"Examining the Impact of Hedonic Motivation on Human Resources Analytics adoption level: The Mediating Role of Human Resource Analytics Adoption Intention in the Egyptian Context"

Yasmin Khaled AbdelMaksoud Sharaby*
Arab Academy for science Technology and Maritime Transport
Coventry School of Business, The Knowledge Hub Universities, Egypt, and
Prof.Tareq Hasan Abdeen*
Professor of HRM & OB.Dean, College of Management & Technology
Arab Academy for science Technology and Maritime Transport, and
Dr. Nermeen Magdi Mekawie*
Head of Information Systems Department
Arab Academy for science Technology and Maritime Transport

Abstract

This research aims to investigate the mediating role of human resources analytics adoption intention in the relation between the hedonic motivation and the human resources analytics adoption level, from the perspective of HR professionals and other department's heads. The hedonic motivation, as the added construct to the UTAUT Model, is considered a key element influencing the human resources analytics adoption level through the human resources analytics adoption intention. Four research objectives are developed and achieved. An exploratory study has

been applied by the researcher to help in gaining more insights regarding the research problem.

A range of SPSS (23) statistical analysis tools was utilized to provide validations to the model based on the data collected through questionnaires collected from 500 HR professionals and department heads in 6 major banks in Cairo based on the highest number of branches and the largest capotal. The sample targeted was including HR junior level, HR senior level, and HR heads, together with department heads from other departments. The initial samples included 194 HR employees, and 295 department heads.

The results show a direct significant relationship between hedonic motivation, the independent variable, and the human resources analytics adoption intention as being the moderator variable; the hedonic motivation has shown an indirect significant relationship with the dependent variable; the human resources analytics adoption level .In addition, the research provides support that the human resources analytics adoption intention acts as a mediator between the hedonic motivation, one of the extended UTAUT Model constructs, and the HRA adoption level.

Keywords: Human Resources Analytics, Adoption Intention, Adoption Level, Hedonic Motivation, Extended UTAUT

الملخص

يهدف هذا البحث إلى دراسة الدور الوسيط لنية اعتماد تحليلات الموارد البشرية في العلاقة بين الدافع اللذّي ومستوى اعتمادها، من وجهة نظر متخصصي الموارد البشرية ورؤساء الأقسام الأخرى. يُعدّ الدافع اللذّي، كمكوّن إضافي في نموذج UTAUT، عنصرًا أساسيًا يؤثر على مستوى اعتماد تحليلات الموارد البشرية من خلال نية الاعتماد. وُضعت أربعة أهداف بحثية وتم تحقيقها. وأجرى الباحث استبيانًا للمساعدة في اكتساب فهم أعمق لمشكلة البحث.

استُخدمت مجموعة من أدوات التحليل الإحصائي(23) SPSS للتحقق من صحة النموذج، استنادًا إلى البيانات التي جُمعت من خلال استبيانات شملت ٥٠٠ من مسؤولي الموارد البشرية ورؤساء الأقسام في ستة بنوك رئيسية بالقاهرة، بناءً على أكبر عدد من الفروع وأكبر رأس مال .شملت العينة المستهدفة موظفي الموارد البشرية من المستويات الدنيا والعليا، ورؤساء أقسام الموارد البشرية، بالإضافة إلى رؤساء أقسام من إدارات أخرى .وشملت العينات الأولية ١٩٤ موظفًا في الموارد البشرية، و٢٩٥ رئيس قسم

تظهر النتائج وجود علاقة مباشرة ذات دلالة إحصائية بين الدافع اللذة والمتغير المستقل ونية اعتماد تحليلات الموارد البشرية كمتغير وسيط؛ وقد أظهر الدافع اللذة علاقة غير مباشرة ذات دلالة إحصائية مع المتغير التابع؛ مستوى اعتماد تحليلات الموارد البشرية. بالإضافة إلى ذلك، يقدم البحث الدعم بأن نية اعتماد تحليلات الموارد البشرية تعمل كوسيط بين الدافع اللذة، أحد هياكل نموذج UTAUT الموسع، ومستوى اعتماد تحليلات الموارد البشرية.

