International Journal of Creative and Open Research in Engineering and Management
ISSN: 3108-1754 (Online)
Volume 02 Issue 10 October-2026 | Impact Factor: 3.5



Digital Transformation of HR Operations in Small, Field-Force-Driven Cosmeceutical Firms: A Conceptual Framework and Research Propositions Based on Secondary Evidence

Atharva Zambare[1]* and Rohit Nair[2]

[1] MBA (Human Resource Management), School of Business, Indira University, Pune, India

[2] [Rohit Nair: affiliation to be confirmed by the author]

* Corresponding author: [email address to be added]

How to Cite this Article:

Zambare, A. & Nair, R. (2026). Digital Transformation of HR Operations in Small, Field-Force-Driven Cosmeceutical Firms: A Conceptual Framework and Research Propositions Based on Secondary Evidence. International Journal of Creative and Open Research in Engineering and Management, 02(10), 1-9. https://doi.org/10.55041/ijcope.v2i10.151

License:

This article is published under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and the source are credited.

© The Author(s). Published by International Journal of Creative and Open Research in Engineering and Management.







https://doi.org/10.55041/ijcope.v2i10.151

Abstract

Purpose: Digital human resource management (e-HRM) has been studied mostly in large and multinational organisations. This paper examines how HR digitalisation can be understood in a different setting: a small, field-force-driven firm in India's cosmeceutical and therapeutic-aesthetics segment, where a compact HR team supports employees who spend most of their time outside the office.

Design/approach: The paper is conceptual. It combines published market estimates, the recent Indian regulatory changes that affect HR data and employment practice, and established technology-adoption theory (the Technology Acceptance Model, Diffusion of Innovations and socio-technical systems theory). The authors' internship context in an HR department of one such firm motivates the questions asked, but no primary survey or interview data are reported.

Findings: Market sources agree on direction but not on size: estimates of India's HRMS and HR-technology market in 2024–25 range from about USD 0.87 billion to USD 1.2 billion, with projected growth rates from 7.56% to 17.34% a year. At the same time, the Labour Codes (effective 21 November 2025) and the Digital Personal Data Protection Rules, 2025 are turning HR systems from an administrative convenience into compliance infrastructure. The paper develops a framework and five testable propositions on ease of use in field conditions, the sequence of HRMS coverage, onboarding and training, compliance, and data quality.

Originality and limitations: The paper offers a context-specific framework for an under-studied type of organisation. Because it reports no primary data, the propositions are untested; a research design for testing them is outlined.

Keywords: e-HRM; HRMS; digital HR; technology acceptance; field workforce; cosmeceuticals; India; DPDP Act

1. Introduction

Human resource management systems (HRMS) are now routine in Indian organisations. Commercial market reports describe a rapidly growing market, with mobile-first and cloud-based products increasingly marketed to small and medium enterprises (TechSci Research, 2025; Credence Research, 2025). Yet the academic literature on electronic HRM (e-HRM) tells a more cautious story. Reviews of the field have described research that is fragmented and often centred on the technology itself rather than on organisational outcomes (Strohmeier, 2007), and have found limited empirical support for the assumed link between e-HRM and strategic HR outcomes (Marler & Fisher, 2013). Bondarouk and Ruël (2009) argued that e-HRM adoption is as much a matter of change management as of technology.

Much of the empirical work has been done in large organisations; a well-known example is the study of employee attitudes towards e-HRM at Philips (Voermans & van Veldhoven, 2007). Smaller firms differ in ways that matter. Their



HR teams are small, they rarely have dedicated HR-technology specialists, and the person who administers the system may also run recruitment, onboarding and employee engagement. When the workforce is also geographically dispersed, as in pharmaceutical and cosmeceutical marketing where representatives visit doctors and clinics, an HRMS has to work on a phone, between visits, and without a training programme.

