

# Journal of Management and Research (JMR)

Volume 9 Issue 1, Spring 2022

ISSN(P): 2218-2705 ISSN(E): 2519-7924

Homepage: <https://ojs.umt.edu.pk/index.php/jmr>



Article QR



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**Author (s):** A. Harini Udara Perera<sup>1</sup>, A. K. L. Jayawardana<sup>2</sup>

**Affiliation (s):** <sup>1</sup>The Open University of Sri Lanka, Nawala, Nugegoda, Sri Lanka  
<sup>2</sup>University of Sri Jayawardenepura, Sri Lanka

**DOI:** <https://doi.org/10.29145/jmr/91/04>

**History:** Received: January 05, 2022, Revised: May 06, 2022, Accepted: June 08, 2022, Published Online: July 19, 2022

**Citation:** Perera, A. H. U., & Jayawardana, A. K. L. (2022). Role of Charismatic Leadership and Technology Self-Efficacy in HRIS Use Behavior: A Conceptual Study. *Journal of Management and Research*, 9(1), 86-106. <https://doi.org/10.29145/jmr/91/04>

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**Conflict of Interest:** Author(s) declared no conflict of interest



A publication of  
Dr. Hasan Murad School of Management  
University of Management and Technology, Lahore, Pakistan

# Role of Charismatic Leadership and Technology Self-Efficacy in HRIS Use Behavior: A Conceptual Study

A H U Perera<sup>\*1</sup> and A K L Jayawardana<sup>2</sup>

<sup>1</sup>Faculty of Management Studies  
The Open University of Sri Lanka  
Nawala, Nugegoda

<sup>2</sup>Postgraduate Institute of Management  
University of Sri Jayawardenepura,  
Sri Lanka

## Abstract

The current study claims that the Human Resource Information System (HRIS) Use Behavior, plays a salient role in utilizing the information technology as intended. Thus, organizations investing in information technology are in dire requirement of developing and implementing the effective interventions. The purpose of this is to optimize information technology adoption and its maximum usage among the HRIS users. The existing knowledge base in HRIS Use Behavior hardly addresses the relationship of Charismatic Leadership and Technology Self-Efficacy in the Unified Theory of Acceptance and Use of Technology (UTAUT). The current study has developed an ‘integrative conceptual model’ contributing a theoretical extension of the UTAUT model, which fills the identified theoretical gaps, grounded on UTAUT, Charismatic Leadership theory, and the Social Cognitive Theory. The salient feature of this study is that it conceptualizes and introduces two constructs: 1) Technology Self-Efficacy and 2) Charismatic Leadership, in extending a validated information system Use Behavior or ‘explanatory model’ as a theoretical contribution. This concept paper argues that the Charismatic Leadership and Technology Self-Efficacy have a positive relationship among the UTAUT model’s HRIS Use Behavior-related variables. However, it can be integrated towards arriving at a ‘coherent conceptual model’ to be researched and validated. This particular study has developed a ‘coherent conceptual framework’ in studying the phenomenon of HRIS Use Behavior. Furthermore, it studies the role of Charismatic Leadership and Technology Self-Efficacy in affecting the psychological aspect of the end users of a Human Resource Information System (HRIS).

**Keywords:** charismatic leadership, human resource information systems use behavior, technology self-efficacy, the unified theory of acceptance and use of technology

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\*Corresponding Author: [ahper@ou.ac.lk](mailto:ahper@ou.ac.lk)

## Introduction

The information technology users play an important role in terms of its system usage and adoption. Therefore, organizations are in dire need to develop and implement effective interventions to maximize the level of adoption and usage of information technology (Cohen, [2005](#); Jaspersen et al., [2005](#); Venkatesh & Bala, [2008](#)). Moreover, the user's acceptance of the Information Systems by its users is considered as an important aspect, predicting its effective or optimal use (Neufeld et al., [2007](#); Venkatesh et al., [2016](#); Nastjuk et al., [2020](#); Ahmed et al., [2022](#)). A contemporary stream of research claims that 'individual psychology' advocates the fact that individual behavior towards novel information technology is ideally influenced by the holistic experiences of the users with the technology (Agarwal & Karahanna, [2000](#)). Thus, it has been revealed that nearly fifty percent of the novel technological implementations in different organizational contexts proves to be a failure, because of non-technical factors (Martinsons & Chong, [1999](#); Aiman-Smith & Green, [2002](#)). It is further revealed that the reduced levels of User Acceptance and the use of the information systems among end-users prevail as a critical issue that needs to be addressed (Panayotopoulou et al., [2007](#)).

