

Effect of Human Resource Management Practices on Employee Performance in Public Sector Organizations: A Systematic Review Utilising the UTAUT Framework

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Abstract— This systematic review investigates the relationship between Human Resource Management (HRM) practices and employee performance within public sector organizations, framed by the Unified Theory of Acceptance and Use of Technology (UTAUT). The primary aim is to understand how specific HRM practices influence employee performance and explore the mediating role of technology adoption and acceptance in this context. A comprehensive literature search was conducted using multiple academic databases, applying targeted keywords related to HRM practices, employee performance, public sector organizations, and UTAUT. The collected studies were systematically analysed to extract relevant findings and insights. The review reveals that effective HRM practices significantly enhance employee performance in public sector organizations. It underscores the critical role of user-friendly technology, as emphasized by UTAUT, in facilitating HRM processes and fostering employee engagement. This study emphasizes the importance of aligning HRM strategies with technological advancements to optimize employee outcomes. However, limitations concerning the exclusion of grey literature and the generalizability of findings to the private sector are acknowledged. Future research is encouraged to further explore these relationships across diverse organizational contexts.

Keywords—Human Resource Management Practices, Human Resource Management Information Systems, Employee performance, Public Sector Organisation, Unified Theory of Acceptancy and Use of Technology and Systematic Literature Review

I. INTRODUCTION

In today's knowledge-driven economy, organizational success increasingly relies on the performance of human resources [1]. This realization highlights the vital importance of Human Resource Management (HRM) practices, which significantly influence employee performance, a focus of extensive research by scholars and practitioners. Effective HRM is seen as crucial for organizational success, and recent years have witnessed a strategic shift towards analysing workforce dynamics and promoting knowledge sharing [2]. Both public and private sectors are adopting Human Resource Management Information Systems (HRMIS) to enhance the efficiency of HR practices. These systems automate routine HR functions, improving HR staff productivity and fostering strategic engagement with human capital “[3],[4],[5]”.

HRMIS provides managers with essential tools to effectively monitor critical employee-related information, including demographics, recruitment, training, performance

management, and compensation “[6],[7]”. Employee performance is crucial for organizational effectiveness, particularly in public sector entities where accountability and service delivery are critical. Well-designed HRM practices are intended to enhance employee engagement, motivation, and performance. This research aims to systematically explore the relationships between HRM practices and employee performance in public sector contexts using the Unified Theory of Acceptance and Use of Technology (UTAUT) model.

The UTAUT framework offers valuable insights into the factors that affect technology adoption and acceptance, enabling the effective implementation of HRM practices to boost employee performance. By incorporating the UTAUT model, this study intends to contribute to existing knowledge regarding HRM practices and provide practical recommendations for improving employee performance in public sector organizations, emphasizing the strategic relevance of HRM in fostering a high-performance culture.

II. LITERATURE REVIEW

A considerable body of literature underscores the connection between Human Resource Management (HRM) practices and employee performance across various organizational settings. Targeted HRM practices, such as recruitment and selection, training and development, performance appraisal, compensation and benefits, and employee engagement initiatives, have demonstrated their potential to improve performance outcomes [8]. Integrating these HRM practices with the Unified Theory of Acceptance and Use of Technology (UTAUT) model offers a structured approach to understanding employee performance specifically within public sector organizations, focusing on technology adoption and acceptance. The UTAUT model, which emerges from eight influential theoretical frameworks, identifies four critical constructs: performance expectancy, effort expectancy, social influence, and facilitating conditions [9]. While UTAUT has not achieved the same level of recognition as the Technology Acceptance Model (TAM), it has gained traction in academic research, particularly in the context of e-government systems “[10], [11]”.

This systematic review aims to analyze the relationships between UTAUT constructs and HRM practices, thereby enhancing the understanding of their effects on employee performance in public sector organizations. The UTAUT framework serves as a beneficial lens for exploring technology acceptance, ultimately providing insights that can

enhance HRM practices “[12], [13], [14]”. Social influence pertains to the impact of social support, particularly endorsements from supervisors and peers, on the adoption of technology-related HRM initiatives. Positive reinforcement from leadership correlates positively with increased technology use among employees “[15],[16]”. Empirical findings suggest that social influence significantly affects the adoption of technologies like HR Analytics “[17], [18]”.

