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Human Resource Information System and Operational Efficiency Among the Professional ICT Providers in Nigeria

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ABSTRACT

This research seeks to bridge the existing knowledge gap concerning the influence of Human Resource Information Systems (HRIS) on operational efficiency of selected private Information and Communication Technology (ICT) companies in Nigeria. The study focuses on critical areas such as recruitment and application tracking, workforce analytics, and system functionalities. It elucidates how these technological advancements contribute to time efficiency, employee productivity, and the reduction of wastage. A survey research design was employed, utilising online questionnaires to gather data from the practitioners in selected ICT companies. A cluster sampling technique was adopted to draw respondents from the participating ICT companies. Hypotheses are formulated and tested using linear regression analysis to establish the influence of HRIS on operational efficiency of the participating ICT companies. Results indicate that recruitment and application tracking systems positively influence time savings in the selected ICT companies, thereby enhancing overall operational efficiency. Moreso, a substantial positive correlation was found between workforce analytics insights and employee productivity, underscoring the strategic importance of HRIS in bolstering workforce effectiveness. Hence, this study underscores the pivotal role of HRIS in augmenting operational efficiency within Nigeria's ICT sector. This research provides valuable insights for companies aiming to make informed decisions regarding the adoption and optimisation of HRIS to enhance operational efficiency and performance.

Keywords: Human resource information systems (HRIS), Operational efficiency, Recruitment and application tracking, Workforce analytics, System functionalities, Time savings, Wastage reduction

INTRODUCTION

The efficient use of resources, including human resources, is a critical factor in achieving operational efficiency. An effective Human Resource Information System (HRIS) can help organizations to optimize their workforce management by providing accurate data and analytics to support decision making (Hussain et al., 2007). Therefore, organizations should increase the gathering, storing, and analyzing information regarding their

Human Resources (HRs) through the use of Human Resource Information System (HRIS) in order to increase the organization efficiency.

In this era of information technology, HRIS is gaining increased popularity amongst organisations as it is used to aid in human resource management. It provides a platform for storing, managing and reporting personnel information within an organization (Hussain et al., 2007; Rahiman et al., 2021). Some of the benefits of HRIS include; provide clear vison for the business, effective management of employee data, improved decision-making processes, advanced workforce planning and development, saves time, efficient alignment of HR strategy with organisational goals, minimize errors caused by human factor amongst other things (Hussain et al., 2007; Nagendra & Deshpande, 2014). As a result of the HRIS, HR staff also spends less time on administrative tasks and engage rather on strategic decisions on organizational strategy. Most importantly, HRIS can assist a company achieve competitive advantage and this leads to overall organizational efficiency (Raka et al., 2013).

However, the challenges of knowledge-based economy required ideas and expertise where creative and innovative workforce are of greater values. This is because efficient and effective management of human capital is becoming increasingly an imperative and complex process. The HR industry at large is aware of the challenges faced by the recruitment teams in terms of the various hiring functions involving sales engine, sourcing, interviewing, providing offers, post offer follow-ups and finally joining and induction. To address this challenge, there is a lack of knowledge and understanding about the impact of HRIS in general, recruitment and application tracking, workforce analytics insights, and system functionalities on the performance of private organizations in Nigeria. This gap in knowledge makes it difficult for organizations to make informed decisions about the use of these technologies and their potential impact on operational efficiency. This study aims to fill this gap by investigating the impact of HRIS on time saving, employee productivity, and the reduction of wastages in private organizations in Nigeria.

Thus, the main objective of this study is to assess the extent to which the HRIS enhance operational efficiency in Nigeria organizations. Specific objectives are

i. To examine the effect of recruitment and application tracking on time saving in organizations in Nigeria.
ii. To examine the influence of workforce analytics insights on employee productivity in private organizations in Nigeria.
iii. To examine the impact of system functionalities on the reduction of wastages in private organizations.

LITERATURE REVIEW

The Concept of HRIS

HRIS can sometimes be referred to as HRMS or HRIT but the term HRIS is the most popular used to describe a technological system designed for carry

out HR functions and enhance the overall success of HRM. Richard and Michael (2018) described HRIS to be an intersection between HRM and IT. Hendrickson (2003) defined HRIS to be an "integrated system used to gather, store and analyze information regarding an organization's human resources' comprising of databases, computer applications, hardware and software necessary to collect, record, store, manage, deliver, present and manipulate data for human resources function."

HRIS is a software application that enables organizations to manage employee data, payroll, benefits, and other HR-related functions. HRIS provides a centralized system for managing HR data, which can help organizations to streamline HR processes, reduce errors, and increase efficiency. The functions of HRIS can vary depending on the specific system and the needs of the organization, but here are some of the most common functions. Employee data management, recruitment and application tracking, benefits administration, performance management, training and development, time and attendance tracking, skill inventory trackers, training needs analysis, succession planning, labour demand and supply analaysis, payroll processing, compliance and reporting (Nagendra & Deshpande, 2014; Rahiman et al., 2021; Raka et al., 2013). Strictly speaking, HRIS systems can help organizations improve HR processes, reduce administrative costs, and make more informed decisions.