This paper takes one such setting as its starting point: a Pune-based firm that markets therapeutic-aesthetic products to dermatologists, trichologists and cosmetologists (hereafter "the Firm"). The first author completed an HR internship there between 25 April and 7 July 2026, working on recruitment and selection support, onboarding, HR documentation and employee engagement activities. That experience raised practical questions about why some digital HR features are used consistently and others are not. Rather than answering those questions with anecdotes, the paper asks what existing theory and published evidence predict, and sets these out as propositions that later studies can test.

The paper makes three contributions. First, it assembles current, sourced statistics on the cosmeceutical and HR-technology markets and shows how widely estimates differ. Second, it summarises two major regulatory changes of November 2025 that bear directly on HR digitalisation in India. Third, it proposes a framework and five propositions tailored to small, field-force-driven firms.

2. Approach and Transparency Statement

This is a conceptual paper. It draws on (a) published market-research summaries and government and professional publications for statistics and regulatory facts, and (b) peer-reviewed literature for theory. All figures are attributed to their sources and were retrieved on 21 October 2026. Market-research firms use different definitions and methods, so the paper reports ranges rather than a single "true" value, and treats these figures as indicative. Several figures come from the publishers' public summaries rather than from the full paid reports.

The paper deliberately reports no survey, interview or questionnaire results. The first author's internship provided the practical motivation and a description of the HR functions involved, but it was not designed as a research study and no data from it are analysed here. The Firm is anonymised; its identity can be disclosed if the Firm consents. Propositions are therefore derived from theory and secondary evidence, and are labelled as untested.

3. Market Context

3.1 The Indian cosmeceutical and dermacosmetics segment

Cosmeceuticals sit between cosmetics and pharmaceuticals: cosmetic products with a stated functional benefit, typically recommended by dermatologists or sold through professional channels. Estimates of the Indian segment vary considerably with definition (Table 1). One market report places the Indian cosmeceutical market at USD 4,375 million in 2025, growing at 9.0% a year to USD 8,000 million by 2032 (Ken Research, 2026). Another expects growth above 11.07% a year between 2025 and 2030 (Bonafide Research, 2025). A narrower estimate of skin-care dermacosmetics, using a different definition, gives USD 256.2 million in 2023 rising to USD 505.0 million by 2030, a growth rate of 10.3% a year (P&S Market Research, n.d.). Globally, one estimate puts cosmeceuticals at USD 62.2 billion in 2024, rising to USD 112.8 billion by 2033 (IMARC Group, 2025a).

Table 1. Published market estimates for cosmeceuticals and related segments

Segment (publisher)	Base value	Projection	Growth rate (CAGR)
India cosmeceuticals (Ken Research, 2026)	USD 4,375 mn (2025)	USD 8,000 mn (2032)	9.0% (2025–2032)
India cosmeceuticals (Bonafide Research, 2025)	Not stated in summary	Not stated in summary	> 11.07% (2025–2030)
India skin-care dermacosmetics (P&S Market Research, n.d.)	USD 256.2 mn (2023)	USD 505.0 mn (2030)	10.3% (2024–2030)



Segment (publisher)	Base value	Projection	Growth rate (CAGR)
India cosmetics, overall (Ken Research, 2026)	USD 16,500 mn (2025)	USD 29,586 mn (2032)	8.70% (2025–2032)
Global cosmeceuticals (IMARC Group, 2025a)	USD 62.2 bn (2024)	USD 112.8 bn (2033)	6.6% (2025–2033)

Note: Estimates are not directly comparable because publishers define the segments differently. "mn" = million; "bn" = billion.

Two points follow. The segment is expected to grow faster than cosmetics as a whole in several of these sources, which suggests continued hiring and organisational growth for firms that serve it. And the wide spread between estimates is a reminder that planning documents based on a single market figure should be read with caution.

