

THE ROLE OF TRANSFORMATIONAL LEADERSHIP ON USER ACCEPTANCE AND BEHAVIOURAL INTENTION TO USE HUMAN CAPITAL MANAGEMENT SYSTEMS (HCM): A CONCEPTUAL STUDY

A. H. U. Perera¹

¹Faculty of Management Studies,
Open University of Sri Lanka, Nawala, Sri Lanka
ahper@ou.ac.lk

Abstract

Information systems provide the technological backbone that supports human resource management (HRM) functions. Nevertheless, in the Sri Lankan context, it was revealed that lack of user acceptance and use related to Human Capital Management Systems (HCM), leads to poor returns on technology investments. The acceptance of the HCM by its users is considered as an important aspect predicting its effective or optimal use of the HCM. The important effects of Transformational Leadership on Information Technology (IT) Acceptance and Use are a popular agreement among human resource management practitioners. Thus, the role Transformational Leadership is suggested to give prominence in improving the usage of the Human Capital Management Systems. The main objective of this concept paper is to propose a study on whether there is an impact of transformational leadership on direct determinants of user acceptance and behavioural intention to use human capital management systems. This study uses the quantitative techniques due to the positivism philosophy and adopts the deductive approach in this conceptual study. This concept paper will provide insights into the mediating impact of UTAUT constructs on the relationship between the behavioural intention to use human capital management systems technology and the transformational leadership. The implications of this study would be useful for effective utilization of the information systems such as human capital management systems which leads to effectiveness of the organizational operations and goal achievement.

Keywords: transformational leadership, performance expectancy, social influence, effort expectancy, behavioural intention to use HCM

Introduction

Human resource management or rather human capital management using information technology is significantly impacted with the emergence of a global workforce as well as with the increased relevance of business analytics as a strategic organizational capability as per Bag, et al. (2021). The success of a business entity is inevitably determined on the performance of its human resource which is also known as human capital in the contemporary knowledge-based economic environment with the changing global environment (Noutsu, Kala Kamdjoug, & Wamba, 2017). The professional standing of human resource management professionals is enhanced by the effective use of information systems used for human resource/capital management (HRIS/ HCM) for strategic collaborating, increasingly making the strategic use of human resource management as per Hussain, Wallace and Cornelius (2007). Human Resource management related information systems functionality enables faster decision making on the development, planning and administration of the human resource/capital management due to ease of data manipulation along with ease on updates, classifications and analysis, making the human capital management to strengthen an organization's character (Ngai and Wat, 2006; Nastjuk et al, 2020; Perera & Abeysekara, 2019).

The important effects of leadership on Information Technology (IT) Acceptance and Use are a popular agreement among human resource management practitioners who use human capital management systems (HCM) which is a further step ahead of the above mentioned HRIS with more strategically advanced technology. As the organizations culture also plays a significant role on influencing the transformational leader's intention to use human

capital management systems the organizations culture which promotes transformational leadership climate would alter management such as the leadership style of the leaders (Burton & Peachey, 2014; Bonsu, & Twum-Danso 2018). Nevertheless, there is a dearth of empirical research studies which explored the leadership phenomenon in terms of the Information Technology (IT) Acceptance and Use which can be applied in the real world for implications as per Neufeld et al. (2007).

Given the past literature on information system user acceptance, the Unified Theory of Technology Acceptance and Use of Technology Model (UTAUT) was seldomly extended with leadership related concepts as an exogenous variable where few researchers have researched on extending the UTAUT model with such as the concept of charismatic leadership influence on the technology users especially focusing on the inspirational motivation and idealized influence behaviours (Neufeld et al., 2007; Venkatesh et al., 2016; Perera & Abeysekara, 2019).

Buttle (2004) contends as mentioned in Abeysekera and Wickramasinghe (2012a) that “Leadership is very important to the success of Customer Relationship Management (CRM) implementations” where CRM is an information system used for marketing in organizations. Thus, when it comes to the human capital management also, leadership is very important to the success of Customer Relationship Management (CRM) implementations (Perera & Abeysekara, 2019). Similarly, the influence of leadership on the information systems user acceptance and use behaviour is an important phenomenon to be researched further, which was not explained through the available information systems user acceptance and use related knowledge adequately (Neufeld et al., 2007; Siriwardene & Dharmasiri, 2012; Venkatesh et al., 2016). Thus, the impact of transformational leadership can be identified as an insignificantly addressed in extending the most validated UTAUT model which can be adopted to explain the human capital management systems user acceptance and use phenomena with significant accuracy.

