1. Introduction

The COVID-19 pandemic forces various sectors to adapt to digitalization both in terms of companies and individuals (Vahdat, 2022). This is evident from The World Economic Forum (2020) where 91.7% of companies implement a policy of Working From Home (WFH). This survey is also supported by Katadata (2021) where 58% stated that the main reason employees who did WFH is fear of the risk of being exposed to COVID-19 while traveling or in an office environment. Of course, this policy must be supported by the readiness of technology and digitalization. In the same survey, 75% of companies accelerate digitization in their work processes. The existence of increasingly massive digital developments makes business processes from upstream to downstream slowly begin to experience digitalization in every company.

The Human Resource (HR) department is one of the most important departments in a company. Therefore, this department must do digitization, for example using e-HRM technology. E-HRM is one of the innovations in the field of Human Resources Management (HRM), which is a new wave of technology that has now begun to develop (Yusliza and Ramayah 2012). E-HRM technology is a way to implement HR strategies, both regulatory and practical, where this technology can connect managers, employees, and HR Professionals to extract data or change information data that is important for managing company HR through web-based or mobile technology. Financial and Insurance institution are the highest sectors that have used the Human Resource Management System (HRMS) to support their business needs (Statista 2022). This is because this sector has a large number of workers.

Information and Communication Technology (ICT) is present and always changing. This change causes the need for employee skills to increase. This also encourages a demand for workers with certain skills, and in some cases required to conduct training to support the improvement of these skills (Mello 2011). Kuusisto (2017) stated that the readiness of the HR Division to be involved in digital transformation needs to be prepared. However, adaptation to digital transformation will change many ways of working and will take a long time (Beaudry et al. 2005). The World Economy Forum (2020) states that 55.4% of companies complain about the HR Skill Gap which is the main obstacle in technology adoption. Based on The Amazon Web Services (2021) stated that there are only 19% of the workforce in Indonesia who have digital skills and are able to apply them in their work. Furthermore, in the same survey it was stated that Indonesia still needs 946 million digital training in the next 5 years to improve the digital capabilities of domestic workers in their daily work. These obstacles can occur due to factors of age, gender, job tenure of employees. Based on the Statista (2022) stated that it was stated that the percentage of internet users in Indonesia in 2019 was from the 17-25 year age category as much as 85.40% and followed by users from the 26-35 year age category as much as 65.60%. Meanwhile, the category with the smallest percentage of internet users is in the 55-65 year age group, which is 19.60%. This is also in line with a study conducted by Eom et al. (2016) stated that younger employees with lower positions and shorter tenures showed higher levels of intention and use of technology compared to other groups of employees. Apart from the factors mentioned above, the acceptance of technology by employees can also be strengthened by the current COVID-19 pandemic. As of August 25, 2022, the total number of COVID-19 cases in Indonesia amounted to approximately 6.33 million. Up until now the death toll in Indonesia has risen more than 157 thousand (Statista, 2022).

1.1 Objectives

DigiHC is an e-HRM technology that is present at one of the financial institutions in Indonesia that is used to support operations in their company. UTAUT-1 is one of the technology adoption models that can better describe the acceptance of a technology than the 8 previous technology adoption models, and has succeeded in explaining 70% of user variance (Venkatesh et al. 2003). In addition, this model has been widely used and describes better the acceptance of technology in various institutions in the context of mandatory settings. The author wants to know whether job tenure, gender, and corona fear can moderate the use of DigiHC using UTAUT-1. The integration of the UTAUT-1 model to answer the following questions:

1. What is the most influential factor in the adoption of e-HRM using UTAUT-1?
2. Do the Job Tenure, Corona Fear, and Gender moderate the acceptance of DigiHC adoption using UTAUT-1?