The Unified Theory of Technology Acceptance and Use of Technology Model (UTAUT) have a higher level of quality in terms of its validity in multiple contexts. It also synthesizes the prevailing theorizations available on the technology acceptance and Use phenomenon (Venkatesh et al., [2003](#); Venkatesh e al., [2012](#); Venkatesh et al., [2016](#); Ahmed et al., [2022](#)). The UTAUT has depicted that there are more avenues to be researched and validated by explaining only a percentage, such as 77% of the variance in 'Behavioral Intention' to use a technology with another 52% explanation of the variance in technology Use as mentioned by Venkatesh et al. ([2016](#)). Among different types of self-efficacy concepts, the "Technology Self-Efficacy" concept is also known as Computer Self-Efficacy" (Ejaz et al., [2020](#), p. 2092).

Information System User Acceptance, and the UTAUT model were extended with the Technology Self-Efficacy concept only as the independent variables. Moreover, few studies were also conducted on extending the UTAUT model with the concept of Computer/Technology Self Efficacy or Self Efficacy of the technology users (Chiu & Wang, [2008](#); Yuen et al., [2010](#); McKenna et al., [2013](#); Xiong et al., [2013](#); Wang et al., [2014](#)). Further, the impact of Charismatic Leadership on the UTAUT model's direct determinants of Intention to Use HRIS with (Performance Expectancy, Effort Expectancy, and Social Influence) was not significantly studied in the individual information technology acceptance and use related research (Neufeld et al., [2007](#); Venkatesh et al., [2016](#)). Therefore, the proportion of the information technology Use Behavior phenomenon which was

previously unexplained and unfound. Later, it was added to the prevailing knowledge on the HRIS User Acceptance and Use.

The current study needs to consider the viewpoints regarding impact of leadership behavior on the Use Behavior of information systems as a priority. However, this phenomenon has not been adequately explained by involving the available knowledge of information systems User Acceptance and Use (Neufeld et al. [2007](#); Venkatesh et al. [2016](#); Siriwardene & Dharmasiri, [2012](#)). Moreover, only some researchers have studied the concept of Technology Self-Efficacy along with the variables in the UTAUT model. While, it has overlooked moderating effects on the relationship of Behavioural Intention to Use technology and Use Behaviour (McKenna et al., [2013](#); Xiong et al., [2013](#)). Thus, the impacts of Charismatic Leadership and Technology Self-Efficacy can be identified as an insignificantly addressed phenomenon which extends the most validated UTAUT model. Furthermore, it explains the individual HRIS User Acceptance and Use with significant accuracy. Therefore, this research attempts to examine the research problem by developing a conceptual framework to address “Whether there is an impact of Charismatic Leadership and Technology Self Efficacy on Use Behavior of Human Resource Information Systems”.

The suboptimal use of HRIS leads to its poor returns despite the improved systems of Information technology claimed by, (Fisher & Howell, [2004](#); Gupta, [2013](#); Farzana et al., [2015](#)). The HRIS users with a higher level of Technology Self-Efficacy might be comparatively higher in technology literacy than those with a lower level of Technology Self-Efficacy leading to higher Behavioural Intention in terms of using the information systems (Compeau & Higgins, [1995](#)). Thus, as per Compeau and Higgins ([1995](#)), While, having a higher individual Technology Self-Efficacy would lead to more affectionate attitudes towards the technology concerned. It may intern results in lesser anxiety level towards the technology. However, this may give the user's self-efficacy as a whole an optimistic impact toward the use of a technology. Thus, just having the Intention to Use the HRIS necessarily may not be adequate enough to go towards the HRIS Use Behaviour in reality. The impact of Behavioural Intention on information systems Use Behaviour in reality is throughly validated by Venkatesh et al. ([2003](#)) and the current study suggests that the Technology Self Efficacy concept would moderate this relationship. This addresses the theoretical gap identified by extending the UTAUT theoretical model, with the moderating impact of the Technology Self Efficacy phenomenon.

The direct determinants of User Acceptance in the UTAUT model, depict the underlying belief system of Theory based on Planned Behavior by Ajzen ([2002](#)) as mentioned in Venkatesh et al. ([2003](#)). Furthermore, the UTAUT model successfully synthesizes the constructs in terms of the Technology Acceptance and

Use which is based on its grounding on the significant empirical findings. Besides, it can be further explored with the addition of new attributes, which were neglected in previous studies (Weber, 2012; as cited evidence in Venkatesh et al. 2016). According to the Charismatic Leadership Theory, the followers' perception about leader's ability to influence the follower's beliefs, values, behavior, and performance has been greatly and widely altered through the charismatic leader's behavior, beliefs, and personality itself (House, 1976). Hence, this indicates the influence of the Charismatic Leadership on the HRIS User Acceptance and Use Behavior through the beliefs of the HRIS users.