The impact of transformational leadership on the UTAUT model’s direct determinants of the intention to use technology, namely performance expectancy, effort expectancy, social influence has not yet significantly studied in the individual information technology acceptance and use related research specifically on the study context of human capital management systems (HCM) technology so far (Neufeld et al., 2007; Venkatesh et al., 2016; Nastjuk et al., 2020; Ahmed et al., 2022). Furthermore, the study on UTAUT has explained only a 77% of the variance in behavioural intention to use a technology as mentioned by Venkatesh et al. (2016). Despite the research into the above-mentioned concepts, these constructs have not yet been conceptualized in coherence in the past literature. Therefore, the unexplained proportion of the transformational leadership influence on information technology user behaviour phenomenon of on human capital management systems (HCM) technology is yet to be discovered on the impact of transformational leadership on the UTAUT model’s direct determinants of intention to use human capital management systems technology to expand the existing knowledge on the information systems user acceptance and Behavioural Intention to use HCM.

According to Weick, (1990) as cited by Fisher and Howell (2004), human capital of an organization perceives the changes in the organizational environment such as a new computer system by creating interpretations of it through a sense making process. According to the study conducted by Neufeld et al. (2007) the findings showed that the influence of a leader’s Inspirational Motivation and idealized influence, which are two main characteristics of a transformational leader on behavioural intention was mediated by three of the four UTAUT variables which are namely, the Effort Expectancy, the Social Influence and the Performance Expectancy which are the underlying attitudes of the Theory of Planned Behaviour (TPB) (Venkatesh et al., 2016); Perera & Abeysekara, 2019). Thus, it can be recognized through literature, that the transformation of the attitudes of the information system user is crucial for the success of the effectiveness of an information system such as human capital management systems (Neufeld et al., 2007; Venkatesh et al., 2016; Perera & Abeysekara, 2019).

There have only been very few studies on leadership and user acceptance of information technology on the exogenous impact of leadership charisma or on the UTAUT model which showed that the idealised influence or leader’s charisma on behavioral intention was mediated by the three of the UTAUT variable where the transformational traits of leadership was enacted through these UTAUT behavioral constructs (Neufeld et al., 2007; Perera & Abeysekara, 2019). Therefore, this concept paper tries to integrate the Unified Theory of Acceptance and Use of Technology (UTAUT) Acceptance and Use constructs with Transformational Leadership theory. Therefore, the main objective of this study is to identify whether there is an impact of transformational leadership on direct determinants of user acceptance and behavioural intention to use human capital management systems. Therefore, this concept paper seeks to propose a conceptual model in solving the research question of “Whether there is an impact of

transformational leadership on direct determinants of user acceptance and behavioural intention to use human capital management systems?”

Literature Review

Direct Determinants of Behavioural Intention to Use Human Capital Management Systems

Implementing a Human Capital Management Systems can mainly support a number of Human Capital management functions such as workforce planning, staffing, compensation programs, salary forecasts, pay budgets and employee relations according to Bal, Bozkurt, and Ertemsir (2012). Human Capital Managers as well as Information Systems related researchers stress the need to understand the factors that contribute to the success of HCM (Ngai & Wat, 2006); (Hussain et al., 2007) ;(Perera & Abeysekara, 2019).

The literature on information systems such as Human Capital Management Systems are enriched over the years to explain the user acceptance in influencing the information systems user behavior (Venkatesh et al., 2016). Information systems user acceptance is a salient factor which predicts the information systems effectiveness or the optimal usage (Venkatesh et al., 2003; Neufeld et al., 2007; Venkatesh et al., 2012; Venkatesh et al., 2016). Whereas the role of intention as a predictor of actual use is critical and has been well-established in Management Information Systems and the reference disciplines (Venkatesh et al., 2003; Neufeld et al., 2007; Venkatesh et al., 2012; Venkatesh et al., 2016).

The Unified Theory of Technology Acceptance and Use of Technology Model (UTAUT), synthesizes technology acceptance and use related significant theoretical findings as per Venkatesh, et al. (2003); Venkatesh, et al. (2012); Venkatesh, et al. (2016). The UTAUT model’s Direct Determinants of Behavioural Intention to Use technology, in this case the Human Capital Management Systems, adopts the underlying beliefs of the theory of Planned Behaviour (Venkatesh, et al., (2003); (Venkatesh et al., 2016); (Perera & Abeysekara, 2019). Therefore the more favourable the attitude towards the behaviour stronger the individual’s intention to perform it. (Venkatesh et al., 2012); (Venkatesh et al., 2016); (Perera & Abeysekara, 2019).

Performance Expectancy, Social Influence and Effort Expectancy

The validated model of UTAUT strongly emphasizes the important factor of utilitarian value or the extrinsic motivation which is depicted by the construct Performance Expectancy (Venkatesh et al., 2003). This has been consistently shown to be the strongest antecedent of the behavioral intention as per (Davis, 1989); (Venkatesh & Davis, 2000); (Venkatesh et al., 2003); (Venkatesh et al., 2012); (Venkatesh et al., 2016); (Perera & Abeysekara, 2019).