3.2 The Indian HRMS and HR-technology market

Estimates for the HR-technology market show a similar spread (Table 2). One report values the Indian HRMS market at USD 870.46 million in 2025, reaching USD 2,271.52 million by 2031, a growth rate of 17.34% a year (TechSci Research, 2025). Another puts it at USD 1.1 billion in 2024 with 14.6% annual growth to 2033 (IMARC Group, 2025b). A broader HR-technology estimate is USD 1,208.26 million in 2025, growing at 7.56% a year to USD 2,329.11 million by 2034, with recruitment the largest application at a 25% share of 2025 revenue (IMARC Group, 2026). A fourth source reports a human resource management market of USD 1,141.9 million in 2024 growing at 12.47% a year, with software accounting for over 65% of the 2024 market (Credence Research, 2025).

Table 2. Published market estimates for HRMS and HR technology in India

Market definition (publisher)	Base value	Projection	Growth rate (CAGR)
India HRMS (TechSci Research, 2025)	USD 870.46 mn (2025)	USD 2,271.52 mn (2031)	17.34% (2025–2031)
India HRMS (IMARC Group, 2025b)	USD 1.1 bn (2024)	Not stated in summary	14.6% (2025–2033)
India HR technology (IMARC Group, 2026)	USD 1,208.26 mn (2025)	USD 2,329.11 mn (2034)	7.56% (2026–2034)
India human resource management (Credence Research, 2025)	USD 1,141.9 mn (2024)	USD 2,923.5 mn (2032)	12.47% (2025–2032)

Note: Definitions of "HRMS", "HR technology" and "HR management" differ across publishers, which explains much of the spread.

Three observations matter for this paper. First, the estimates for 2024–25 range from about USD 0.87 billion to about USD 1.2 billion and the growth rates from 7.56% to 17.34%, so the direction is clear while the magnitude is not. Second, the sources describe mobile-first and cloud-based HRMS as a major trend and name small and medium enterprises as a growing customer group (TechSci Research, 2025; Credence Research, 2025); these are vendor-oriented market reports, not adoption surveys, and they do not show how consistently employees actually use such systems. Third, that recruitment is the largest HR-technology application by revenue (IMARC Group, 2026) most likely reflects spending by larger organisations. Whether small firms follow the same order of adoption is an open question that Proposition 2 addresses.



4. Regulatory Context for HR Digitalisation

Two regulatory changes in November 2025 changed what an HRMS has to do in India.

4.1 The four Labour Codes

On 21 November 2025 the Government of India made the four Labour Codes effective: the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020. Together they rationalise 29 existing central labour laws (Ministry of Labour and Employment, 2025). The Ministry's announcement states that rules and schemes under the Codes would be framed in consultation with stakeholders and that, during the transition, relevant provisions of the earlier laws and their rules continue to apply (Ministry of Labour and Employment, 2025; as reproduced in Council for Leather Exports, 2025). For HR teams this means a period of overlapping requirements, in which attendance, leave, wage and social-security records need to be kept in a form that can be adapted as state-level rules are finalised.

4.2 The Digital Personal Data Protection Rules, 2025

The Digital Personal Data Protection Rules, 2025 were notified in November 2025 and give operational effect to the Digital Personal Data Protection Act, 2023 (Press Information Bureau, 2025). Implementation is phased over 18 months, with some obligations taking effect immediately, others after 12 months, and the remainder after 18 months (Grant Thornton Bharat, 2025). In an employment setting the employer will ordinarily be a data fiduciary for employee personal data (TaxGuru, 2025), and an HRMS is typically where that data sits. The Press Information Bureau's summary notes penalties of up to ₹250 crore for failure to maintain reasonable security safeguards (Press Information Bureau, 2025).

The practical consequence is that an HRMS in a small firm is no longer only a tool for convenience. It holds personal data that must be protected, it feeds statutory records, and it is increasingly the place where a firm shows that it complies. Small firms with limited HR and IT capacity may feel this change most. This is the basis for Proposition 4.