In answering the research questions identified, this particular paper suggests a conceptual model which incorporates information systems User Acceptance and Use related factors with Technology Self Efficacy and Charismatic Leadership concepts. The UTAUT Model (Venkatesh et al., 2003), the Social Cognitive Theory (Bandura, 1997; Compeau & Higgins, 1995), and the Charismatic Leadership Theory (House, 1976), provide the theoretical base in conceptualizing the proposed model. The UTAUT model is based on the beliefs of the Theory of Planned Behavior (Venkatesh et al., 2016), and the follower's beliefs in the charismatic leader influence the followers' values and followers' intrinsic motivation (Shamir et al., 1993). However, this would lead to intended behavior of the followers such as HRIS Acceptance and Use. Therefore, the paper suggests that Charismatic Leadership and Technology Self-Efficacy to have positive relationships among the UTAUT model's information system and Use Behavior-related variables. Furthermore, it can be integrated towards arriving at a coherent conceptual model to fill the theoretical gaps identified in the current research.

The primary purpose of this study is to answer the above-mentioned research questions on how the Charismatic Leadership and Technology Self-Efficacy influence on HRIS Use Behavior. While, it derives the importance of Human Resource Management Information Systems related investments through the proper utilization of the system. According to Tapscott (1996; as cited evidence in Agarwal and Karahanna (2000)), the value of information technology investments can only be derived if the intended users of the systems contribute to the goals of the organization. The main objective of the current study is to fill the theoretical gaps in the multidisciplinary management literature. Furthermore, this can only be done by developing a coherent model on Technology Acceptance and Use with Charismatic Leadership and Technology Self-Efficacy concepts.

The contribution of this paper is as follows. Firstly, this particular study contributes to the existing knowledge on contemporary HRIS Use Behavior academia given the identified theoretical gap with the moderating effects of the Technology Self Efficacy on the HRIS Use. This is further related to the Intention Behavior gap in the Unified Theory of Technology Acceptance and Use of

Technology Model (Compeau and Higgins, 1995; Venkatesh et al., 2016). Secondly, the current study contributes to fill the literature gap and the empirical gap present in the relationship between Charismatic Leadership and the Direct Determinants of User Behavior of HRIS by using the validated UTAUT model (Neufeld et al., 2007; Venkatesh et al., 2016). Thirdly, the salient feature of this particular study is that it brings together two important individual constructs of Technology Self-Efficacy and Charismatic Leadership. Furthermore, it also influences the HRIS Use Behavior by extending a validated Unified Theory of Technology Acceptance and Use of Technology Model (UTAUT).

### Literature Review

#### **Behavioral Intention to Use HRIS and the Direct Determinants of Behavioral Intention to Use HRIS (Performance Expectancy, Social Influence, and Effort Expectancy)**

The validated model of UTAUT strongly validates the salient factors of utilitarian value or the extrinsic motivation which is further depicted by the construct of performance expectancy (Venkatesh et al., 2003). This has been consistently shown to be the strongest antecedent of behavioral intention (Davis, 1989; Venkatesh & Davis, 2000; Venkatesh et al., 2003). Social Influence depicts the attitudes on possible consequences of the behavior and the attitudes on the normative expectations of the other people (Ajzen, 2002; Roeckelein, 2006). It is mentioned that if an individual perceives that important others in the society approve of the behaviour, it is more probable that he or she will intend to perform it. Thus more favourable attitudes towards the behaviour make the individual's intention to perform stronger. The level of perceived behavioral control or the perceived ease or difficulty in performing the Use Behavior is depicted through the effort expectancy concept in the UTAUT theory by Venkatesh et al. (2003).

In line with the theory of planned behavior, the definition of an HRIS user's behavioral intention can be shown as the degree to which a person puts effort in order to perform a behavior, where the forces of motivation that creates the planned behavior as cited evidence by Michaelis et al., (2009). Thus, an increased behavioral intention to use HRIS may result in improved use of the HRIS. With the theoretical underpinning of the theory of planned behavior the UTAUT model, was developed (Davis, 1989; Venkatesh et al., 2003; Roeckelein, 2006; Venkatesh et al., 2016). Thus, the validated Theory of Planned Behavior (TPB) and the Theory of Reasoned Action stated that someone's attitude determines the behavioral intention, which is also the focus of unified theory of acceptance and use of technology model (Venkatesh et al., 2003).