الكلمات المفتاحية: تحليلات الموارد البشرية، نية التبني، مستوى التبني، الدافع اللذي يدفع إلى تحقيق أهداف معينة، نموذج UTAUT الموسع

Introduction

The HR analytics adoption was proved to be a game-changer by providing the organizations the ability to develop the skills of their employees while improving their retention and gaining a competitive edge in the market (Van der Togt & Rasmussen, 2017). Regardless the perceived benefits, the HR analytics adoption among the HR professionals still slow-moving due to the barriers of having the adequate information technology (IT) infrastructure Capabilities enabling for HR analytics adoption (Vargas et al, 2018). These analytics adoption level is often mediated by the adoption intention within the organizations (De Moraes et al, 2022). It has been shown by Nordhoff et al (2020) that hedonic motivation is considered the direct predictor for the intention of the technology adoption. (Nordhoff et al, 2020) So, this research aims to investigate the influence of hedonic motivation, as the added construct to the UTAUT model, influencing the HR analytics adaption level with a specific focus on the HR analytics adoption intention as being the mediating variable among this relationship within the unique context of Egypt.

Problem Identification

Regardless of the growing significance of the HR analytics in improving the organizational performance, many organizations, including those in Egypt, struggle with its adoption (Susmita,2021). Several factors affect the HR analytics adoption intention, however current studies overlook the interaction

among these factors. According to Ramachandran et al (2023), there is a limitation in the current landscape for the practical application within the workplaces to the HR analytics. Therefore, this research is considered significant in this context due to the lack of this measurement as shown in the previous studies. Therefore, this gap should be addressed as a lack of a comprehensive understanding of these relationships, Banks in the Egyptian context may fail to implement the HR analytics in an effective way, missing out on the data driven decision making benefits, especially after getting the information that one of the Egyptian banks is working on integrating HR analytics into its overall decision-making process.

Research Questions

1) Does the hedonic motivation contribute to shape the intention?
2) Does the hedonic motivation affect the HR analytics adoption level within the Egyptian context?
3) What is the mediating role between the hedonic motivation and the HR analytics adoption level?
4) What is the overall influence of the HR analytics adoption intention on the HR analytics adoption actual level within organizations?

Research Objectives

1- To investigate the impact of hedonic motivation on HR analytics adoption intention within the Egyptian Banking Context.
2- To examine the influence of hedonic motivation on HR analytics adoption level within the Egyptian Banking Context.
3- To investigate whether the Human resource analytics intention mediate the relationship between hedonic motivation and the HR analytics adoption level or not within the Egyptian Banking Context.
4- To assess the overall effect of HR analytics adoption intention on the actual HR analytics adoption level within the Egyptian Banking Context.

Literature Review

Hedonic Motivation Construct

Some researchers showed that individual factors including personal motivation can play a crucial role in technology adoption that can overshadow the social considerations (Miranda et al,2024). It refers to the pursuit of both the pleasure and enjoyment influencing the individual behaviour and experiences across different contexts. This dimension includes many aspects such as the emotional engagement, sensory stimulation, and intrinsic enjoyment. There are many key components of the hedonic motivation (HM): pleasure-seeking behaviour and emotional orientation (Powell et al, 2023). As for the

pleasure-seeking behaviour, the hedonic motivation drives the individuals to pursue enjoyable experiences even if they are challenging ones (Powel et al,2023). As for the emotional orientation, the hedonic motivation provides reflection on a shift towards emotional experiences instead of purely economic ones highlighting both excitement and sensory simulation (Susanti & Mulyadi, 2016). In addition, especially in the e-commerce, the hedonic motivations contain factors such as visual appeal, sensation seeking, and social interaction while emphasizing the online experiences' non-functional value (Martínez-López et al, 2016). According to Brito (2023), the power distance as being one of the cultural factors can impact the hedonic motivation in a positive way. But the long-term orientation may have the opposite effect on it. Therefore, it is crucial to acknowledge that not all the pleasurable experience will lead to satisfaction or well-being (Powel et al,2023).
The Hedonic dimension in the UTAUT2 model is also related to perceived enjoyment in TAM; both frameworks focus on how enjoyment plays an important role in affecting the behavioral intentions of the users to engage with technology, mainly in a positive way (Ernst et al,2016). According to Bouwman (2011), Perceived enjoyment itself is considered a vital component of the TAM while influencing both the attitudes and intentions of the users towards technology use; the perceived enjoyment with perceived usefulness and ease of use, all helps in the prediction of the intention to use (Bouwman et al, 2014).It was further

supported by the Hedonic-Motivation System Adoption Model, which is defined by Zaharias and Chatzeparaskevaidou (2013) as the combination of hedonic motivation system, perceived ease of use, and behavioral intentions to use, that intrinsic motivations like enjoyment are crucial for the hedonic systems adoption (Lowry et al,2012). It was shown that hedonic motivations and perceived usefulness play a crucial role in the technology adoption (Ernst et al,2016).