5. Theoretical Foundations

5.1 Technology acceptance

The Technology Acceptance Model (TAM) proposes that people's intention to use a system depends mainly on perceived usefulness and perceived ease of use (Davis, 1989). The model was extended to include social influence and cognitive factors (Venkatesh & Davis, 2000), and later integrated with related models in the Unified Theory of Acceptance and Use of Technology, which adds facilitating conditions and moderators such as experience and voluntariness (Venkatesh et al., 2003). For a self-service HRMS, “facilitating conditions” include training and support, which links this strand of theory to Proposition 3.

5.2 Diffusion of innovations

Rogers (2003) describes how innovations spread through a social system over time, shaped by their perceived relative advantage, compatibility, complexity, trialability and observability. Adoption is gradual and uneven, and groups within the same organisation can sit at different points on the adoption curve. This lens is useful for firms in which office staff use a system daily while field staff meet it only occasionally and on a small screen.

5.3 Socio-technical systems

Socio-technical systems theory holds that the technical and social parts of a work system must be designed together, and that optimising the technology alone while ignoring roles, skills and routines produces a system that works on paper but disappoints in practice (Trist & Bamforth, 1951). Applied to HRMS, it directs attention to training, communication and managerial behaviour, not only to software features.

5.4 e-HRM and information systems success

Work specific to e-HRM stresses that outcomes depend on implementation and use. Ruël, Bondarouk and Looise (2004) framed e-HRM as potentially both innovation and irritation for users; Parry and Tyson (2011) compared the goals



organisations set for e-HRM with the outcomes they reported; and Marler and Parry (2016) examined how HR technology relates to the strategic involvement of HR. From information-systems research, the DeLone and McLean model of information-systems success treats the quality of the information a system produces as a driver of use and user satisfaction (DeLone & McLean, 2003). That is directly relevant to the question of whether employees trust the figures an HRMS shows them (Proposition 5).

6. Case Context: The Firm

The Firm is a privately held company headquartered in Pune, India, and incorporated in 2008. According to its public website, it markets therapeutic-aesthetic products, including skin-care and hair-care solutions, to dermatologists, trichologists and cosmetologists. Its commercial model rests on relationships with practitioners, which requires a field team that is knowledgeable, mobile and largely self-directed during the working day.

The first author's internship in the Firm's HR department ran from 25 April to 7 July 2026 and involved recruitment and selection support, employee onboarding, HR documentation and employee engagement activities, as confirmed by the Firm's internship completion letter. The Firm uses a commercial HRMS. No performance, attendance or survey data from the Firm are analysed in this paper, and the paper makes no claim about how the system performs there.

The Firm is useful as a context for three reasons: its HR function is small relative to the workforce it serves; much of that workforce is outside the office for most of the working day; and its sector is regulated and growing. These features are common to many small pharmaceutical and cosmeceutical marketing organisations in India, although the paper does not claim that the Firm is statistically representative of them.

7. Conceptual Framework and Propositions

Figure 1 summarises the framework. Context shapes how an HRMS is deployed. Deployment then affects outcomes through three adoption mechanisms: how easy and useful employees find the system, how well they are prepared to use it, and how far they trust the data it presents. A separate path concerns the order in which HR processes are brought into the system.