## **HRIS Use Behavior**

This particular research on information systems was frequently focused on the acceptance of technology by individuals. It used the intention or Use Behavior as a dependent variable (Compeau & Higgins, [1995](#); Venkatesh et al., [2003](#)). The theoretical underpinning of the Theory of Planned Behavior stated that Behavioral Intention determined the technology use in addressing the phenomenon of 'Intention-Behavior Gap' as a predictor of Use Behavior (Davis, [1989](#); Venkatesh et al., [2003](#); Roeckelein, [2006](#); Venkatesh et al., [2016](#)).

## **Charismatic Leadership**

As per House ([1977](#)), Burns ([1978](#)) and Bass ([1985](#)), leaders who have "Charisma", motivate their followers to sacrifice self-interests for the greater good of the organization. Neufeld et al. ([2007](#)) stated that Charismatic Leadership impacts the success of implementing an organizational change (Burns, [1978](#); Bass, [1985](#)). In this study, the organizational change for the HRIS user is to improve the User Acceptance and the behavioral intention, which can be influenced by the attributes of the Charismatic Leadership.

## **Technology Self-Efficacy**

Self-Efficacy is about the belief that an individual's capabilities in terms of organizing and executing specific tasks required for the production of given attainments reflects on their capabilities due to the skills they possess (Bandura, [1997](#)). Among the several types of self-efficacy concepts, "the Technology Self-Efficacy concept is also known as Computer Self-Efficacy" (Ejaz et al., [2020](#), p. 2092). According to past research studies, it was revealed that self-efficacy had a positive impact on behavioral intention to use the information technology (Al-Haderi, [2013](#); Vijayasathy, 2004 as cited evidence by Kwon et al., [2007](#)). Similarly, Technology Self-Efficacy impacts on the behavioral intention to use according to Hu et al. (2003; as cited evidence by Kwon et al. ([2007](#))).

The prominent concept of Social Cognitive Theory (Bandura, [1997](#)), which was well known as Self-Efficacy, got the identification as a 'coping mechanism' in the context of behavior modification (Bandura, [1977](#)). "Technology Self-Efficacy makes a difference in the perception among individuals about technology; those with high Technology Self-Efficacy may be technology literate than those with low Technology Self-Efficacy" (Al-Haderi, [2013](#), p. 193). Even though self-efficacy was identified as an important direct determinant of intention to use a particular technology. Furthermore, the UTAUT model did not include the concept of self-efficacy as a direct determinant in the model as per Venkatesh et al. ([2016](#)). According to Weber's Framework and Theory Evaluation of UTAUT as a whole, "The novelty of UTAUT mainly lies in the new and important changes it makes to

existing theories: It omits three constructs related to Technology Acceptance and Use (Computer Anxiety, Computer Self-Efficacy, and Attitude) from the final model" (Venkatesh et al., [2016](#), p. 341). In a similar study, conducted on self efficacy it was mentioned that "...therefore, the undertaken research study has an extensive UTAUT model that integrates mobile self-efficacy ... as independent factors" (Ahmed, et al., [2021](#), p. 3). Thus, it could be stated that contemporary researchers had also adopted the context-specific self-efficacy concepts as independent constructs. Nevertheless, Al-Haderi ([2013](#)) stated that self-efficacy had shown a significant positive impact on behavioral intention to use in terms of the concerned technology. Not only that, the technology self-efficacy had been a part of current studies in the Technology Acceptance Model, where the extensions of the model were used significantly in order to explain the effects of the concept of Technology Self-Efficacy (Kwon et al., [2007](#)).

### **Propositions and the Conceptual Model**

#### **Charismatic Leadership Behavior, Performance Expectancy, Social Influence, and Effort Expectancy**

The charismatic leadership behavior has shown a performance link at individual level which improves the performance expectancy of the followers (Neufeld et al., [2007](#)). "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). An amalgamation of five constructs from several models was considered, while the development of this construct by the researchers (Davis, [1989](#); Thompson et al., [1991](#); Moore & Benbasat, [1991](#); Compeau & Higgins, [1995](#); Venkatesh et al., [2003](#)). As per House ([1977](#); as cited evidence in Antonakis, [2012](#)) charismatic appeal of the leader affected the followers' emotional interaction between the leaders and the followers. Hence, it aroused the followers' motives in terms of accomplishing the ideals and values of the leader.

