

On the other side, the impact of facilitating conditions (FC) on behavioral intention (BI) was found to be non-significant ($\beta = 0.13$, $p = 0.114$), indicating that facilitating resources were found to have less impact on behavioral intention within the Saudi SMEs' organizational context. However, organizations should offer support and resources despite not causing significant impact on BI. Prior studies indicated that infrastructure and resources have major impact on

employee intentions to adopt technology. For instance, Alkhwaldi et al. (2023) confirmed that FC are significantly influence users' BI to adopt human resources information systems (HRIS), and similar positive associations have been widely reported across various sectors. Therefore, our finding is not in line with most prior studies. Nevertheless, it is in agreement with the findings of Shi et al. (2010), which indicated that facilitating resources have less impact on BI within the organizational context.

Theoretically, this divergence points to a possible boundary condition of the UTAUT model. Specifically, in environments such as Saudi SMEs, where digital infrastructure is still developing and where organizational decision-making is often top-down, employees may not consider the presence of support and resources to be a decisive factor in their intention to adopt new systems. Instead, factors like managerial pressure or peer influence might outweigh logistical readiness. This suggests that the impact of FC may be moderated by contextual elements such as organizational culture, perceived autonomy, or even prior exposure to technology. Consequently, this study contributes to UTAUT by proposing that FC may not be universally predictive of BI, and future models could be enhanced by incorporating cultural and organizational moderators to better reflect the variability in technology adoption across different settings.

Moreover, work engagement was proven to be significantly affected by behavioral intention of employees to adopt E-HRM in Saudi SMEs ($\beta = 0.802$, $p < 0.001$). Increased levels of employee engagement in the work environment were linked to their strong intention to perform specific tasks or adopt specific technology. This finding confirms that individual's dedication to their tasks and jobs can be reflected through behavioral intention. Therefore, it's considered as the driving force for work engagement. This finding is consistent with the existing literature on engagement, which underlines the central role the intention plays in determining the degree of employee engagement in their work (Schaufeli et al., 2006). For example, this finding is in line with Ibrahim and Hussein (2024) and Arifin et al. (2019), which reported that employees' intention to successfully embrace and implement workplace technology (i.e., E-HRM) is closely linked to their level of work engagement, which is well-defined by their vigor, dedication, and absorption in their duties and responsibilities. Imran et al. (2021) also reported that E-HRM's E-compensation and E performance appraisal positively and significantly influence on working engagement level.

Moreover, job satisfaction was largely influenced by work engagement ($\beta = 0.838$, $p < 0.001$). This likely to imply that employees, in Saudi SMEs, who are more satisfied with their jobs, have a high level of work engagement. This is in agreement with previous research implying that one of the significant indicators of employees' job satisfaction is their work engagement (Ali & Anwar, 2021). Employees overall satisfaction with their job stemmed from the higher levels of immersion, dedication, and energy they experience due to engagement. This finding has important effects on human resource managers who intend to enhance employees' job satisfaction and retention by reflecting on the strategies through which employee engagement can be improved. According to (Nyathi and Kekwaletswe, 2023b; Nyathi and Kekwaletswe, 2024), information technology (i.e., E-HRM) enables employees to receive prompt feedback on both their own performance and the organization's performance. Improvements in these job aspects enhance feedback, which, in turn, boosts motivation, engagement, and overall job satisfaction.

The final finding of this study is that the indirect effect of behavioral intention on job satisfaction through work engagement was significantly positive ($\beta = 0.638$, $p < 0.001$), indicating that work engagement fully mediates the positive relationship between behavioral intention and job satisfaction. This finding is consistent with many empirical studies that confirmed

this mediating role. This result offers an important theoretical contribution by illustrating that employee engagement is not merely a consequence of job satisfaction but a crucial mechanism through which technology adoption intentions are translated into tangible workplace attitudes. This mediating role extends existing engagement and adoption models by showing that the pathway from intention to satisfaction is not direct but is channeled through psychological states like engagement, which defined by vigor, dedication, and absorption. Theoretically, this supports the view advanced in the JD-R model that job resources (such as E-HRM systems) foster engagement, which then leads to improved outcomes such as job satisfaction. However, this study adds a novel layer by situating BI, which is a cognitive antecedent, as a driver of that engagement process in a technology adoption context.