The Hedonic dimension in the UTAUT2 model is also related to attitude in TRA model. By incorporating motivations to the role of attitude, can enrich the understanding of the intentions to perform a specific behavior by lining emotional engagement to attitudes (Fitzmaurice, 2005). According to Novela et al (2020), it showed that some studies show that utilitarian motivations and hedonic motivations have an impact on attitudes, indicating a complex relationship where both motivation types can impact the individual behavior in a different way depending on the context.
The Hedonic dimension in the UTAUT2 model is also related relative advantage in the DOI theory; the hedonic motivation can improve the perceived relative advantage by making technology more appealing to users. In other words, when the users find technology enjoyable for them, this improves their perception of its relative advantage that makes them more likely to adopt it (Heijden, 2004).According to Ramadhani & Azizah (2022), the relative advantage itself refers to the perceived benefits of an

innovation over the current solutions that can comprise factors such as efficiency, cost savings, and enjoyment.

It is believed that the choice to add the hedonic motivation dimension to be UTAUT2 rather than relying mainly on the original UTAUT model, is rational due to its ability of providing a more comprehensive understanding of the technology adoption, mainly in the HR analytics context in the Egyptian banking sector. It is crucial to address this construct in a sector where the engagement of the user can influence the successful adoption of new tools in a significant way, recognizing that banking workers may be motivated by both the enjoyment and satisfaction they derive from HR analytics usage. While the focus of the original UTAUT does not account for both the emotional and experiential factors which can drive the acceptance of the user. Therefore, the hedonic motivation incorporation can help in the exploration of how positive user experiences and enjoyment can improve the likelihood of HR analytics technologies adoption; this is significant in a competitive environment like the banking one, where fostering an innovation culture and user engagement can lead to enhanced performance and employee satisfaction. Ultimately, the choice of the hedonic motivation integration into the researcher's framework will allow for a richer analysis of the factors impacting the technology adaption while ensuring that the research reflects the user behaviour's multifaceted nature within the banking sector in Egypt.

Differences between Data Analytics and HR Analytics

The Data Analytics and HR Analytics are serving distinct purposes in the organizations. The Data analytics includes a broad range of techniques used with the purpose of data analysis across many domains with the focus on insights extraction to inform decision making. While the HR analytics is mainly targeting the data related to human resource to improve the workforce management and align the strategies of the HR with the overall organizational goals. Therefore, the data analytics scope is about analyzing the data from multiple sources with the purpose of improving the overall business performance (Saleh et al,2023). While the scope of the HR analytics is mainly concentrating on the data of the employees in terms of hiring, training, and retention strategies that will enhance the overall organizational performance (Rashmeet et al,2024). As for the techniques and tools used by each one, the data analytics mainly utilized many statistical methods in addition to the machine learning techniques that can be applied across different sectors (Saleh et al,2023).

While the HR analytics employees' specific models including regression analysis and clustering with the purpose of turnover prediction and workforce needs segmentation (Wang, 2024). As for the outcomes, the data analytics aim for a border efficiency and effectiveness for the organization, While HR analytics has a direct impact on talent management, employee satisfaction, and

retention strategies which make the HR considered to be an asset rather than a cost center for the organization (Rashmeet et al , 2024). According to Rishiraj & Shukla (2024), the HR analytics is considered a subset of the Data Analytics with a focus on human capital management highlighting its crucial role in driving organizational success. Though, there are other arguments showing that data analytics' broader applications can also enhance the HR functions in a significant way while suggesting a potential overlap in their utility (Rishiraj & Shukla, 2024).

Hedonic Motivation, HR Analytics Adoption Intention, and HR Analytics Adoption Level

The Hedonic motivation construct plays a critical role in shaping the HR intentions and the HR technologies adoption. According to Lowry et al (2012), it showed that the Hedonic-motivation system adoption model mainly focus on the intrinsic motivations, suggesting that both enjoyment and engagement impact the behavioral intentions to use systems in a significant way, including the HR analytics. According to Toring et al (2024), it showed that the immersive experiences of the users can improve their intention to adopt technologies. In addition, it was shown that hedonic motivation has a direct and positive influence on the adoption intention for the HR analytics, with a performance expectancy as being a crucial predictor (Arora et al,2022). Moreover, it was shown by Stjepanovic (2019) that employees can have a high engagement with HR system that they find enjoyable, which will lead to higher

satisfaction and productivity. According to Dhiman et al (2023), it showed that both perceived enjoyment and job relevance are crucial in shaping the intentions of the employees to use the HR analytics within the service sector.