In the current study by Neufeld et al. ([2007](#)) the users perceived their leader's demonstrations, inspirational motivation, and idealized influence behaviors. These perceptions were the basic characteristics of Charismatic Leadership. Moreover, it led them to experience the higher levels of social influence in terms of perceived norms. "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) is the definition of the subjective norm represented as a direct determinant of behavioral intention (Ajzen, [2002](#); Venkatesh et al., [2003](#)). Neufeld et al. ([2007](#)) stated that the users who expressed their high levels of social influence in terms of the perceived norms, had also perceived inspirational motivation and idealized influence behaviors in their leader.

The level of easiness received when the system use was identified as the effort expectancy (Venkatesh et al., 2003, Cheng-Min, 2019). Later, it was found that the users who expressed high levels of effort expectancy, especially in terms of the perceived ease of use, had perceived inspirational motivation and idealized influence behaviors in their leader, in the study conducted by Neufeld et al. (2007). Antonakis (2012) stated that the leader's "charisma" inspires and excites the employees with the idea that the followers might achieve greater goals by going the extra miles further. Then it was found that users who expressed high levels of effort expectancy, especially in terms of perceived usefulness, had perceived inspirational motivation and idealized influence behaviors in their leader in the study conducted by Neufeld et al. (2007). Thus, the below-mentioned propositions are constructed for the suggested conceptual model of the current study.

*Proposition 1: Charismatic Leadership Behavior will be positively related to HRIS users' Performance Expectancy.*

*Proposition 2: Charismatic Leadership Behavior will be positively related to HRIS users' Social Influence.*

*Proposition 3: Charismatic Leadership Behavior will be positively related to HRIS users' Effort Expectancy.*

### **Performance Expectancy, Social Influence, Effort Expectancy, and Behavioral Intention to Use HRIS**

One of the underlying main models of UTAUT, the Technology Acceptance Model (TAM), supports the idea that individuals' behavioral intention to use an information technology is determined by salient beliefs of perceived ease of use. Moreover, the Performance Expectancy construct is also found to influence the behavioral intention to use a technology (Venkatesh et al., 2016; Ahmed, et al., 2022). As per Venkatesh et al. (2003) the strongest predictor of Behavioral Intention is the Performance Expectancy (Compeau & Higgins, 1995; Agarwal & Prasad, 1998; Taylor & Todd, 1995; Venkatesh & Davis, 2000). Performance Expectancy is also found to influence the behavioral intention to use a technology (Venkatesh et al., 2016).

According to the findings on UTAUT model, the Social Influence or the subjective norms are found to influence behavioral intention to use a technology (Venkatesh et al., 2003; Venkatesh et al., 2016; Ahmed, et al., 2022). The subjective norm is defined as the perception of a person about those people who are salient to him or her. Furthermore, a person thinks of them whether one should or should not act on the considered behavior. Thus, the image is considered saliently as a prominent component in constructing the Social Influence concept (Azjen & Fishbein, 1975; Davis et al., 1989; Venkatesh et al., 2003). Hence, the

idea of an image can be identified as the level to which the others perceive use of innovative technology to enhance someone's status in their social system (Moore & Benbasat, 1991). As per UTAUT, Social Influence is affecting the Behavioral Intention to Use a technology (Venkatesh et al., 2016).

The UTAUT model depicts that the Effort Expectancy has found to influence the behavioral intention to improve the usage a technology (Venkatesh et al., 2003; Venkatesh et al., 2016; Ahmed, et al., 2022). The concept of perceived ease of use (Davis, 1989) is identified as the root ideology which has been used in developing the Effort Expectancy by Venkatesh et al. (2003) However, it impacts upon behavioral intention to use technology (Venkatesh et al., 2016). Thus, the below-mentioned propositions are constructed for the suggested conceptual model.

*Proposition 4: HRIS users' Performance Expectancy is positively associated with Behavioral Intention to Use HRIS*

*Proposition 5: HRIS users' Social Influence is positively associated with Behavioral Intention to Use HRIS*

*Proposition 6: HRIS users' Effort Expectancy is positively associated with Behavioral Intention to Use HRIS*

### **Charismatic Leadership and Behavioral Intention to Use HRIS**

Theories on leadership has always emphasized the emotional effects of the leader's charisma by the leader's followers, where arousal of emotions and motivation of the followers enhance the valences of the followers. Self-esteem, trust, and confidence vested in the charismatic leader, impacts the followers' values by improving the intrinsic motivation as per Shamir et al. (1993).

According to Michaelis et al., (2009), the influence of affective commitment to change or behavioral intention can be significantly explained by using the concept as a proxy in the innovation- implementation context. However, this can be done by the application of Ajzen's Theory of Planned Behavior (TPB), as the underlying theory of the suggested model.