This interpretation is reinforced by prior empirical studies. Nyathi and Kekwaletswe (2024) demonstrated that E-HRM boosts work engagement by improving communication and collaboration, which in turn enhances job satisfaction. Similarly, Hunitie et al. (2023) found that work engagement acts as a buffer between the introduction of new HR technologies and job dissatisfaction, suggesting that engaged employees cope better with challenges and derive more satisfaction from their work. Building on this, the current study provides evidence that the cognitive readiness to adopt E-HRM can, through engagement, shape broader affective outcomes like job satisfaction, especially within the unique operational and cultural context of Saudi SMEs.

To further enrich this theoretical contribution, the findings may also be interpreted through lenses such as social exchange theory, which posits that when employees perceive organizational investment (in this case, through E-HRM), they reciprocate through higher engagement and satisfaction. Additionally, innovation diffusion theory can help explain how social and psychological processes, such as peer influence or perceived innovation compatibility, interact with personal intentions to affect adoption outcomes. By integrating these perspectives, the study advances understanding of how BI, work engagement, and job satisfaction are dynamically interlinked, particularly in under-researched organizational environments. This opens the door for future theoretical refinement that situates work engagement as a central process in both technology acceptance and organizational behavior models, especially in the evolving landscape of digital HR practices in SMEs.

5.2 Practical Implications

The research results emphasize the significant role of social influence in driving employees' behavioral intentions to adopt E-HRM from a practical viewpoint. Therefore, creating a positive social environment where leaders and coworkers encourage the desired behaviors toward implementation of E-HRM, should be taken into consideration by organizations. They should take advantage of the effective role of social influence in increasing employees' job satisfaction and work engagement. This can be achieved if leadership training programs and peer mentorship are adopted by these organizations. It's suggested that encouraging positive behavioral intentions to adopt E-HRM should be the main focus of organizations, and this can be achieved when employees' personal goals are aligned with their job roles.

Furthermore, clear communication about performance expectations should be ensured. Behavioral intentions to adopt E-HRM could be reinforced when employees are encouraged to set particular targets, leading to higher levels of satisfaction and engagement within the organizational framework. Additionally, organizations should not majorly depend on support and resources for improving behavior intention to adopt E-HRM, because of the non-significant impact the facilitating conditions have in behavioral intention. As a result, the factors that have

a direct impact on behavioral intention should be taken into account, such as social and personal factors, without neglecting the importance of proving support and resources.

Practical implications of the other findings emphasize targeted HR strategies within Saudi SMEs. First, since behavioral intention has a significant positive effect on work engagement, HR initiatives should focus on fostering positive attitudes towards E-HRM adoption through effective communication and support, thereby increasing engagement levels. Second, given that work engagement positively impacts job satisfaction, SMEs should invest in engagement-driven practices, such as team-building and role enrichment, to enhance job satisfaction. Lastly, as work engagement fully mediates the relationship between behavioral intention and job satisfaction, companies should prioritize employee engagement strategies as a bridge between technology adoption intentions and improved job satisfaction, ensuring the full realization of E-HRM benefits.

To further support HR professionals operating in Saudi SMEs, this study offers actionable insights into how BI and work engagement can be actively cultivated to enhance E-HRM outcomes. Specifically, HR departments should prioritize structured practices that strengthen engagement, such as role enrichment programs that empower employees through greater autonomy and responsibility, and team-building initiatives that foster a sense of belonging and collaborative purpose. These strategies are especially critical in SME contexts where formal HR infrastructure may be limited, and where day-to-day employee experience is shaped more by interpersonal dynamics than by large-scale organizational systems. Additionally, regular feedback loops, recognition programs, and flexible goal-setting frameworks can help align employees' intentions with organizational objectives, reinforcing both motivation and satisfaction. By implementing such engagement-focused initiatives, HR practitioners can effectively bridge the gap between technology adoption and employee well-being, ensuring the long-term success of E-HRM systems.

6. Limitations and Future Research

This study provided important information regarding behavioral intention, but it has several limitations. First, limited causal inferences were made because the study used a cross-sectional design. To investigate the development of these relationships, longitudinal designs are suggested to be used in future research. Second, the sample size of the study is small, which may limit the generalizability of the findings across the broader population of Saudi SMEs. This relatively small sample may have introduced sampling bias, making the results less reflective of the wider SME population in Saudi Arabia, especially across sectors that were underrepresented. Therefore, future studies should consider employing stratified or random sampling techniques to improve the representativeness and statistical power of the results. Future research could expand the sample size and include a more diverse range of SMEs across various sectors and regions in Saudi Arabia or in different contexts to enhance the representativeness of the results and validate the findings in different organizational contexts.