Social Influence represents the attitude about the likely consequences or other attributes of the behavior and the attitude about the normative expectations of other people are represented as per the theory of Planned Behaviour by Ajzen (2002). The Subjective Norm which is represented by the Social Influence construct in the base model, refers to the individual’s perceptions of general social pressure to perform or not to perform the behaviour (Venkatesh et al., 2016). It is mentioned that if an individual perceives that significant others approve of the behaviour, they are more likely to have the intention to perform it (Venkatesh et al., 2003); (Venkatesh et al., 2012); (Venkatesh et al., 2016); (Perera & Abeysekara, 2019).

The perceived behavioural control or the perceived ease or difficulty of performing the behaviour is represented with the effort expectancy in the original model prescribed in the theory of planned behaviour (Venkatesh et al., 2003); (Venkatesh et al., 2012); (Venkatesh et al., 2016); (Perera & Abeysekara, 2019). The attitude about the presence of factors that may further or hinder performance of the behaviour is represented with the facilitating conditions which is also defined as the degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system (Ajzen, 2002; Roewecklein, 2006). It is mentioned that this variable is closely related to the concepts of perceived behavioural control (Ajzen, 1991 as cited evidence by Venkatesh et al., 2016) Thus, if effort expectancy is not present in the model, the facilitating conditions which are present in the original UTAUT model could be used as a variable in predicting the behavioural intention (Venkatesh et al., 2003); (Venkatesh et al., 2012); (Venkatesh et al., 2016); (Perera & Abeysekara, 2019).

Behavioural intention to use human capital management systems

Behavioural intention defines the degree to which a person exerts effort to perform a behaviour and includes the motivational forces that produce planned behaviour as mentioned in the theory of planned behaviour (Michaelis, Stegmaier, & Sonntag, 2009). The variable behavioural intention means is to adopt, which also can be identified as a person's readiness to perform a given behaviour (Ajzen, 2002); (Roeckelein, 2006). The combination of the three variables, performance expectancy, social influence and effort expectancy other than the facilitating conditions, leads to a behavioral intention in the validated UTAUT model which predicts the technology user acceptance and use behaviour (Venkatesh et al., 2003; Venkatesh et al., 2012; Venkatesh et al., 2016; Perera & Abeysekera, 2019). The theory of planned behaviour or its predecessor, the theory of reasoned action, provided strong evidence that a person's attitudes determine behavioral intention (Ajzen, 2002); (Roeckelein, 2006).

As per the Technology Acceptance Model (TAM) which is also based on TBB, it has been useful to examine and explain why users might adopt particular information technologies and TAM theorized that usage of an information system depends on a system user's behavioural intention to use the system (Venkatesh et al., 2003; Venkatesh et al., 2016). Given that the UTAUT model has used the theory of planned behaviour as its underlying main base theory, the behavioural intention is thus assumed to be the immediate antecedent of technology used behavior which is the fundamental concept of the wealth of technology user acceptance literature (Baron & Kenny, 1986 ; Davis, 1989; Venkatesh & Davis, 2000; Roeckelein, 2006; Venkatesh et al., 2012; Venkatesh et al., 2016; Perera & Abeysekera, 2019). Therefore, in this study context, as the behavioral intention to use the human capital management systems increases, the human capital management systems user is more likely to use the human capital management systems. Thus, it is assumed that employees' attitudes like performance expectancy, social influence and effort expectancy are particularly relevant to organizations in to reducing the likelihood of implementation failure, as the human capital management system users determine the behavioural intention to use HCM which leads to actual human capital management systems use behaviour.

Transformational leadership

“An understanding of the interplay between transformational leadership and organizational performance is an important factor for developing effective organizations. Finding ways to optimize the performance of people and hence, the organization has been, and continues to be, a major concern for organizational leaders” (Shyanka, Abeysekera & Rajapakse, 2014, p. 383). As Roeckelein (2006, p. 351) remarked, “Leadership theorists have begun increasingly to study the cognitive processes inherent in leadership situations”. This is because leadership presence is related to the success of the implementation of an organizational change which is further validated with the studies done by Burns, 1978; Bass, 1985; Kirkpatrick, 1985 and Yukl, 1994 as cited evidence in Fisher and Howell (2004). According to Weick, (1990) as cited by Fisher and Howell (2004) human capital of an organization perceives the changes in the organizational environment such as a new computer system by creating interpretations of it through a sense making process. Further, if the employees make inferences about a system in a negative manner maybe due to misguided information received, the organization has to face challenges in improving the employee reactions. This is further emphasized as Roeckelein (2006, p. 351) note: “Leadership theory and research is likely to continue in the study of both noncognitive and cognitive variables in the leader-member relationship, as well as show increasing interest in the role of task characteristics in the determination of effective group and member performance”.