According to Meske et al (2019), it showed that there is a crucial role played by the hedonic motivation in influencing the intention of the employees to engage with the enterprise social networks (ESNs). It was emphasized that when the ESNs support the drives to comprehend, acquire, bond, and defend in an effective way, they significantly improve hedonic motivations between the employees; the increments in hedonic motivation, relating to both the enjoyment and satisfaction derived from the ESN usage, leads to a stronger intention to persist in using the platform. In addition, the research reveals that hedonic motivation has a more significant influence on the ESNs' actual usage compared to the normative motivation, that are based on both the social norms and expectations; this provides suggestions about the ways that could be used by organizations to foster the ESNs' sustainable user engagement, including the focus on the environment creation in a way that enhances the hedonic experiences, thus increasing the intention of the employees to actively participate in these networks. In general, the relationship among hedonic motivation and intention is crucial for ensuring the long-term engagement and success of ESNs within the organizational settings (Meske et al, 2019).

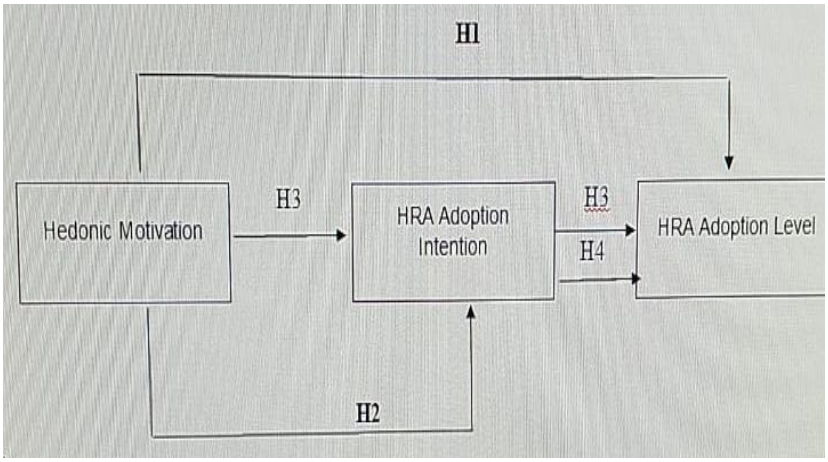
Table 1: Summary of the previous studies on Hedonic Motivation, HR Intention, and HR Adoption

Year	Author	Findings	Sector	Reference
2012	Lowry et al	It suggests that both enjoyment and engagement impact the behavioral intentions to use systems in a significant way, including the HR analytics.	Gaming	Lowry, P., Gaskin, J., Twyman, N., Hammer, B., & Roberts, T. (2012). Taking "Fun and Games" seriously: Proposing the Hedonic-Motivation System Adoption Model (HMSAM). Journal of the Association for Information Systems, 14(11), 617–671. https://doi.org/10.17705/1jais.00347
2019	Meke et al	It showed that hedonic motivation directly impacts employees' intention to engage with Enterprise Social Networks (ESNs), improving their satisfaction and enjoyment; This increased motivation leads to higher actual usage of ESNs. Hedonic motivation has a stronger influence on usage than normative motivations. Thus, fostering hedonic experiences is crucial for promoting sustained engagement with ESNs.	logistics and courier industry	Meske, C., Junglas, I., & Stieglitz, S. (2019). Explaining the emergence of hedonic motivations in enterprise social networks and their impact on sustainable user engagement. *Journal of Enterprise Information Management*, *32*(3), 436–456. https://doi.org/10.1108/jeim-08-2018-0177
2019	Stjepanovic	It was shown that employees can have a high engagement with HR system that they find enjoyable, which	Various sectors including (ICT sector, banking, service and manufacturing	Stjepanović, N. (2019). Utjecaj motivacijskih čimbenika na zadovoljstvo poslom među zaposlenicima u IT sektoru. SciSpace - Paper.