Third, the study depended on data that were self-reported. Consequently, bias might be caused. Self-reported measures are prone to issues such as social desirability bias and common method variance, which may have inflated or distorted relationships among variables. Future research could benefit from using mixed-methods approaches or incorporating external data sources (e.g., supervisor ratings or system usage logs) to triangulate findings and enhance validity. However, the verification of results could be ensured if incorporating objective measures of job satisfaction and work engagement are used in the future studies. Lastly, the study focused

on demonstrating the correlation between specific variables. Detailed knowledge regarding the interaction of these variables in different organizational frameworks can be offered if effective mediating or moderating variables, such as organizational culture or leadership style, are explored by future research.

7. Conclusion

The findings of the study establish on UTAUT framework to highlight the direct relationship between work engagement and behavioral intention to adopt E-HRM. In addition, the findings emphasize the significant impact of work engagement on enhancing the levels of job satisfaction. The findings confirm that social influence is the only factor that leads to significant changes in organizations. These findings provide organizations with useful information regarding behavioral strategies that can be used to increase the levels of satisfaction and engagement in work environment. The study recommend that future research could extend the understanding of behavioral intention through the use of different methodological approaches to investigate the impact of other factors.

References

Ahmed, M. T. (2019). E-HRM practices and its impact on organizational performance: a study on the manufacturing industry in Bangladesh. European Journal of Business and Management, 11(6), 50-60.

Al-Ajlouni, M. I., Nawafleh, S., Alsari, H., Almarshad, M. N., and Tbaishat, R. (2019). Determinants of user acceptance of electronic-HRM through the extension of UTAUT model via the structural equation modelling approach. Journal of Information and Knowledge Management, 18(04), 1950044.

Ali, B. J., & Anwar, G. (2021). Work engagement: how does employee work engagement influence employee satisfaction?. International Journal of Advanced Engineering, Management and Science (IJAEMS), 7(6), 10-21.

Alkhwaldi, A. F., Alobidyeen, B., Abdulmuhsin, A. A., and Al-Okaily, M. (2023). Investigating the antecedents of HRIS adoption in public sector organizations: integration of UTAUT and TTF. International Journal of Organizational Analysis, 31(7), 3251-3274.

Almaaitah, M. F., Al-Rwaidan, R. M., Al-Adamat, A. M., Enaizan, O., and Alserhan, A. F. (2024). The impact of e-human resource management on employee performance: The mediating role of employee engagement in Jordanian service and public administration commission. Journal of Infrastructure, Policy and Development, 8(9), 6763.

Alsheikh, G. A. A., Al-Ghalabi, R. R., Altarawneh, A., and Al-Shamaileh, L. R. (2024). Prediction model for behavioral intention to use E-HRM through awareness in Jordanian five-star hotels. Heritage and Sustainable Development, 6(1), 219-234.

Amoako, R., Jiang, Y., Adu-Yeboah, S. S., Frempong, M. F., and Tetteh, S. (2023). Factors influencing electronic human resource management implementation in public organisations in an emerging economy: An empirical study. South African Journal of Business Management, 54(1), 2937.

Anam, and Haque, M. I. (2023). Behavioural intention of HR professionals to use HR analytics in the Indian context: an analysis using the UTAUT model. International Journal of Indian Culture and Business Management, 28(1), 101-123.

Anjum, N., and Islam, M. A. (2020). Employees' behavioral intention to adopt e-HRM system-an approach to extend technology acceptance model. International Journal of Academic Research in Accounting, Finance and Management Sciences, 10(3), 544-561.

Anwar, K., and Qadir, G. H. (2017). A study of the relationship between work engagement and job

satisfaction in private companies in Kurdistan. International Journal of Advanced Engineering, Management and Science, 3(12), 239944.

Arifin, Z., Nirwanto, N., and Manan, A. (2019). Improving the effect of work satisfaction on job performance through employee engagement. International Journal of Multi-Discipline Science (IJ-MDS), 2(1), 1-9.