“Transformational leaders broaden and change the interests of their followers and generate awareness and acceptance of the purposes and mission of the group. They stir their followers to look beyond their self-interest for the benefit of the group” (Abeysekera & Wickramasinghe, 2012b, p.137). In line with this view, Bass (1985) defines transformational leadership as the one who motivates followers to do more than they are initially expected to do by providing vision and a strong ideology an inspiration created for the follower to perform as a result of an emotional attachment with the transformational leader according to Mosley (1998) as cited from Abeysekera and Wickramasinghe (2012). According to a study conducted (Neufeld et al., 2007), it is stated that leader behaviours may substantially influence employees' innovation implementation behaviour (Michaelis, Stegmaier, & Sonntag, 2009) and in this context, it can be interpreted as the behaviour towards the information system which deals with the human capital management or the HCM usage. As per Neufeld et al. (2007), the findings showed that the influence of a leader's inspirational motivation and idealized influence, which are two main characteristics of a transformational leader on behavioural intention mediated by three of the four UTAUT variables namely, effort expectancy, social

influence and performance expectancy which are the underlying attitudes of the theory of planned behaviour (TPB) (Baron & Kenny, 1986; Venkatesh et al., 2016; Perera & Abeysekara, 2019).

Bass's (1985) theory, which is "the full-range leadership theory", is considered to be the flagship theory towards the transformational leadership movement (Antonakis, 2012) where the theory predicts that followers are able to reach ambitious goals, while demonstrating utmost confidence in the followers, who are motivated in reaching the expected standards of performance beyond normal expectations towards positive outcomes. This enhanced concentration on positive outcomes of the change-initiative or else the transformation of the users' attitudes towards HCM, should lead to high levels of affective commitment to change or in other words, behavioural intention to use the new technology system (Fisher & Howell, 2004; Neufeld et al., 2007; Venkatesh et al., 2012; Venkatesh et al., 2016; Perera & Abeysekara, 2019).

Conceptual Model and Hypotheses

Transformational Leadership and Performance Expectancy

"Performance expectancy is defined as the degree to which an individual believes that using the system will help him or her to attain gains in job performance" (Venkatesh et al., 2003, p. 447). In developing this construct five constructs from various validated models on technology acceptance and use related models were amalgamated by Venkatesh et al. (2003). As per Antonakis (2012) the emotional interaction between followers and the transformational leader arouses the followers' motives to accomplish the leader's intentions for transformation of followers' values and attitudes. Thus, in line with this phenomenon, Neufeld et al. (2007) revealed that the followers who experienced the transformational characteristics of the leader such as inspirational Motivation and Idealized Influence behaviors also expressed higher levels of Performance Expectancy levels. Therefore, the following hypothesis is the proposed for the constructed conceptual model of the study.

H1: Transformational Leadership has a positive impact on Human Capital Management Systems Users' Performance Expectancy.

Transformational Leadership and Social Influence

"Social influence is defined as the degree to which an individual perceives that important others believe he or she should use the new system". (Venkatesh et al., 2003, p.451) which is a direct determinant of behavioral intention is represented as subjective norm (Ajzen, 2002; Venkatesh, et al., 2003; Thompson, Higgins & Howell., 1991) used the term social norms in defining their construct, and acknowledge its similarity to subjective norm within TRA. Thus, in line with this phenomenon, Neufeld et al. (2007) revealed that the followers who experienced the transformational characteristics of the leader such as Idealized Influence behaviors also expressed higher levels of Social Influence mainly the perceived norms which represents the subjective norm of the TPB as well. Therefore, the following hypothesis is the proposed for the constructed conceptual model of the study.

H2: Transformational Leadership has a positive impact on Human Capital Management Systems Users' Social Influence.

Transformational Leadership and Effort Expectancy

Effort Expectancy is defined as "the degree of ease associated with the use of the System" (Venkatesh, et al., 2003, p.450). In developing this construct three constructs from different models were amalgamated by the researchers namely, perceived ease of use, complexity and ease of use as per Venkatesh, et al. (2003). According to Antonakis (2012) the followers are inspired and excited by the transformational qualities of the leader along with the ideology of the fact that the followers may be able to accomplish greater targets by putting an extra effort. In terms of the leadership influence it is revealed that the users who have perceived that their leader has shown Inspirational Motivation and Idealized Influence behaviors had also shown higher levels of Effort Expectancy specially in perceived usefulness (Neufeld et al., 2007, Perera & Abeysekara, 2019). Therefore, the following hypothesis is the proposed for the constructed conceptual model of the study.

H3: Transformational Leadership has a positive impact on Human Capital Management Systems Users' Effort Expectancy.