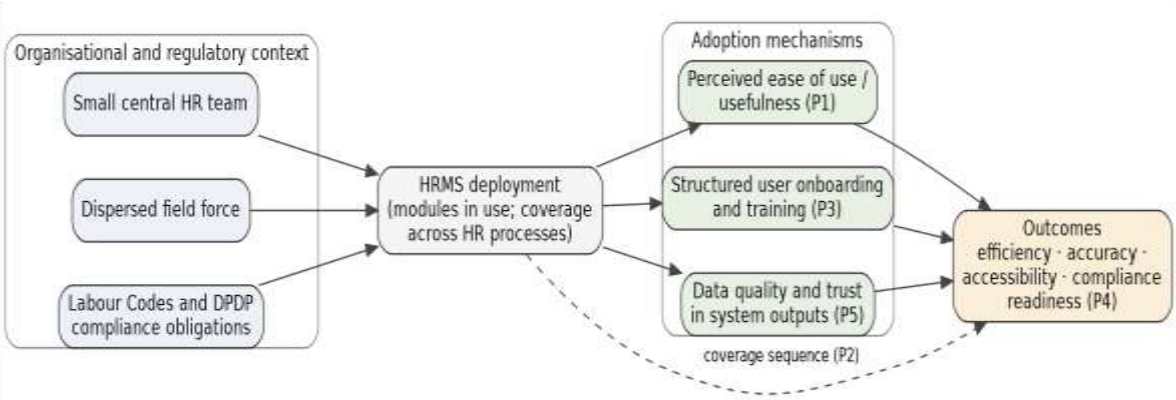


Figure 1. Conceptual framework for HRMS adoption in small, field-force-driven firms

Proposition 1: Ease of use in field conditions

In TAM-based research, perceived usefulness is often the stronger predictor of use. In a firm where most employees work away from a desk, the effort of using a system on a small screen, between appointments and possibly with weak connectivity, may become the binding constraint. P1: In field-force-dominant firms, perceived ease of use of the mobile self-service channel will predict sustained employee use more strongly than perceived usefulness.

Proposition 2: Sequence of HRMS coverage

Rogers' attributes of compatibility and complexity suggest that processes which are frequent, rule-based and simple to standardise (attendance, leave, basic records) are easiest to move into a system, while infrequent, judgement-heavy processes (recruitment, onboarding, performance review) are harder to standardise and offer a smaller payoff per use.



The market evidence in Section 3.2, in which recruitment is the largest HR-technology application overall, may reflect larger organisations. P2: In small firms, HRMS coverage will expand first in high-frequency, rule-based transactions and later in low-frequency, judgement-intensive processes, and this order will differ from that of larger firms.

Proposition 3: Onboarding and training

Facilitating conditions in UTAUT and the socio-technical emphasis on skills and routines both imply that availability alone does not secure use. P3: Structured user onboarding (a guided walkthrough, rather than only issuing login credentials) will moderate the relationship between HRMS availability and sustained use, with stronger effects for employees with less prior experience of similar systems.

Proposition 4: Compliance as governance infrastructure

The Labour Codes and the DPDP framework (Section 4) raise the cost of poor record-keeping and weak data security, and the penalties described by the Press Information Bureau (2025) are substantial. P4: As obligations under the Labour Codes and the DPDP framework take effect, firms will increasingly judge an HRMS by its contribution to compliance and data governance, and small firms without data-governance capability will face rising compliance risk relative to their HRMS investment.

Proposition 5: Data quality and trust

The DeLone and McLean model links information quality to use and satisfaction. Where legacy records were never fully migrated, or where entries are late or inconsistent, employees may doubt what the system shows them and fall back on informal channels. P5: The completeness and accuracy of data migrated into an HRMS will shape employees' trust in system outputs, and that trust will mediate continued use.

Table 3. Summary of propositions

No.	Proposition (abbreviated)	Theoretical basis	Possible measure
P1	Ease of use outweighs usefulness for field users' sustained use	TAM; UTAUT	Perceived ease of use and usefulness scales; usage frequency
P2	Coverage grows first in high-frequency, rule-based processes	Diffusion of Innovations	Process-level coverage audit by firm size
P3	Structured onboarding moderates availability–use link	UTAUT; socio-technical theory	Training received (yes/no, hours); usage
P4	Compliance increasingly drives HRMS value in small firms	Regulatory analysis (Section 4)	Interviews with HR heads; compliance checklist
P5	Migrated data quality shapes trust, which mediates use	DeLone & McLean model	Information-quality and trust scales

8. Discussion and Implications

For practitioners, the framework suggests that small firms may get more value from using an existing HRMS more fully than from buying a larger one. The mechanisms in the framework (ease of use, onboarding, and data quality) are largely matters of process and support, not software features. The market evidence supports this reading indirectly: if many vendors offer broadly similar mobile and cloud features to small firms, then the difference between a firm that benefits and one that does not is likely to lie in implementation.