Awang, Z., Afthanorhan, A., and Asri, M. A. M. (2015). Parametric and non-parametric approach in structural equation modeling (SEM): the application of bootstrapping. Modern Applied Science, 9(9), 58.

Bellani, E., Ramadhani, S. R., and Tamar, M. (2017, August). Job satisfaction as predictor of employee engagement. In 8th International Conference of Asian Association of Indigenous and Cultural Psychology (ICAAIP 2017) (15-19). Atlantis Press.

Berber, N., Đorđević, B., and Milanović, S. (2018). Electronic human resource management (e-HRM): A new concept for digital age. Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management, 23(2).

Bravo, E. R., Santana, M., and Rodon, J. (2016). Automating and informating: roles to examine technology's impact on performance. Behaviour and Information Technology, 35(7), 586-604.

Catherine, N., Geofrey, K. M., Moya, M. B., and Aballo, G. (2017). Effort expectancy, performance expectancy, social influence and facilitating conditions as predictors of behavioural intentions to use ATMs with fingerprint authentication in Ugandan banks. Global Journal of Computer Science and Technology, 17(5), 5-23.

Djoemadi, F. R., Setiawan, M., Noermijati, N., and Irawanto, D. W. (2019). The effect of work satisfaction on employee engagement. Polish Journal of Management Studies, 19.

Efron, B., and Tibshirani, R. J. (1993). Estimates of bias. In An introduction to the bootstrap (124-140). Springer US.

Fraij, J. (2022). UTAUT2 Model to Investigate the Adoption of E-HRM in the Telecommunication Sector. International Journal of Communications, 7, 72-85.

Garg, K., Dar, I. A., and Mishra, M. (2018). Job satisfaction and work engagement: a study using private sector bank managers. Advances in Developing Human Resources, 20(1), 58-71.

Geisser, S. (1975). The predictive sample reuse method with applications. Journal of the American statistical Association, 70(350), 320-328.

Gélinas, A., L'Écuyer, F., and Pelletier, C. (2022). An exploration of E-HRM "best" practices in SMES. 8th e-HRM International Conference Managing human resources in digitalized organizations and ecosystems, Aarhus, Danemark.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., and Tatham, R. L. (2006). Multivariate data analysis (sixth ed.). United State of Amreica: Pearson prentice hall.

Hair, J. F., Hult, G. T. M., Ringle, C. M. and Sarstedt, M. (2014). A Primer on partial least squares structural equation modeling. Sage, Thousand Oaks, CA.

Hair, J. F., Ringle, C. M., and Sarstedt, M. (2011). PLS-SEM: indeed, a silver bullet. Journal of Marketing theory and Practice, 19(2), 139-152.

Hair, J. F., Risher, J. J., Sarstedt, M., and Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European business review, 31(1), 2-24.

Hair, J. F., Thomas, G., Hult, M., Ringle, C. M., and Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling. (2nd ed.), Thousand Oakes, CA: Sage.

Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010). Multivariate Data Analysis. Prentice-Hall, Upper Saddle River, NJ.

Halder, S. (2024). Impact Of E-HRM Practices in The Working Environment of Banking Sector. An Employee Centered Analysis Educational Administration: Theory and Practice, 30 (4), 7403-

7409.

Hayes, A. F., and Scharkow, M. (2013). The relative trustworthiness of inferential tests of the indirect effect in statistical mediation analysis: does method really matter?. Psychological science, 24(10), 1918-1927.

Henseler, J., Ringle, C. M., and Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115–135.

Henseler, J., Ringle, C. M., and Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. Advances in International Marketing, 20(4), 277-320.

Hunitie, M. F. A., Hamadneh, S., Al-kharabsheh, S. A., Alzoubi, A. B., Abufares, M. O. M., and Al-Hawary, S. I. S. (2023). The mediating role of employee engagement on the relationship between electronic human resource management and organizational effectiveness. Information Science Letters, 12(3), 1307-1318.

Ibrahim, B. A., and Hussein, S. M. (2024). Relationship between resilience at work, work engagement and job satisfaction among engineers: a cross-sectional study. BMC Public Health, 24(1), 1077.

Imran, M., Memon, A. W., Talreja, K., and Bhutto, S. A. (2021). Does E-HRM advance employee engagement? a study of commercial bank operating in Sukkur and Khairpur district. Indian Journal of Economics and Business, 20(4), 889-903.