A leader's Charisma and Behavioral Intention as the proximal determinant concepts are referring to the TPB. Furthermore, it has proven that leader's charisma acts as a driving force for enacting the behavioral intention in adults to ignite stronger intentions in them towards learning (Ajzen, 2002). "The attributions of Charismatic Leadership were enacted 'through' these behavioral constructs ...it is an important finding for leadership researchers investigating information technology project implementation" (Neufeld et al., 2007, p. 505). Thus, the below-mentioned proposition is constructed for the suggested conceptual model.

*Proposition 7: Charismatic Leadership Behavior positively impacts on Behavioral Intention to Use HRIS.*

### **Performance Expectancy, Social Influence and Effort Expectancy of the HRIS Users, Charismatic Leadership and Behavioral Intention to Use HRIS.**

The Theory of Planned Behavior or the Theory of Reasoned Action, provide evidences on the phenomenon in terms of attitudes. It further determines the Behavioral Intention as depicted in the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003). As per the research findings (Conger & Kanungo, 1987; Neufeld et al., 2007) the impact of a leader's charisma on behavioral intention as well as the use concepts leads towards the behavioral intention. These effects are mediated from the three UTAUT variables, such as the effort expectancy, the social influence and the performance expectancy based on the underlying attitudes of the Theory of Planned Behavior (TPB) by Ajzen (2002). Neufeld et al. (2007) emphasizes that the Charismatic Leadership impacts on Behavioral Intention and Use of Technology. These effects are mediated by the said UTAUT constructs and that the charisma is enacted through the performance expectancy, social influence, and effort expectancy constructs. Therefore, the below-mentioned proposition is constructed for the suggested conceptual model.

*Proposition 8: Performance Expectancy, Social Influence, and Effort Expectancy of the HRIS Users Mediate the positive impact between Charismatic Leadership Behavior and HRIS Users' Behavioral Intention to Use HRIS.*

### **Behavioral Intention to Use HRIS and HRIS Use Behavior**

Technology Acceptance Model (TAM), has theorized that user's information systems adoption behavior is established on the basis of Ajzen's Theory of Planned Behavior. Moreover, Fishbein and Ajzen's Theory of Reasoned Action depicts the relationship of Behavioral Intention to Use on the Use Behavior as per Kwon et al. (2007). The 'Intention-Behavior Gap' concept has been thoroughly validated through past research (Venkatesh et al., 2003) and Behavioral Intention is a well-established predictor of Use Behavior in academia, where the Behavioral Intention has demonstrated a substantial effect on the Use Behavior (Ahmed, et al., 2022). Thus the below-mentioned proposition is conceptualized for the proposed model of the study.

*Proposition 9: HRIS Users' Behavioral Intention to Use HRIS has a significant positive impact on HRIS Users' HRIS Use Behavior.*

## Technology Self Efficacy, Behavioral Intention to Use HRIS, and HRIS Use Behavior

Previous studies used Self-Efficacy widely in explaining differences in individual characteristics of technology users (Bandura, [1997](#); Compeau & Higgins, [1995](#); Howard, [2014](#)). Social Cognitive theory helps to interpret human behaviors regarding the Self-Efficacy concepts (Bandura, [1997](#)). Its implementation has been vastly extended by Compeau and Higgins ([1995](#)) in terms of Computer Self Efficacy. Among various concepts of Self-Efficacy, "the Technology Self-Efficacy concept is also known as Computer Self-Efficacy" (Ejaz et al., [2020](#), p. 2092). Technology Self-Efficacy impacts the cognitions, emotions, and behaviors of individuals where it significantly correlates with perceived usefulness, perceived ease of use, and the behavioral intention towards using computer technology (Karsten et al., [2012](#)). Venkatesh et al. ([2003](#)) theorized that Self-efficacy is not a direct determinant of Behavioral Intention. As per Al-Haderi ([2013](#)) on Behavioral Intention to use the information technology, self-efficacy plays a significantly positive and effective role. Vijayasarathy (2004; as cited evidence in Kwon et al., [2007](#)), Self-Efficacy effects on the Behavioral Intention to Use Technology whereas, Hu et al. (2003) it also validates the same phenomenon as cited evidence in Kwon et al. ([2007](#)).