Performance Expectancy and Behavioral Intention to Use Human Capital Management Systems

Venkatesh et al. (2003) identified that the Performance Expectancy construct as the strongest predictor of intention which is also consistent with previous research (Venkatesh & Davis, 2000). Perceived usefulness (Davis, 1989; Davis et al., 1989) is the degree to which a person believes that using a particular system would enhance his or her job performance and Extrinsic Motivation (Davis et al., 1992) is the perception that the users will want to perform an activity because it is perceived to be instrumental in achieving valued outcomes that are distinct from the activity itself, such as improved job performance, pay or performance. Perceived usefulness and Extrinsic Motivation are main components which were involved in building the Performance Expectancy construct by Venkatesh et al. (2003). According to UTAUT, Performance Expectancy found to influence Behavioral Intention to Use a Technology (Venkatesh et al., 2003; Neufeld et al., 2007; Venkatesh et al., 2012; Venkatesh et al., 2016; Perera & Abeysekara, 2019). Therefore, the following hypothesis is the proposed for the constructed conceptual model of the study.

H4: Human Capital Management Systems Users' Performance Expectancy has a positive impact on Behavioural Intention to Use Human Capital Management Systems.

Social Influence and Behavioral Intention to use Human Capital Management Systems

Subjective norm is the person's perception that most people who are important to him think he should or should not perform the behaviour in question therefore one's image was used as a main component in construction of the Social Influence (Venkatesh et al., 2016; Perera & Abeysekara, 2019). The image is identified as the degree to which use of an innovation is perceived to enhance one's status in one's social system (Moore & Benbasat, 1991). Thompson et al. (1991) as cited evidence by Venkatesh et al. (2016) used the term social norms in defining their construct, and acknowledge its similarity to subjective norm within the theory of reasoned action and explained as the individual's internalization of the reference group's subjective culture and specific interpersonal agreements that the individual has made with others, in specific social situations. According to UTAUT, Social Influence found to influence Behavioral Intention to Use a technology (Venkatesh et al., 2003; Neufeld et al., 2007; Venkatesh et al., 2012; Venkatesh et al., 2016; Perera & Abeysekara, 2019). Therefore, the following hypothesis is the proposed for the constructed conceptual model of the study.

H5: Human Capital Management Systems Users' Social Influence has a positive impact on Behavioral Intention to use Human Capital Management Systems.

Effort Expectancy and Behavioral Intention to use Human Capital Management Systems

Perceived Ease of Use (Davis, 1989) is the degree to which a person believes that using a system would be free of effort and the complexity (Thompson et al., 1991) is the degree to which a system is perceived as relatively difficult to understand and use. The Ease of Use is also defined by (Moore and Benbast, 1991) as the degree to which using an innovation is perceived being difficult to use. These concepts were the root components which were used in constructing the Effort Expectancy construct by (Venkatesh et al. (2003) in their study which found out a relationship among Effort Expectancy and Behavioral Intention to Use technology. According to UTAUT, Effort Expectancy found to influence Behavioral Intention to Use a Technology (Venkatesh et al., 2003; Neufeld et al., 2007; Venkatesh et al., 2012; Venkatesh et al., 2016; Perera & Abeysekara, 2019). Therefore, the following hypothesis is the proposed for the constructed conceptual model of the study.

H6: Human Capital Management Systems Users' Effort Expectancy has a positive impact on Behavioral Intention to use Human Capital Management Systems.

Transformational Leadership and Behavioural Intention to Use Human Capital Management Systems

Theories of Transformational Leadership emphasize emotional effects as emotional attachment to the leader by the followers where emotional and motivational arousal of the followers articulated. The charisma or the Idealized Influence of the Transformational Leader is altering the follower's self-esteem, trust, and confidence in the leader which intern influences follower values and follower intrinsic motivation (Shamir, House, & Arthur, 1993; Neufeld

et al., 2007; Perera & Abeysekara, 2019). In a different contextual study on relationship between Idealized Influence and Behavioural Intention using the TPB has revealed that charisma as a way of attractive driving force for adults to generate strong learning intentions for the determinant of Behavioural Intention in the Theory of Reasoned Action (Ajzen, 2002). Therefore, the following hypothesis is the proposed for the constructed conceptual model of the study.

H7: Transformational Leadership positively impacts on Behavioural Intention to use Human Capital Management Systems.

Performance Expectancy, Social Influence and Effort Expectancy of the Human Capital Management Systems Users, Transformational Leadership and Behavioural Intention to use Human Capital Management Systems

The Theory of Planned Behaviour or its predecessor, the Theory of Reasoned Action, provided strong evidence that a person's attitudes determine Behavioral Intention and the Unified Theory of Acceptance and Use of Technology (UTAUT) is based on the Theory of Planned Behaviour as well. According to the study conducted by Neufeld et al. (2007) the findings showed that the followers who experienced the transformational characteristics of the leader such as inspirational Motivation and Idealized Influence behaviors also expressed higher levels of Effort Expectancy, the Social Influence and the Performance Expectancy attitudes which determine Behavioral Intention to Use technology (Neufeld et al., 2007; Perera & Abeysekara, 2019). Further it was revealed that the leadership impact on the Behavioral Intention to Use technology was mediated by three of the four UTAUT variables which are namely, Effort Expectancy, the Social Influence and the Performance Expectancy of which represent the underlying attitudes of the Theory of Planned Behaviour (TPB) by Ajzen Venkatesh et al., 2003; Neufeld et al., 2007; Venkatesh et al., 2016; Perera & Abeysekara, 2019).