Ismail, F. B., Ling, L. S., Kadir, A. A., and Al Hosaini, A. A. H. (2021). Employee satisfaction and performance of E-HRM system in Malaysia banking sector. Annals of the Romanian Society for Cell Biology, 6721-6729.

Karanika-Murray, M., Duncan, N., Pontes, H. M., and Griffiths, M. D. (2015). Organizational identification, work engagement, and job satisfaction. Journal of Managerial Psychology, 30(8), 1019-1033.

Khalaf, R. K. A., Hmoud, H. Y., and Obeidat, B. (2019). Reviewing the mediating role of job satisfaction on the effect of employee engagement on organizational performance. Journal of Social Sciences (CoesandRJ-Jss), 8(1), 7-23.

Kline, R. B. (2005). Principles and practice of structural equation modeling. The Guilford Press.

Maamari, B. E., and Osta, A. (2021). The effect of HRIS implementation success on job involvement, job satisfaction and work engagement in SMEs. International Journal of Organizational Analysis, 29(5), 1269-1286.

Monsha'at. (2024). SME Monitor: Monsha'at quarterly report Q4 2023. Small and Medium Enterprises General Authority (Monsha'at). https://www.monshaat.gov.sa/sites/default/files/2024-02/SME%20Monitor%20-%20Q4%202023%20EN_0.pdf

Muqaddim, N., and Hosain, M. S. (2021). E-HRM practices and operational efficiency: Evidence from Bangladeshi garment industry. Asian Journal of Economics, Business and Accounting, 21(4), 80-95.

Noerman, T., Erlando, A., and Riyanto, F. D. (2021). Factors determining intention to continue using E-HRM. The Journal of Asian Finance, Economics and Business, 8(2), 1079-1089.

Nulty, D. D. (2008). The adequacy of response rates to online and paper surveys: what can be done?. Assessment and evaluation in higher education, 33(3), 301-314.

Nunnally, J.C. and Bernstein, I.H. (1994). Psychometric Theory. McGraw-Hill, New York.

Nyathi, M., and Kekwaletswe, R. (2023a). Realizing employee and organizational performance gains through electronic human resource management use in developing countries. African Journal of Economic and Management Studies, 14(1), 121-134.

Nyathi, M., and Kekwaletswe, R. (2023b). The relationship between electronic human resource management and employee job satisfaction in organizational value-creation in Africa: the case

of Zimbabwe. African Journal of Economic and Management Studies, 14(4), 524-538.

Nyathi, M., and Kekwaletswe, R. (2024). Electronic human resource management (E-HRM) configuration for organizational success: inclusion of employee outcomes as contextual variables. Journal of Organizational Effectiveness: People and Performance, 11(1), 196-212.

Oyoru, R. A. (2023). Effect of E-HRM practices on organizational performance: A study of the banking industry in Nigeria. Journal of Public Administration, Policy and Governance Research, 1(1), 84-97.

Permatasari, Y., Tricahyono, D., and Indiyati, D. (2022). Acceptance analysis of e-HRM for employees using UTAUT-1 model. In Sustainable Future: Trends, Strategies and Development (109-112). Routledge.

Peterson, R. A., and Kim, Y. (2013). On the relationship between coefficient alpha and composite reliability. Journal of applied psychology, 98(1), 194.

Rawashdeh, A. M., Elayan, M. B., Alhyasat, W., and Shamout, M. D. (2021). Electronic human resources management perceived usefulness, perceived ease of use and continuance usage intention: the mediating role of user satisfaction in jordanian hotels sector. International Journal for Quality Research, 15(2), 679.

Ray, T. K., & Pana-Cryan, R. (2021). Work flexibility and work-related well-being. International journal of environmental research and public health, 18(6), 3254.

Rizkalla, N., Tannady, H., and Bernando, R. (2023). Analysis of the influence of performance expectancy, effort expectancy, social influence, and attitude toward behavior on intention to adopt live. on. Multidisciplinary Reviews, 6, 2023spe017.

Sachitra, V., and Wimalasena, T. (2024). Employee Acceptance of Human Resource Management Information System: Integrated UTAUT and TTF Model in a Selected Public Firm in Sri Lanka. South Asian Journal of Social Studies and Economics, 21(2), 75-87.