Facilitating conditions encompass essential resources, support, and infrastructure required for effective technology utilization. Adequate training and technical assistance lead to smoother transitions to new technologies, enhancing overall organizational performance “[19],[20]”. The theoretical basis for this construct posits that insufficient resources are a leading cause of poor technology adoption, which can negatively impact performance levels [21].

Effort expectancy relates to the ease of using technology, emphasizing that user-friendly systems are more likely to be successfully adopted [22]. Simpler technology correlates with increased user engagement and confidence in its application [23]. Past research supports the notion that higher effort expectancy facilitates greater technology adoption [24]. Meanwhile, performance expectancy reflects anticipated improvements in job performance stemming from technology use. Employees are inclined to favor HR technologies that promise to simplify their tasks and uplift productivity “[25], [26]”.

Furthermore, the UTAUT model sheds light on various HRM dimensions, including recruitment, training, performance management, compensation, and employee engagement. By utilizing the UTAUT framework, HRM professionals can assess employee acceptance of new technologies, such as e-learning platforms, thereby identifying barriers to effective implementation [27]. Understanding employees' perceptions of technology is crucial for promoting acceptance and improving performance outcomes, particularly in performance management contexts [28].

However, the UTAUT model faces criticisms for potentially oversimplifying technology acceptance behaviors. Critics argue that it may not adequately capture the complex emotional and contextual factors influencing adoption, such as anxiety and excitement [29]. Moreover, its focus on individual perspectives may overlook broader organizational influences, creating a less comprehensive understanding of varied experiences across demographic groups[30]. Furthermore, the UTAUT model's static nature fails to account for evolving user behaviors over time[31]. Its Western-centric perspective also calls for examination in non-Western cultural settings [32].

The intersection of HRM practices and employee performance is significantly affected by the UTAUT model, elucidating how technology acceptance can be improved in public organizations. As organizations increasingly adopt digital HR strategies, understanding UTAUT constructs; social influence, facilitating conditions, effort expectancy, and performance expectancy will be crucial for enhancing employee outcomes and overall organizational effectiveness. Future research should focus on cross-cultural studies to explore the applicability of these constructs across diverse

environments and contexts. This systematic review aims to enrich the literature on HRM practices by analyzing their interplay with UTAUT constructs, ultimately providing practical insights for public sector organizations aiming to boost employee performance.

III. METHODOLOGY

Before This systematic review follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol, recognized as a best practice for conducting systematic reviews[33], systematic literature reviews are distinguished by their rigorous and methodical nature, emphasizing structured analysis across numerous documents. Unlike traditional reviews, they aim to address specific research questions while critically evaluating evidence from relevant published studies [34].

The primary aim of this review is to explore the relationship between Human Resource Management (HRM) practices and employee performance, utilizing secondary research methods to identify, analyze, and interpret relevant literature, as outlined by [35]. Relevant studies were compiled from leading academic publishers and various electronic databases, including Research Gate, Sage, Taylor & Francis, Springer, JSTOR, Scopus, Google Scholar, and Web of Science.

The literature search featured targeted keywords like "HRM practices," "employee performance," and "public sector organizations," generating a comprehensive dataset of peer-reviewed articles, academic journals, and conference papers. Additional search terms included "public sector organization," "e-human resource practices," and "Unified Theory of Acceptance and Use of Technology." This extensive search yielded over 3,000 results.

To refine the dataset, specific selection criteria were applied: only peer-reviewed journal articles and conference papers published between 2002 and 2024, written in English, and directly relevant to the topics were included. This rigorous filtering process narrowed the search results to facilitate a focused examination of research from 2002 to 2024.

In addition to conducting the systematic review, the UTAUT model will guide the analysis of how HRM practices influence employee performance in public sector organizations. By synthesizing findings with UTAUT constructs; performance expectancy, effort expectancy, social influence, and facilitating conditions, this review aims to provide insights that can inform academic research and practical HRM strategies in the public sector, ultimately offering actionable recommendations for practitioners seeking to enhance employee performance through effective HRM practices.

A. Inclusion and Exclusion Criteria

This systematic literature review examines the influence of Human Resource Management (HRM) practices on employee performance in public sector organizations, emphasizing the Unified Theory of Acceptance and Use of Technology (UTAUT). By integrating the UTAUT framework, the review analyzes peer-reviewed journal articles

and conference papers published over the past two decades, ensuring the selected studies are relevant and of high quality.