For HR leaders in small firms, three actions follow from the framework. They can review which HR processes are inside the system and which remain on spreadsheets or paper; they can treat the first session with a new user as part of the system's design; and they can audit the completeness of migrated records, because trust is hard to rebuild once employees



have found errors. The regulatory context adds a fourth: a basic review of who can see employee data and on what basis, in light of the DPDP framework.

For researchers, the paper points to a gap: small, field-force-driven firms in emerging economies are poorly represented in the e-HRM literature. Studies in this setting would test whether findings from large firms transfer, and whether constructs such as ease of use behave differently when most users are mobile.

9. Limitations and Directions for Future Research

The main limitation is that the paper reports no primary data, so none of the five propositions has been tested. Market figures come from commercial research summaries with differing definitions and, in some cases, undisclosed methods; they should be treated as indicative. The regulatory sections reflect the position as understood in October 2026, and rules at state level and under the DPDP framework continue to develop. The case context is a single firm and an internship role, which cannot support generalisation.

A natural next step is a cross-sectional survey of employees in several cosmeceutical or pharmaceutical marketing firms of comparable size in Maharashtra, with constructs measured using adapted TAM and UTAUT scales, plus a small number of interviews with HR heads to examine Propositions 2 and 4. Sample size should be set by a power analysis appropriate to the chosen analysis method, and participants should give informed consent, with data handled in line with the DPDP framework. A follow-up comparing firms by size would test whether the pattern in Proposition 2 differs from that in larger organisations.

10. Conclusion

Published market estimates agree that India's HRMS and HR-technology market is growing, and disagree about how large it is and how fast it will grow. The regulatory changes of November 2025 raise the stakes for small firms, because HR systems now hold regulated personal data and support statutory records. Drawing on technology-acceptance, diffusion and socio-technical theory, the paper proposes that whether a small, field-force-driven firm benefits from HRMS depends less on the software than on ease of use in the field, the order in which processes are digitised, onboarding and training, compliance capability and data quality. These propositions are offered for empirical testing.

Declarations

Data availability: No new primary data were generated or analysed. All statistics are from the cited public sources.

Ethics and confidentiality: The paper uses no confidential company data and no data from human participants. The Firm is anonymised. Permission from the Firm should be obtained before its identity is disclosed or the paper is submitted.

Conflict of interest: The authors declare no conflict of interest. [To be confirmed by the authors.]

Use of AI tools: Generative AI (Claude, Anthropic) was used to assist with literature and statistics retrieval, drafting and language editing. The authors reviewed the content and are responsible for it. Authors should check the target journal's AI-disclosure policy before submission.

References

Bondarouk, T. V., & Ruël, H. J. M. (2009). Electronic Human Resource Management: Challenges in the digital era. The International Journal of Human Resource Management, 20(3), 505–514. https://doi.org/10.1080/09585190802707235

Bonafide Research. (2025). India cosmeceuticals market overview, 2030. Retrieved October 21, 2026, from https://www.bonafideresearch.com/product/6504784506/india-cosmeceuticals-market

Council for Leather Exports. (2025, November 25). Government announces implementation of four Labour Codes with effect from 21st November 2025 [Circular]. Retrieved October 21, 2026, from https://leatherindia.org/government-announces-implementation-of-four-labour-codes-with-effect-from-21st-november-2025/



Credence Research. (2025). India human resource management market. Retrieved October 21, 2026, from https://www.credenceresearch.com/report/india-human-resource-management-market

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. MIS Quarterly, 13(3), 319–340. https://doi.org/10.2307/249008

DeLone, W. H., & McLean, E. R. (2003). The DeLone and McLean model of information systems success: A ten-year update. Journal of Management Information Systems, 19(4), 9–30. https://doi.org/10.1080/07421222.2003.11045748