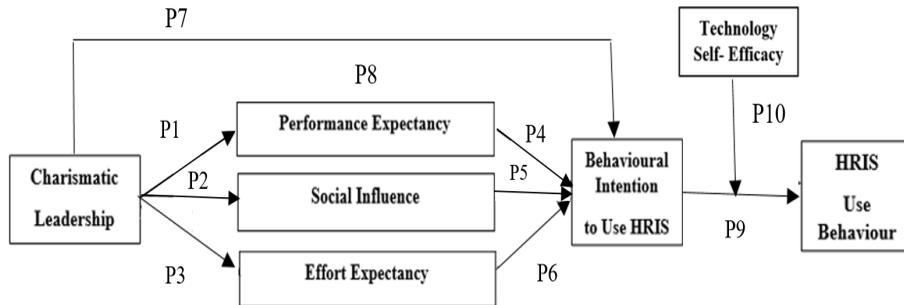
As per Compeau and Higgins ([1995](#)), individuals who have a weak sense of Self-Efficacy would become more frustrated easily when they have to face multiple issues. Such issues are impacting to their performance and responding with the lowered perceptions of their own capability. Whereas, hardships and issues would not deter those people who have higher level of Self-Efficacy and they would always retain their own sense of Self-Efficacy with the continuation of the persistence in behavior. Gollwitzer (1999; as cited in Kwon et al., [2007](#)) states that a lack of behavioral intention would surely result in a lack of Use Behavior. Nevertheless, having a positive Behavioral Intention is not a guarantee that it would result in a behavioral change leading to Use Behavior. Furthermore, in order to validate the conceptualized influence of the concepts it can be stated that "a moderator-interaction effect would be said to occur if a relation is substantially reduced" (Baron & Kenny, [1986](#), p. 1174). Therefore, the below-mentioned proposition is constructed for the proposed conceptual model of the study.

*Proposition 10: HRIS Users' Technology Self Efficacy moderates the significant positive impact between HRIS Users' Behavioral Intention to Use HRIS and HRIS Users' HRIS Use Behavior.*

The above-mentioned relationships are shown graphically in the below-depicted Figure 1.

**Figure 1**

*Conceptual Model*



**Discussion**

**Theoretical Implications**

The model is conceptualized and based on three major theories, namely: The Unified Theory of Acceptance and Use of Technology (UTAUT), The Charismatic Leadership Theory, and The Social Cognitive Theory. The study on "User Acceptance of Information Technology: Toward a Unified View" considers that future research can focus on the level of information systems identified as effective in terms of the information technology adoption perspective (Venkatesh et al., 2016). This is addressed by the conceptualization of the proposed framework which contributes towards understanding the information systems, such as User Acceptance and Use Behavior and its relationship between Charismatic Leadership and Technology Self-Efficacy. An individual's self-efficacy and expectations on the outcomes are influenced positively by the encouragement of other team members and by their use of technology. This plays an essential role in impacting the level of Acceptance and Use Behavior in terms of the information system (Compeau & Higgins, 1995). Not only that, but when it comes to the Charismatic Leadership, as per House (1977), Burns (1978), Bass (1985), and Antonakis (2012), the ability of the leader to elevate the followers' needs of leading to the higher levels of morality, would improve the information system User Acceptance. This all can happen by motivating their followers to have the transformation impact of charisma in the leadership as mentioned in Shamir et al. (1993). Despite the research into the above-mentioned concepts these constructs have not yet been conceptualized in coherence in the past literature.

Furthermore, it is important to point out that improved HRIS Use Behavior can be achieved by improving the Technology Self-Efficacy as well as the impact of Leadership Charisma on the users of the information system. Eventually, improvement in the current boundaries of academia on increasing the return of

technology related investments on HRIS with the higher utilization of systems can occur, with the improved Use Behavior of the HRIS. Thus, the role of the Charismatic Leader is prominent in improving the Technology Self-Efficacy in the user, to advance the use of the HRIS.

This current research still has some existing grounds, which lacks further explanation on the HRIS User Acceptance and Use Behavior as well as the concepts of Charismatic Leadership and Technology Self-Efficacy. Besides, it also lacks the study on these variables along with the UTAUT constructs in a coherent manner, because the considered constructs have never been previously studied to examine these factors in a single platform. Thus there is a dearth of literature in terms of that aspect. Thus, as a result this research contributes on predicting Behavioral Intention to Use HRIS through constructs of the UTAUT model, which may act as a collective mediator for the influence of Charismatic Leadership. Further, the influence of Technology Self-Efficacy would also be tested in terms of the intention and behavior relationship of the UTAUT theoretical model, which acts as a variable that provides a moderating theoretical contribution.

### **Managerial Implications**

The current research gives the insights into the mediation role of UTAUT, constructing the impact of the Behavioral Intention and Charismatic Leadership along with the moderating role of Technology Self-Efficacy on the relationship between Behavioral Intention and HRIS Use Behavior. This may be useful for the organizational improvement through effective utilization of the HRIS, which leads to the effectiveness of the organizational operations and goal achievement. When it comes to the Managerial issue of HRIS failure due to the lack of User Acceptance and the lack of usage, the influence of leaders' charisma on the Behavioral Intention of HRIS user can be utilized in leading as well as supporting to enhance the Acceptance and Use of the HRIS. The current study is more focused on a Charismatic Leadership style which symbolizes the charm and persuasiveness. Further, it may help to communicate with followers on a deep, emotional level to convince on the use of HRIS, and making the users accept to use the system, which would eventually lead to improved HRIS use.