It is mentioned that if Effort Expectancy is not present in the model the Facilitating Conditions to become predictive of intention can be considered (Venkatesh et al., 2003; Venkatesh et al., 2016; Perera & Abeysekara, 2019) and as the Effort Expectancy is present in the base UTAUT model Facilitating Conditions is non-significant in predicting the Behavioural Intention. As it was revealed that the attributions of Transformational Leadership were enacted 'through' Direct Determinants of User Acceptance of the UTAUT model in terms of IT project implementation (Neufeld et al., 2007; Perera & Abeysekara, 2019). Therefore, the following hypothesis is the proposed for the constructed conceptual model of the study.

H8: Performance Expectancy, Social Influence and Effort Expectancy of the HCM Users Mediates the positive impact between Transformational Leadership and Behavioural Intention to use Human Capital Management Systems.

By developing a coherent model on technology acceptance and use with Transformational Leadership along with the Direct Determinants of UTAUT User Acceptance and Behavioural Intention concepts this would fill in the theoretical gaps in the multidisciplinary management literature in terms of Human Capital Management Systems along with the role of Transformational Leadership influence on those concepts.

In answering the research question identified, this concept paper suggests a conceptual model which incorporates the Transformational Leadership impact on information systems specifically, direct determinants of Human Capital Management Systems User Acceptance and Behavioral Intention Use the Human Capital Management Systems related concepts. The Unified Theory of Technology Acceptance and Use of Technology Model (UTAUT) and the Transformational Leadership Theory provides the theoretical base in conceptualizing the proposed model. Therefore, the proposed conceptual model suggests that Transformational Leadership have positive impact among the UTAUT model's information system technology user behaviour related variables which can be integrated towards arriving at a coherent conceptual model.

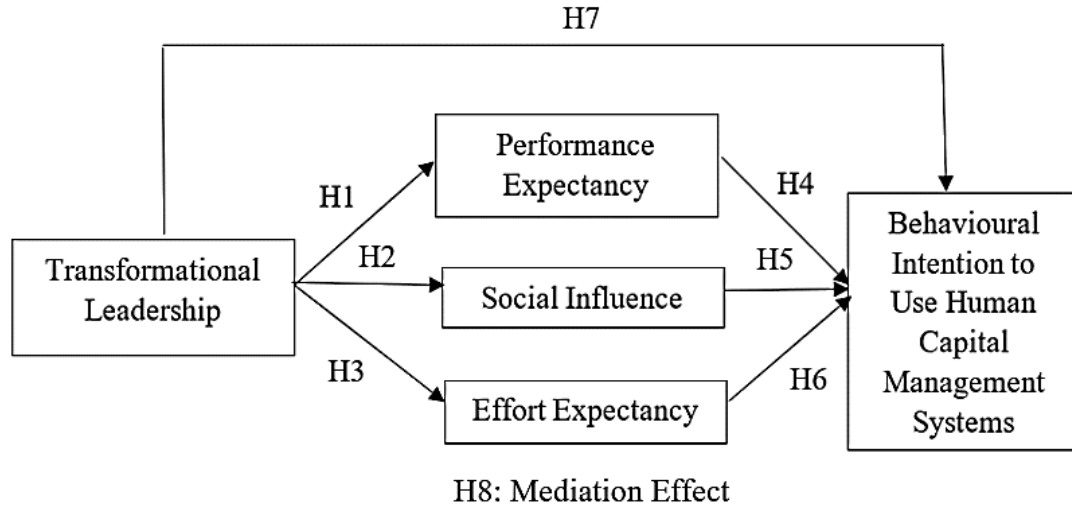


Figure 1: Conceptual Model

Source: Author Constructed

It is hypothesized that the improved information systems use behaviour can be attained through the influence of Transformational Leadership on the attitudes of the system users. This study shows the existing vacuum in explaining the Human Capital Management Systems user acceptance and behaviour and the impact of Transformational Leadership on the UTAUT constructs. This is because these constructs have not been previously studied together and there is a dearth of literature and research in examining these factors in a single platform. Therefore, as a consequence this proposed study will contribute towards predicting Behavioural Intention to use Human Capital Management Systems Technology (HCM) through UTAUT constructs collectively acting as mediator for the impact of Transformational Leadership.

From a management perspective, the findings of this study would help the top and middle level managers to establish policies and practices which enhance transformational leadership involvement. The proposed study also provides a significant contribution towards improving the organizational decision making on improving the utilization of information systems from the user acceptance perspective and this will enable the organizations to deploy research findings in improving the gains from technology investments on human capital management systems. This would convince the human capital managers the importance of transformational leadership on the followers or the subordinates behavioural changes in achieving organizational goals and objectives. The proposed study will ultimately contribute towards the improved human capital management systems utilization which will lead to higher returns of the technology investment incurred by organizations in deriving competitive advantages.