		will lead to higher satisfaction and productivity.	sectors, and education sector)	https://typeset.io/papers/utjecaj-motivacijskih-cimbenika-na-zadovoljstvo-poslom-medu-4ua5wrahtt
2022	Arora et al	It was shown that hedonic motivation has a direct and positive influence on the adoption intention for the HR analytics, with a performance expectancy as being a crucial predictor	Banking	Arora, M., Prakash, A., Mittal, A., & Singh, S. (2022). Moderating role of resistance to change in the actual adoption of HR analytics in the Indian banking and financial services industry. Evidence-based HRM a Global Forum for Empirical Scholarship, 11(3), 253–270. https://doi.org/10.1108/ebhrm-12-2021-0249
2023	Dhiman et al	It showed that both perceived enjoyment and job relevance are crucial in shaping the intentions of the employees to use the HR analytics within the service sector.	Diverse Services	Dhiman, N., Kumar, S., & Nagpal, T. (2023). Employee's Intentions to Use HR Analytics: Technology Acceptance Model with Job Relevance and Self-Efficacy. Vision the Journal of Business Perspective. https://doi.org/10.1177/09722629231183540
2024	Toring et al	It showed that the immersive experiences of the users can improve their intention to adopt technologies.	Aviation	Toring, H., Benatiro, R., Legaspi, N., Cahayagan, M. L., Felix, R., Adaptar, A., Cortes, S., & Licen, C. R. (2024). The Use of Hedonic-Motivation System Adoption Model in Evaluating Aviation Technology students' Behavioral Intention and Immersion Toward Using Flight Simulator. The International Journal of Aerospace Psychology, 1–15. https://doi.org/10.1080/24721840.2024.2337622

Theoretical farmwork & Hypothesis Development

Proposed Research Model



Independent Variable: Hedonic Motivation

Moderating Variable: HRA Adoption Intention

Dependent Variable: HRA Adoption Level

Hypotheses Development

H1: There is a relationship between Hedonic Motivation and HRA Adoption Level

H2: There is a relationship between Hedonic Motivation and HRA Adoption Intention

H3: HRA Adoption Intention mediates the relationship between Hedonic Motivation and HRA Adoption Level

H4: There is a relationship between HRA Adoption Intention and HRA Adoption Level

Research Methodology

Unit of Analysis

In this research, the unit of analysis is **individual level**, by including the HR employees and other departmental heads working the banking sector in Egypt.

Population

There is a total of **387 HR employees**, including Juniors, Seniors, and Heads, and **1255 heads in the other departments** within the top 6 selected banks in Cairo: CIB including NBE, QNB, Banque Misr, Banque du Caire, and AlexBank.

Sample

For the HR department Employees:

Based on the previous population size information, the sample size will be as follows:

1) Confidence Level (Z) = 95%
2) Margin of Error (E) = 5%
3) Estimated proportion (P) = 50% (to maximize sample size)
4) Population Size (N)= 387

So, the Sample calculation for the HR employees will be

$$n0= \frac{E(Z^2)\cdot P\cdot(1-P)}{E^2}$$

$$= \frac{(1.962)\cdot 0.50\cdot(1-0.50)}{}$$

$$(0.05^2)$$

$$= 384.16 \approx 385$$

So,

$$n = \frac{n0.N}{n0+N-1}$$

$$= \frac{384.16.387}{384.16 +387-1}$$

$$= 193.97 \approx \mathbf{194}$$

Then, the Sample calculation for the Department heads will be

$$n0 = \frac{E(Z^2)\cdot P\cdot(1-P)}{E^2}$$

$$= \frac{(1.962)\cdot 0.50\cdot(1-0.50)}{(0.05^2)}$$

$$= 384.16 \approx 385$$

So,

$$n = \frac{n0.N}{n0+N-1}$$

$$= \frac{384.16.1{,}255}{384.16 +1{,}255-1}$$

$$= 294.27 \approx \mathbf{295}$$

Therefore, the total sample size will be **489** for a 95% confidence level with a 5% margin of error.

Research Design

As for the first design choice "Research Philosophy", the researcher chooses the Positivism, because it highlights both the objective measurement and observable phenomena. Since the research contains the HR analytics adoption in the Egyptian banking sector, a positivist approach permits for the quantitative data collection that can be analyzed in an adequate statistical way, aligning with the researcher focus on the added construct of UTAUT2; hedonic motivation and its influence on adoption intention and then the adoption level, that can be measured in an objective way. By using the explanatory research and hypothesis testing, the researcher can verify or argue with the existing theory based on the data gathered from the Egyptian banking sector through the data collection phase; this method will enhance the result's validity, contributing to more in-depth understanding of the dynamics included in the HRA adoption.

As for the third design choice regarding the "Research Strategy", the researcher choses the Quantitative Method, because it is considered an objective measurement, supporting the positivism philosophy design choice; it will allow the research to measure the variables related to HR analytics adoption. Especially, the usage of structured data collection tool with close-ended questions, will provide the researcher with consistency and reliability across the responses. As for the fourth design choice regarding the "Time Horizon", the researcher chooses the Cross-Sectional one; this choice is due to the

time consuming and intensive resource usage disadvantages of the longitudinal option.