The managerial issues of the inability to select and train people regarding the use computer technology to perform their specific tasks appropriately, can be addressed through the findings on Technology Self Efficacy. Moreover, it influences the HRIS Use Behavior and Behavioral Intention HRIS use. Thus, if the HRIS user feels confident in his or her knowledge and skill levels, it improves their conversion of the intention to the actual Use of HRIS. Thus, it is important to prioritize users with the knowledge and previous technology use-related experience as it significantly influences one's Technology Self-Efficacy. This

stems from the need to educate the HRIS users with the knowledge and provide training in building competencies of using the system.

Additionally, to facilitate them with practice of hiring people who have better Technology Self-Efficacy through better selection criteria by testing the dexterity in handling HRIS.

Therefore, findings of this study would guide managers at the top and middle levels in establishing policies, procedures, and practices which enhance the involvement of the leadership in improving the Use Behavior of the HRIS. Furthermore, the ways and means to strengthen and instill Technology Self-Efficacy in the HRIS users are ultimately utilizing the HRIS, optimally.

This particular study also provides the significant contribution towards convincing the managers of the salience of Charismatic Leadership influencing the followers' behavioral changes in achieving organizational goals. However, it also enhances the importance of adopting practices which improves the Technology Self-Efficacy of the HRIS users would be highlighted as well. The current study recommends that it may ultimately contribute towards the improved HRIS optimization which would lead towards higher returns of investments in Technology to derive competitive advantages.

### **Reflections on Further Research**

Information systems User Acceptance and use is an organizational phenomenon that is usually measured by using users' perceptions according to the literature. Most related studies on User Acceptance and Use Behavior have been using the unit of analysis at the individual level in research. Individual psychology plays a critical role in the User Acceptance and Use Behavior of the information systems (Davis, 1989; Ajzen, 2002; Venkatesh et al., 2003; Venkateshet al., 2016). In light of the past literature findings, it is evident that the aspects influencing user attitudes and beliefs such as Technology Self-Efficacy and Leadership styles have been insignificantly researched. Thus, in researcher's vision, identifying the impacts of Charismatic Leadership and Technology Self-Efficacy on HRIS Use Behavior offers many avenues for the future research.

This particular study is at the initial stages of explaining the effects of Charismatic Leadership and Technology Self-Efficacy, thus the theoretical work and the empirical studies need to be extended conducted further. The constructs of the conceptual model are to be measured individually paving the path for further researchers to conduct studies on this particular phenomenon.

Individual user, HRIS User Acceptance, and Use Behavior related studies are focused on interventions ultimately putting impact on the improving acceptance and optimal utilization of information systems (Goodhue & Thompson, 1995;

Venkatesh et al., 2003; Benbasat & Barki, 2007). Furthermore, the unit of analysis of the current study has been conducted at the individual level. Hence, the current research recommends that the influences of transformational leadership on User Acceptance of informational technology and the constructs are highly impactful to enhance the users' Technology Self-Efficacy.

## Conclusion

This concept paper aims to conceptualize the Technology Self-Efficacy and Charismatic Leadership influence on HRIS Use Behavior phenomenon. This research can be recognized as an initial attempt that tries to integrate the Technology Self-Efficacy and Charismatic Leadership constructs along with the suggested moderating and mediating impacts on the UTAUT variables. In accordance with it, the conceptualization of a 'coherent research framework' has been performed to further study the phenomenon of HRIS Use Behavior and its influence on Charismatic Leadership and Technology Self-Efficacy. Thus, if the current study is empirically conducted, the findings would get validated and it would further provide insights for decision-makers. They are responsible for enhancing the optimization of HRIS Use Behavior in organizations. Furthermore, they would essentially require to concentrate on tactical as well as strategic approaches in order to improve the Technology Self-Efficacy of HRIS users. This would need to facilitate the conversion process of the users' behavioral intention towards the HRIS Use Behavior. Furthermore, the practical implications of this particular research can enable the managers to use the Charismatic Leadership approach to make their users perceive the leaders' charisma. This would intern enact the HRIS user's intention towards using it. Therefore, this paper has important implications for the academia as well as the managerial implications in optimizing HRIS in organizations.

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