Reference

- Abeysekera, N. and Jayakody, J.A.S.K. (2009) ‘The impact of transformational leadership behavior of salespersons on their customer relationship marketing behavior’, Paper presented at the *Sixth International Conference on Business Management*, University of Sri Jayewardenepura, Sri Lanka.
- Abeysekera, N. and Wickramasinghe, A. (2012a) ‘Transforming nobody to somebody: Do transformational leadership and relationship marketing make a difference for sustainable marketing?’, *International Journal of Trade and Global Markets*, Vol. 5, No. 1, pp.31–42.
- Abeysekera, N. & Wickramasinghe, A. (2012b). How is your boss? Impact of transformational leadership behavior of manager on customers' selling orientation-special reference to corporate banking sector in Sri Lanka. *European Journal of Business and Management*, 4 (16), 137-140.

- Agarwal , R., & Karahanna, E. (2000). Time Flies When You're Having Fun: Cognitive Absorption and Beliefs about InformationTechnology Usage. *MIS Quarterly*, 24(4), 665-694.
- Ahmed, R. R., Štreimikienė, D. & Štreimikis, J. (2022). The extended UTAUT model and Learning Management System during Covid-19: Evidence from PLS-SEM and Conditional Process Modeling. *Journal of Business Economics and Management*, 23(1), 82-104.
- Ajzen, I. (2002). Perceived Behavioral Control, Self-Efficacy, Locus of Control, and the Theory of Planned Behavior. *Journal of Applied Social Psychology*, 32(4), 665-683.
- Al-Haderi, S. M. (2013). The Effect of Self-Efficacy in the Acceptance of Information Technology in the Public Sector. *International Journal of Business and Social Science*, 4(9), 188-198.
- Antonakis, J. (2012). Transformational and Charismatic Leadership. In J. Antonakis, *Transformational and Charismatic Leadership*, Lausanne-Dorigny: Sage Publications, 256-288.
- Avolio, B. J. & Bass, B. M. (2004). Multifactor Leadership Questionnaire. *Manual and sampler set*. (3rd ed.) Redwood City, CA: Mind Garden.
- Bal, Y., Bozkurt, S., & Ertemsir, E. (2012). The Importance of Using Human Resources Information Systems and a Research on Determining the Success of HRIS.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 1173-1182.
- Bass, B.M. (1985) *Leadership and Performance Beyond Expectations*, Free Press, New York, NY.
- Bass, B. M. & Avolio, B. J. (2000). *MLQ Multifactor Leadership Questionnaire* Redwood City: Mind Garden.
- Bag, S., Dhamija, P., Pretorius, J., Chowdhury, A & Giannakis, M. (2021). Sustainable electronic human resource management systems and firm performance: an empirical study. *International Journal of Manpower*. ahead-of-print. 10.1108/IJM-02-2021-0099.
- Benbasat, I., and Barki, H. (2007) Quo vadis TAM? *Journal of the Association for Information Systems*. 8(4): 211-218.
- Bonsu, S., & Twum-Danso, E. (2018). Leadership style in the global economy: A focus on cross-cultural and transformational leadership. *Journal of Marketing and Management*, 9(2), 37-52.
- Burton, L. J., & Peachey, J. W. (2014). Organizational culture mediates the relationship between transformational leadership and work outcomes. *Journal of Intercollegiate Sport*, 7(2), 153-174.
- Dastgir, M., & Mortezaie, A. S. (2012). Factors affecting the end-user computing satisfaction. *Business Intelligence Journal*, 5(2), 292-298.
- Davis, F. (1989). Perceived Usefulness, Perceived Ease of Use and User Acceptance of information Technology. *MIS Quarterly*, 13(3), 319-340.
- Delone, W., & Mclean, E. (1992). Information Systems Success: The Quest for the Dependent Variable. *Information Systems Research*, 3(1), 60-95.
- Delone , W., & Mclean, E. (2003). The DeLone and McLean Model of Information Systems Success: A Ten-Year Update. *Journal of Management Information Systems*, 10-30.
- Fisher , S. L., & Howell, A. W. (2004). Beyond User Acceptance: An Examination of Employee Reactions to Information Technology Systems. *Human Resource Management*, 43(2-3), 243–258.
- Gupta, B. (2013). Human resource information system (HRIS): Important element of current scenario. *IOSR Journal of Business and Management*, 13(6), 41-46. Hussain, Z., Wallace, J., & Cornelius, N. E. (2007). The use and the impact of human resource information systems on human resource management professionals. *Information and Management*, 44(1), 74-89.