As for the fifth design choice regarding the "Sampling Strategy", the researcher chooses the probability sampling, especially the random sampling, to guarantee that every individual within the selected population has the equal chance of being selected. As for the Sixth design choice regarding the "Data Collection Method", the researcher chooses to be a number-based in terms of a structured closed-ended survey; the researcher chooses the Survey strategy by distributing questionnaire; this choice is due to the large number of respondents. Asfor the seventh and last design choice "Data Analysis Techniques". Once the data is collected, the researcher will start by filtering the data to remove any irrelevant or duplicated responses to ensure maintaining the data integrity. Then, the researcher will use SPSS(23), which considered a reliable statistical technique.

Statistical Analysis & Results

Exploratory factor analysis for research constructs

No	Items	Communalities
1	Using this technology would be fun	0.559
2	Using this technology would be entertaining	0.574
3	Using this technology would be enjoyable	0.576
4	I intend to use HRA as often as needed	0.536
5	Whenever possible, I intend not to use the HRA	0.093
6	To the extent possible, I would use the HRA frequently	0.545
7	My company has policies in place supporting the use	0.454

	of HR Analytics	
8	I started exploring HR Analytics	0.501
9	Using HR Analytics is interesting to me	0.438
10	My company should invest in HR Analytics	0.344
11	I applied HR Analytics to some of my tasks	0.539
Eigen value = 16.120	% of Variance= 44.778	Cumulative %= 44.778

According to Rotation Sums of Squared Loadings in table (4.2.2), it can be inferred that:

- Communalities provide indication about the variance amount within each variable which is accounted for; Initial communalities are considered the estimates of the variance within each variable accounted for by all components or factors. For principal components analysis, this consistently equals1.0 (for correlation analyses) or the variable's variance (for covariance analyses). As for the Extraction communalities, it is about the estimates of the variable within each variable accounted for by the factors (or components) within the solution of the factor.Small values provide indications for the variables which do not fit in an appropriate way with the solution of the factor, and should possibly be eliminated from the analysis.
- Eligen valyes illustrate the variance amount accounted for by a factor by sum of the squared loadings for a factor at the optimum value more than one.
- The " % of Variance" provides the variance percent accounted for by each definite factor or component, inrelation

to the total variance within all the variables while the optimum value for Cumulative Rotation Sums of Squared Loadings (0.50) at minimum.

- All constructs signify (44.778%) from the Total Variance Explained, common method bias can be examined in accordance with Hemain's single factor test, while the variance percentage of the first factor was less than (50%), then it can be illustrated that there is not a common method bias, and the collected data is set for further examination.

Constructs and findings of confirmatory factor analyses

Constructs	Items	Estimate λ	t-test	CR	AVE	HTMT
Hedonic Motivation	HM1	.854	-	0.873	0.696	0.878
	HM2	.783	59.308***			
	HM3	.863	52.270***			
Human Resource Analytics Adoption Intention	HRAAI1	.847	-	0.857	0.750	0.860
	HRAAI3	.885	25.486***			
Human Resource Analytics Adoption Level	AL1	.738	-	0.862	0.559	0.879
	AL2	.829	18.368***			
	AL3	.683	15.071***			
	AL4	.630	14.971***			
	AL5	.837	16.481***			

***** Significant level less than (0.001)**

According to Table (4.4.1), the researcher can conclude the following:

1. All standardized regression weights (factor loading) are greater than 0.50, meaning that all measured variables are significant, i.e., the measured variables represent the constructs, i.e., this demonstrates that there exist some mutual convergence points (Hair et al., 2014).
2. t-test for all measured variables is significant at a level of significance less than (0.001), meaning that the significance of the observed variables in examining the Impact of Hedonic Motivation on Human Resources Analytics adoption level: The Mediating Role of Human Resource Analytics Adoption Intention in the Egyptian Context.
3. The composite reliability (CR) demonstrates results that are greater than 0.70 meaning that the variables did converge at some point (Hair et al., 2014).
4. Due to Squared Multiple Correlations; the average variance extracted (AVE) for all latent constructs is (0.644), after exluding HRAAI2 from the construct of Human Resource Analytics Adoption Intention (HRAAI). This reveals that latent variables had a strong convergent validity (Fornell&Larchker, 1981; Hair et al., 2014).