The review prioritizes studies that explicitly investigate the HRM practices-employee performance relationship, focusing exclusively on English-language publications from 2002 to 2024 to reflect contemporary dynamics. To maintain high academic standards, studies reporting a negative relationship or lacking relevance will be systematically excluded, enhancing the quality of evidence reviewed. By employing these inclusion criteria, the review aims to highlight high-quality research that enhances understanding of how effective HRM practices positively influence employee performance in public sector organizations. This focused approach enriches existing knowledge and provides valuable insights for academics and practitioners, fostering engagement with the complexities of HRM. Ultimately, the review seeks to offer a robust analysis of the interplay between HRM practices and employee performance, guided by the UTAUT model, and contributes to future research and practical applications in public sector HRM.

IV. RESULTS

After Following the PRISMA framework, the initial phase of data analysis in this systematic literature review focuses on the effect of HRM practices on employee performance in public sector organizations. This phase involved meticulously compiling HRM practices and employee performance outcomes derived from selected studies. The researcher engaged in a systematic review, identifying common themes and labels that encapsulated various activities and their outcomes. This analytical process led to a structured framework categorizing the identified practices and outcomes. Five distinct categories of HRM practices emerged, informed by previous research on HRM effectiveness: Recruitment and Selection; Performance Management; Training and Development; Compensation and Rewards; and Employee Engagement. This categorization enhances the understanding of specific HRM practices influencing employee performance and provides a foundation for exploring their interrelationships within the context of the Unified Theory of Acceptance and Use of Technology (UTAUT).

HRM Practices and Employee Performance

The reviewed studies summarize findings in Table 1, indicating that HRM practices significantly influence employee performance. A consensus among several publications highlight a strong positive relationship between HRM practices and employee performance outcomes, facilitated by several factors. Empirical evidence supports the view that HRM practices enhance employee performance. By leveraging insights from the UTAUT model, organizations can understand how technology adoption and acceptance is influenced by these HRM practices, leading to improved employee outcomes. This review emphasizes the significance of specific HRM practices and the necessity of an integrated approach that considers traditional practices alongside contemporary technological influences. Table 1 shows selected journal articles reviewed.

TABLE 1. JOURNAL ARTICLES REVIEWED

Ref	Author(s)	Year	Objective of the Study	Findings
[36]	Zhang	2024	To investigate HR professionals' perceptions and attitudes towards AI adoption in recruitment, utilizing the (UTAUT) model	The study revealed the significant impact of AI adoption, as indicated by the UTAUT model.
[37]	Muhammad	2024	To investigate the impact of external factors on the adoption of Human Resource Analytics (HRA) under the framework of original UTAUT model.	The findings confirms that Social Influence and Statistical Background are the significant factors that influence the adoption of HRA among HR professionals
[38]	Paerah	2024	To systematically reviews literature from major scholarly databases to map the evolution of these technologies and their impact on human resource management practices.	The findings offer a comprehensive understanding of how technology reshapes employee performance evaluation
[39]	Alkhwaldi	2023	To propose a model of human resource information system (HRIS) in the Jordanian public sector	The study found that the UTAUT model has a significant effect on users' behavioural intention to adopt HRIS.
[40]	Taktek	2023	This study aims to comprehend several elements that affect the adoption of e-recruitment systems	It was discovered that the UTAUT model is suitable for evaluating the technological adoption of e-recruitment systems.
[41]	Tamrakar & Shrestha	2022	To investigate application of Unified Technology Acceptance and Use of Technology (UTAUT) model in the context of adoption of Human Resource	The results showed that three factors - facilitating condition, performance expectancy, and hedonic motivation, generate behavioural intention for adoption of HRIS.