Grant Thornton Bharat. (2025, November 14). DPDP Act: Businesses should prepare now for phased obligations. Retrieved October 21, 2026, from https://www.grantthornton.in/en/insights/articles/dpdp-act-businesses-should-prepare-now-for-phased-obligations/

IMARC Group. (2025a). Cosmeceuticals market: Global size, share report 2025–2033. Retrieved October 21, 2026, from https://www.imarcgroup.com/cosmeceuticals-market

IMARC Group. (2025b). India HRMS market size, share, trends, and forecast, 2025–2033. Retrieved October 21, 2026, from https://www.imarcgroup.com/india-hrms-market

IMARC Group. (2026). India human resource (HR) technology market size, share, trends and forecast, 2026–2034. Retrieved October 21, 2026, from https://www.imarcgroup.com/india-human-resource-technology-market

Ken Research. (2026). India cosmeceuticals market size, share & forecast, 2025–2032. Retrieved October 21, 2026, from https://www.kenresearch.com/industry-reports/india-cosmeceuticals-market

Marler, J. H., & Fisher, S. L. (2013). An evidence-based review of e-HRM and strategic human resource management. Human Resource Management Review, 23(1), 18–36. https://doi.org/10.1016/j.hrmr.2012.06.002

Marler, J. H., & Parry, E. (2016). Human resource management, strategic involvement and e-HRM technology. The International Journal of Human Resource Management, 27(19), 2233–2253. https://doi.org/10.1080/09585192.2015.1091980

Ministry of Labour and Employment. (2025, November 21). Government announces implementation of four Labour Codes to simplify and streamline labour laws [Press release]. Press Information Bureau. Retrieved October 21, 2026, from https://labour.gov.in/sites/default/files/pib2192463.pdf

P&S Market Research. (n.d.). India skin care dermacosmetics market analysis. Retrieved October 21, 2026, from https://www.psmarketresearch.com/market-analysis/india-skincare-dermacosmetics-market

Parry, E., & Tyson, S. (2011). Desired goals and actual outcomes of e-HRM. Human Resource Management Journal, 21(3), 335–354. https://doi.org/10.1111/j.1748-8583.2010.00149.x

Press Information Bureau. (2025, November 17). DPDP Rules, 2025 notified [Explainer]. Government of India. Retrieved October 21, 2026, from https://static.pib.gov.in/WriteReadData/specificdocs/documents/2025/nov/doc20251117695301.pdf

Rogers, E. M. (2003). Diffusion of innovations (5th ed.). Free Press.

Ruël, H., Bondarouk, T., & Looise, J. K. (2004). E-HRM: Innovation or irritation. An explorative empirical study in five large companies on web-based HRM. Management Revue, 15(3), 364–380.

Strohmeier, S. (2007). Research in e-HRM: Review and implications. Human Resource Management Review, 17(1), 19–37. https://doi.org/10.1016/j.hrmr.2006.11.002

TaxGuru. (2025). DPDP Act 2023 & DPDP Rules 2025: Practical compliance guide for businesses. Retrieved October 21, 2026, from https://taxguru.in/?p=1085957

TechSci Research. (2025). India HRMS market – By region, competition, forecast and opportunities, 2021–2031F. TechSci Research.

Trist, E. L., & Bamforth, K. W. (1951). Some social and psychological consequences of the longwall method of coal-getting. Human Relations, 4(1), 3–38. https://doi.org/10.1177/001872675100400101



Venkatesh, V., & Davis, F. D. (2000). A theoretical extension of the Technology Acceptance Model: Four longitudinal field studies. Management Science, 46(2), 186–204. https://doi.org/10.1287/mnsc.46.2.186.11926

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. MIS Quarterly, 27(3), 425–478. https://doi.org/10.2307/30036540

Voermans, M., & van Veldhoven, M. (2007). Attitude towards E-HRM: An empirical study at Philips. Personnel Review, 36(6), 887–902. https://doi.org/10.1108/00483480710822418