5- The average variance retrieved for the constructs of Human Resource Analytics Adoption Intention (HRAAI), Hedonic Motivation , and Human Resources Analytics Adoption

Level (AL) are: (0.750), (0.696), (0.559) respectively, for example ,AVEs of all scales turned out to be greater than the cut-off values (0.50) or near to cut off values (0.50).

6- Recently, it has been proposed the Heterotrait-monotrait ratio of the correlations (HTMT) approach to measure discriminant validity (Henseler, Ringle&Sarstedt, 2015). HTMT is the average of the heterotrait-heteromethod correlations in relation to the average of the monotrait-heteromethodcorrelations. If the value of the HTMT is greater than this threshold, there is an absence of discriminant validity. Some authors recommend a threshold of (0.85) (Kline 2011), whereas others suggest a value of (0.90) (Teo et al. 2008). Table 3 demonstrates that HTMT ratio less than (0.90.) or near to the cut off point (0.90), which means the latent variables had a high discriminant validity.

Conclusion

The confirmatory factor analysis outcomes shows that the measured constructs have capture the key dimensions related to the research purpose effectively. Also, the validity and reliability of the constructs confirm that theoretical framework used was appropriate in investigating the factors affecting the technology adoption through the intention. Also, the research shows that hedonic motivation, the added construct of the extended UTAUT model, has a significant impact on both the human resource adoption intention and overall human resources analytics

adoption level. The human resource analytics adoption intention role as a mediator is important, effectively connecting the relationship between the hedonic motivation variable and the human resources analytics adoption level. Also, the results indicate that the mediator itself has a significant relationship with the dependent variable, meaning that there is a significant relationship between the human resource analytics adoption intention and human resources analytics adoption level among the HR professionals and other departments' heads.

Research Limitations & Future Work

The limitation could be the narrow scope of the research that could be a future work for other researcher to consider all the constructs of the extended UTAUT for more comprehensive view. In addition, the reliance on quantitative method could be also a future work by the usage of the mixed approach method taking into consideration both methods, quantitative and qualitative methods.

References

Arora, M., Prakash, A., Mittal, A., & Singh, S. (2022). Moderating role of resistance to change in the actual adoption of HR analytics in the Indian banking and financial services industry. Evidence-based HRM a Global Forum for Empirical Scholarship, 11(3), 253–270. https://doi.org/10.1108/ebhrm-12-2021-0249

De Moraes, G. H. S. M., Pelegrini, G. C., De Marchi, L. P., Pinheiro, G. T., & Cappellozza, A. (2022). Antecedents of big data analytics adoption: an analysis with future managers in a developing country. *The Bottom-Line Managing Library Finances*, *35*(2/3), 73–89. https://doi.org/10.1108/bl-06-2021-0068

Dhiman, N., Kumar, S., & Nagpal, T. (2023). Employee's Intentions to Use HR Analytics: Technology Acceptance Model with Job Relevance and Self-Efficacy. Vision the Journal of Business Perspective. https://doi.org/10.1177/09722629231183540

Ekka, S., & Singh, P. (2022). Predicting HR Professionals' adoption of HR Analytics: an extension of UTAUT model. *Organizacija*, *55*(1), 77–93.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39-50.

Hair, J. F. et al. (2014). Partial Least Squares Structural Equation Modeling (PLS-SEM): An Emerging Tool in Business Research. European Business Review, 26, 106-121. https://doi.org/10.1108/EBR-10-2013-0128

Henseler, J., Ringle, C. M., & Sarstedt, M. (2014). A new criterion for assessing discriminant validity in variance-based structural equation

modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Kline, R. B. (2011). Principles and practice of structural equation modeling. New York: Guilford Press. Teo, T. S. H.

Lowry, P., Gaskin, J., Twyman, N., Hammer, B., & Roberts, T. (2012). Taking "Fun and Games" seriously: Proposing the Hedonic-Motivation System Adoption Model (HMSAM). Journal of the Association for Information Systems, 14(11), 617–671. https://doi.org/10.17705/1jais.00347

Meske, C., Junglas, I., & Stieglitz, S. (2019). Explaining the emergence of hedonic motivations in enterprise social networks and their impact on sustainable user engagement. *Journal of Enterprise Information Management*, *32*(3), 436–456. https://doi.org/10.1108/jeim-08-2018-0177

Nordhoff, S., Louw, T., Innamaa, S., Lehtonen, E., Beuster, A., Torrao, G., Bjorvatn, A., Kessel, T., Malin, F., Happee, R., & Merat, N. (2020). Using the UTAUT2 model to explain public acceptance of conditionally automated (L3) cars: A questionnaire study among 9,118 car drivers from eight European countries. *Transportation Research Part F Traffic Psychology and Behaviour*, *74*, 280–297