			Information System (HRIS)				technology (UTAUT).	on Behavioural Intention.
[42]	Ekka & Singh	2022	To explore the behavioural intention to use HRA from the perspective of HR professionals by using UTAU	The result revealed a significant positive impact of performance expectancy, effort expectancy, social influence, and facilitating condition on behavioural intention to use HRA.		[48]	Abdou Jaimuddin &	2020 To examine the end-users' acceptance of e-learning in the banking sector using the unified theory of acceptance and use of technology (UTAUT) model.
[43]	Abdullah	2022	To reveal the predominant antecedents affecting their adoption and implementation by replicating the unified theory of acceptance and use of technology (UTAUT) model.	It was revealed that performance expectancy, social pressure, and facilitation conditions significantly influence the intention to use and the actual use of HRIS		[49]	Awanto	2020 analyze and retest the technology use and acceptance model proposed by Venkatesh et al. (2003) where there are four main variables that affect user intention and user behavior in using information technology.
[44]	Mol Stephen	2021	To examine the effectiveness of E-HRM practices and employee productivity	Results showed that E-HRM practices have a significant impact on the performance of the organization.		[50]	Kwan	2019 To explain factors HRM effectiveness through UTAUT analysis of E-HRM in the organization
[45]	Ali Said Al Mashrafi	2020	To explain E-HRM practices of human resource management in the organization	Results show that the e-HRM could be of help to enhance employee performance.		[51]	Sirucek & Galecka	2017 This study tackles the phenomenon of AI-based applications in HRM diffusion and adoption
[46]	Imran	2020	To investigate the impact of E-HRM on Employee Engagement in banking sector employees.	Study concluded that both E-Compensation and E-Performance Appraisal have a positive and significant influence on performance		[52]	Rahman	2016 To identify the salient factors affecting adoption of HRIS by Bangladeshi banking and financial sector through applying the unified theory of acceptance and use of technology (UTAUT) model.
[47]	Hafezalkotob	2020	A research was conducted in the field of human resources (HR) of some automotive companies by applying unified theory of acceptance and use of	The results of the study indicated that performance expectancy, effort expectancy, and social impact and influence have positive effect		[53]	Ventatesh	2016 To review and synthesize the IS literature on UTAUT from September 2003 until December 2014
								The review identifies many merits to UTAUT,

[54]	Williams	2015	To perform a systematic review of articles that has used the unified theory of acceptance and use of technology (UTAUT).	Found that performance expectancy and behavioural intention qualified for the best predictor category.		elements across the eight models; and empirically validate the unified model	technology acceptance.
[55]	Kariznoee	2012	To investigate the relationship between (E-HRM) and job performance of employees	The results indicated there is a significant positive relationship between (E-HRM) and job performance of employees.			
[56]	Bell	2008	Reviews research that has examined the effectiveness of simulations as training tools	The result has been an increased prevalence of simulation-based training in both academia and industry.			
[57]	Wang	2006	Explores the key factors of user acceptance through a research survey and by gathering empirical evidence based on the Unified Theory of Acceptance and the Use of Technology (UTAUT).	The results indicate that performance expectancy; effort expectancy, social influence, and facilitating conditions are all significant determinants of behavioural intention to use kiosk systems.			
[58]	Singh	2003	Examines the effects of information technology (IT) on the recruitment function of organizations.	Findings revealed that organizations are increasingly turning to IT methods to enhance the recruitment function.			
[59]	Ventkatesh	2003	(To review user acceptance literature and discuss eight prominent models; empirically compare the eight models and their extensions; formulate a unified model that integrates	The UTAUT model explained up to 70% of the variance in user intention to use technology, outperforming earlier models and offering a robust framework for predicting			

V. DISCUSSION AND CONCLUSION

The systematic review confirms a strong relationship between HRM practices and employee performance in public sector organizations. Key HRM practices including recruitment, training, performance appraisal, compensation, and employee engagement, contribute directly to improved employee performance. This aligns with the broader scholarly consensus that HRM practices significantly enhances employee performance. A crucial contribution of this review lies in its integration of the Unified Theory of Acceptance and Use of Technology (UTAUT), which provides a detailed perspective through which the effectiveness of HRM practices can be examined. UTAUT emphasizes the importance of technology adoption and acceptance in influencing employee performance. The model's constructs; performance expectancy, effort expectancy, social influence, and facilitating conditions prove vital in explaining why employees embrace or resist HR-based technologies such as Human Resource Management Information Systems (HRMIS). Public sector environments, often characterized by bureaucracy and resource limitations, benefit significantly from strategically implemented HRMIS, as it fosters transparency, reduces administrative burden, and streamlines data-driven decision-making.

The review demonstrates that effective HRM practices, when coupled with supportive technology and guided by the UTAUT framework, lead to marked improvements in employee performance within public sector organizations. The successful implementation of HRMIS depends not only on the systems themselves but also on the broader socio-technical environment, including leadership support and organizational readiness.

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