- Hosnavi, R., & Ramezan, M. (2010). Measuring the effectiveness of a human resource information system in National Iranian Oil Company: An Empirical Assessment. *Education, Business and Society: Contemporary Middle Eastern Issues*, 3(1), 28-39.
- Jasperson, J., Carter, P. E., & Zmud, R. W. (2005). A Comprehensive conceptualization of the post-adoptive behaviors associated with IT-Enabled work systems. *Management Information Systems Quarterly*, 29(3), 525-557. <https://doi.org/10.2307/25148694>.
- Michaelis, B., Stegmaier, R., & Sonntag, K. (2009). Affective Commitment to Change and Innovation Implementation Behavior: The Role of Charismatic Leadership and Employees' Trust in Top Management. *Journal of Change Management*, 9(4), 399-417.
- Moore, G. C., & Benbasat, I. (1991). Development of an instrument measure the perceptions of adopting an information technology innovation. *Information Systems Research*, 2(3), 192-222. <https://doi.org/10.1287/isre.2.3.192>
- Nastjuk, I., Herrenkind, B., Marrone, M., Benedikt, A., & Klobe, L. M. (2020). What drives the acceptance of autonomous driving? An investigation of acceptance factors from an end-user's perspective. *Technological Forecasting and Social Change*, 151, 120319. <https://doi.org/10.1016/j.techfore.2020.120319>
- Neufeld, D. J., Dong, L., & Higgins, C. (2007). Charismatic leadership and user acceptance of information technology. *European Journal of Information Systems*, 16, 494–510.
- Ngai, E., & Wat, F. (2006). Human Resource Information Systems: A Review and Empirical Analysis. *Personnel Review*, 35(3), 297-314.
- Noutsu, F. A., Kala Kamdjoug, J. R., & Wamba, S. F. (2017). Acceptance and use of HRIS and influence on organizational performance of SMEs in a developing economy: The case of cameroon. *WorldCist'17 - 5th World Conference on Information Systems and Technologies*, (pp. 2-18). Porto Santo Island (Portugal).
- Ojo, O. (2009). Leadership Behaviour and Organization Transformation: A Theoretical and Empirical Analysis. *Economic and Administrative Series*, 185-199.
- Panayotopoulou, L., Vakola, M., & Galanak, E. (2007). E-HR adoption and the role of HRM: evidence from Greece. *Personnel Review*, 36 (2), 277-294.
- Perera, H. U., & Abeysekera, N. (2019). The Role of Charismatic Leadership and Computer Self Efficacy on Information System User Acceptance and Use Behaviour: A Conceptual Framework. *Sri Lankan Journal of Management*, 24. doi:DOI: <https://doi.org/10.33939/SJLM.24.01.04.2019>
- Roeckelein, J. (2006). *Elsevier's Dictionary of Psychological Theories*. Amsterdam: Elsevier B.V.
- Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students*. Harlow: Pearson Education Limited.
- Sekaran, U. (2003). *Research Methods for Business , A Skill Building Approach*. India: John Wiley Ltd.
- Sekaran, U., & Bougie, D. (2010). Linking theory to practice: a grand challenge for management research in the 21st century. *Organization Management Journal*, 1(1), 10-14.
- Shyanka, Ahmad & Abeysekera, Nalin & L.S., Rajapakse. (2014). The impact of leadership on organisational performance with specific reference to multinational companies in Sri Lanka. *International Journal of Physical and Social Sciences*. 4. 382-404.
- Siriwardene, A. S., & Dharmasiri, A. S. (2012). Factors Impeding Effective Use of Human Resource Information Systems (HRIS) in Local Banks in Sri Lanka. *Sri Lankan Journal of Management*, 9.
- Thompson, R., Higgins, C., & Howell, J. (1991). Personal Computing toward a conceptual model of utilization. *Management Information Systems Quarterly*, 15(1), 125-143. <https://doi.org/10.2307/249443>
- Venkatesh, V., & Bala, H. (2008). Technology acceptance model 3 and a research agenda on interventions. *Decision Sciences*, 39(2), 273-315. <https://doi.org/10.1111/j.1540-5915.2008.00192.x>

Venkatesh, V., & Davis, F. D. (2000). A Theoretical Extension of the Technology Acceptance Model: Four Longitudinal Field Studies. *Management Science*, 46(2), 186-204.

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User Acceptance of Information Technology: Toward a Unified View. *MIS Quarterly*, 27(3), 425 - 478.

Venkatesh, V., Thong, J. Y., & Xu, X. (2012). Consumer Acceptance And Use Of Information Technology: Extending The Unified Theory Of Acceptance And Use Of Technology. *MIS Quarterly*, 157-178.

Venkatesh, V., Thong, J. Y., & Xu, X. (2016). Unified Theory of Acceptance and Use of Technology: A Synthesis and the Road Ahead. *Journal of the Association for Information Systems*, 17(5), 328 – 376.

Wixom, B. H., & Todd, P. A. (2005). A Theoretical Integration of User Satisfaction and Technology Acceptance. *Information Systems Research*, 16(1), 85-102.