Salsabila, D. E., Askolani, A., and Rofaida, R. (2022). The mediating role of job satisfaction in the relationship between human resource information systems and employee performance at the project deployment center division of PT Len Industri (Persero). The International Journal of Business Review (The Jobs Review), 7(1), 1-14.

Schaufeli, W. B., Taris, T. W., and Bakker, A. B. (2006). Dr Jekyll or Mr Hyde? On the differences between work engagement and workaholism. Research companion to working time and work addiction, 193.

Shahreki, J., Jamaluddin, H., Chin, A. L. L., Hashemi, S., and Nakanishi, H. (2020). An examination on the effects of technology acceptance model in electronic human resource management. Journal of Soft Computing and Decision Support Systems, 7(3), 23-31.

Shamaileh, N., Eldahamsheh, M., Alneimat, S., Istaiteyeh, R., Azzam, I., and Al-Hawary, S. (2023). The effects of smart human resources 4.0 on employee job effectiveness: The mediating role of employee job satisfaction. International Journal of Data and Network Science, 7(2), 801-808.

Sharif, S., Malik, S. A., Arooj, N., and Albadry, O. M. (2024). Human resource management (HRM) practices and organizational commitment in higher educational institution (HEI): a mediating role for work engagement. Global Knowledge, Memory and Communication, ahead-of-print.

Siam, M. R., and Alhaderi, S. M. (2019). The scope of E-HRM and its effectiveness. Polish Journal of Management Studies, 19(2), 353-362.

Stone, M. (1974) Cross-validation and multinomial prediction. Biometrika, 61(3), 509-515.

Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions. Journal of the Royal Statistical Society: Series B (Methodological), 111-147.

Thatcher, J. B., Stepina, L. P., and Boyle, R. J. (2002). Turnover of information technology workers: Examining empirically the influence of attitudes, job characteristics, and external markets. Journal

of Management Information Systems, 19(3), 231-261.

Theotokas, I. N., Lagoudis, I. N., Syntychaki, A., and Prosilias, J. (2024). Factors affecting E-HRM practices in Greek shipping management companies: the role of organizational culture, cultural intelligence, and innovation. Journal of Shipping and Trade, 9(1), 13.

Tricahyono, D., Permatasari, Y., and Indiyati, D. (2022). EHRM Adoption with Job Tenure, Gender, and Corona Fear as Moderating Variables Using UTAUT. In Conference on Industrial Engineering and Operations Management.

Venkatesh, V., Morris, M. G., Davis, G. B., and Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. MIS quarterly, 425-478.

Vorina, A., Simonič, M., and Vlasova, M. (2017). An analysis of the relationship between job satisfaction and employee engagement. Economic themes, 55(2), 243-262.

Wetzels, M., Odekerken-Schröder, G., and Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: Guidelines and empirical illustration. MIS quarterly, 177-195.

Wongras, P., and Tanantong, T. (2023). An extended UTAUT model for analyzing users' Acceptance factors for artificial Intelligence adoption in human resource recruitment: A case study of Thailand. Education and Information Technologies, 3(7), 13-27.

Yalabik, Z. Y., Rayton, B. A., and Rapti, A. (2017). Facets of job satisfaction and work engagement. Evidence-based HRM: a global forum for empirical scholarship, 5(3), 248-265.

Zhang, Y. (2009). A study of corporate reputation's influence on customer loyalty based on PLS-SEM model. International Business Research, 2(3), 28.

Biographical Statement

Dr. Eman Nafa Aljagthamy is an Assistant Professor of Human Resources in the Department of Human Recourses management ,College of Business, King Abdulaziz University (Rabigh, Saudi Arabia) . Dr. Eman received her PhD degree in Human Recourses management 2017() from UiTM University. Her research interests mainly in Organizational Behavior

معلومات عن الباحث

د. إيمان نافع الجغثمي، أستاذ الموارد البشرية المساعد في قسم إدارة الموارد البشرية، بكلية الأعمال، في جامعة الملك عبدالعزيز، (رابغ– المملكة العربية السعودية). حاصلة على درجة الدكتوراة في إدارة الموارد البشرية من جامعة التكنولوجيا مارا عام 2017، تدور اهتماماتي البحثية حول قضايا السلوك التنظيمي.

Email: ealjagthamy@kau.edu.sa