Ramachandran, R., Babu, V., & Murugesan, V. P. (2023). Human resource analytics revisited: a systematic literature review of its adoption, global acceptance and implementation. *Benchmarking an International Journal*. https://doi.org/10.1108/bij-04-2022-0272

Rashmeet, Kaur, &Johar. (2024). 2. HR Analytics and its Impact on Organizations Performance. Indian Scientific Journal of Research in Engineering And Management, doi: 10.55041/ijsrem32727

Rishiraj, A., & Shukla, S. (2024). Data: a key to HR analytics for talent management. In *Lecture notes in networks and systems* (pp. 33–49). https://doi.org/10.1007/978-981-97-0975-5_3

Saleh., Nomahaza, Mahadi., Noor, Maya, Salleh. (2023). 5. Leveraging the Power of Data: How can Businesses Enhance their Understanding of the Workforce. International journal of academic research in business & social sciences, doi: 10.6007/ijarbss/v13-i10/18878

Stjepanović, N. (2019). Utjecaj motivacijskih čimbenika na zadovoljstvo poslom među zaposlenicima u IT sektoru. SciSpace - Paper. https://typeset.io/papers/utjecaj-motivacijskih-cimbenika-na-zadovoljstvo-poslom-medu-4ua5wrahtt

Susmita, Ekka. (2021). 1. Hr analytics: why it matters. The Journal of Contemporary Issues in Business and Government, doi: 10.47750/CIBG.2021.27.02.238

Teo, T. S. H., Srivastava, S. C., & Jiang, L. (2008). Trust and electronic government success: An empiri-cal study. Journal of Management Information Systems, 25(3), 99–132. https://doi.org/10.2753/MIS0742-1222250303

Toring, H., Benatiro, R., Legaspi, N., Cahayagan, M. L., Felix, R., Adaptar, A., Cortes, S., & Licen, C. R. (2024). The Use of Hedonic-Motivation System Adoption Model in Evaluating Aviation Technology students' Behavioral Intention and Immersion Toward Using Flight Simulator. The

International Journal of Aerospace Psychology, 1–15. https://doi.org/10.1080/24721840.2024.2337622

Van Der Togt, J., & Rasmussen, T. H. (2017). Toward evidence-based HR. *Journal of Organizational Effectiveness People and Performance*, *4*(2), 127–132. https://doi.org/10.1108/joepp-02-2017-0013

Vargas, R., Yurova, Y. V., Ruppel, C. P., Tworoger, L. C., & Greenwood, R. (2018). Individual adoption of HR analytics: A fine grained view of the early stages leading to adoption. International Journal of Human Resource Management, 29(22), 3046-3067

Wang,C. (2024). 1. Enhancing HR management through HRIS and data analytics. Applied and Computational Engineering, doi: 10.54254/2755-2721/64/20241394

Appendix

Variables	Scale Items	References
Hedonic Motivation	HM1: Using this technology would be fun HM2: Using this technology would be entertaining HM3: Using this technology would be enjoyable	Nordhoff, S., Louw, T., Innamaa, S., Lehtonen, E., Beuster, A., Torrao, G., Bjorvatn, A., Kessel, T., Malin, F., Happee, R., & Merat, N. (2020). Using the UTAUT2 model to explain public acceptance of conditionally automated (L3) cars: A questionnaire study among 9,118 car drivers from eight European countries. *Transportation Research Part F Traffic Psychology and Behaviour*, *74*, 280–297
HR Analytics Adoption Intention	HRAAI1: I intend to use HRA as often as needed HRAAI2: Whenever possible, I intend not to use the HRA HRAAI3: To the extent possible, I would use the HRA frequently	Ekka, S., & Singh, P. (2022). Predicting HR Professionals' adoption of HR Analytics: an extension of UTAUT model. *Organizacija*, *55*(1), 77–93.
HR Analytics Adoption Level	AL1: My company has policies in place supporting the use of HR Analytics. AL2: I started exploring HR Analytics. AL3: Using HR Analytics is interesting to me. Al4: My company should invest in HR Analytics. AL5: I applied HR Analytics to some of my tasks.	Vargas, R., Yurova, Y. V., Ruppel, C. P., Tworoger, L. C., & Greenwood, R. (2018). Individual adoption of HR analytics: A fine grained view of the early stages leading to adoption. International Journal of Human Resource Management, 29(22), 3046-3067.