Recruitment and Application Tracking

Recruitment has become an important process in the highly competitive labour market. The traditional methods of recruitment have been revolutionized by the wave of internet. The use of technology to carry out recruitment process "is the latest trend and it has been adopted by large and small-sized organizations" (Okolie & Irabor, 2017). Recruitment refers to the process of attracting, identifying, and hiring candidates for a job. Application tracking refers to the process of tracking and managing job applications during the recruitment process. The first thing to note is that the two concepts are closely related, as application tracking is an important part of the recruitment process.

Hom and Griffeth (1995) posited that "application tracking is a valuable tool for improving the efficiency and effectiveness of the recruitment process". Okolie and Irabor (2017) made it known that E-recruitment is an integration and use of internet technology to improve competence of recruitment process. Recruitment has been shown to have a significant impact on the quality of new hires, which can lead to improved organizational performance. Similarly, application tracking has been shown to improve the efficiency and effectiveness of the recruitment process (Hussain et al., 2007). In particular, it can help to reduce the time and cost of the recruitment process, and it can also help to improve the quality of new hires.

Workplace Analytics

Becker, Huselid, and Ulrich (2001) defined workforce analytics as "a methodology that uses data to help organizations identify, analyze, and improve the factors that contribute to the success of the organization's

workforce". Lacity and Brooks (2012) defined it as "a set of tools and techniques that organizations can use to gain insight into their workforce and make better decisions".

Workforce analytics can also be referred to as a field of human resources that uses data to improve the performance of an organization. It involves the collection, analysis, and reporting of data related to the workforce, such as employee demographics, performance, engagement, and turnover. The goal of workforce analytics is to help organizations make better decisions about their workforce and improve their overall performance. Workforce analytics can be used to identify trends, track progress, and develop strategies for improvement. There is actually difference between workforce analytics and human resource information systems (HRIS). Think of it like this: HRIS is the tool, and workforce analytics is the analysis and insights that come from using that tool.

There are some specific techniques that are used in workforce analytics. One technique is called predictive analytics, which uses data to predict future outcomes. For example, predictive analytics can be used to predict which employees are most likely to leave the organization, so that managers can take steps to retain those employees. Another technique is called sentiment analysis, which uses data to measure employee satisfaction and engagement. This information can help organizations understand how their employees feel about their jobs and make changes accordingly.

System Functionality

In the context of information systems, scholars have defined system functionality as the "technical capability of the system to perform tasks or provide information that is needed by the users" (Al-Mashari, Zairi, & Sambasivan, 2001). In other words, it refers to the features and capabilities of the system that allow users to accomplish their goals. Another definition of system functionality, according to Chen (2004), is "the inherent attributes of a system that allow it to interact with its environment in order to perform the required functions and meet the needs of its users." This definition emphasizes the importance of a system's ability to interact with its environment, which includes users, other systems, and external factors.

In the context of HRIS, System functionality refers to the features and capabilities of an HRIS system. This includes things like data collection, reporting, and analysis capabilities. Some examples of system functionality might include the ability to track employee performance, manage benefits, and perform workforce planning. These features can help organizations make better decisions about their workforce and improve efficiency. Another important aspect of system functionality is user experience. This refers to how easy it is for employees and managers to use the HRIS system. A good user experience can make the system more effective and help employees adopt the system. User experience includes things like the system's interface, navigation, and training. Another factor is familiarity, which refers to how similar the system is to other systems that users are familiar with. Finally, there's personalization, which refers to the ability to customize the system to meet the needs of different users. System functionality is an important

consideration when choosing a software system, as it can impact the system's usefulness and the ROI (return on investment).

Operational Efficiency

Operational efficiency is a concept that refers to the ability of an organization to utilize its resources effectively to achieve its goals. An efficient organization is one that is able to produce the desired results with the least number of resources, time, and effort (Hussain et al., 2007; Rahiman et al., 2021; Raihani, 2024). Operational efficiency is a critical factor in the success of any organization, as it enables the organization to achieve its goals in a timely and cost-effective manner.

There are several factors that contribute to operational efficiency. One of the most important factors is the effective management of resources. This includes the management of human resources, financial resources, and physical resources. An organization that is able to manage its resources effectively is more likely to achieve its goals in a timely and cost-effective manner. One of the best tools to effective management of human resources is HRIS as it helps the organization to manage and carry out major HR functions. Mihail and Ramona (2011) made it known in their research that effective management is a critical factor in operational efficiency.

Another factor that contributes to operational efficiency is the use of technology. Technology can help organizations to automate routine tasks, reduce errors, and improve communication and collaboration. This can help to improve overall efficiency by reducing the time and effort required to manage these tasks. Shim and Park (2005) from the University of Illinois at Urbana-Champaign found that the use of technology can help to improve organizational efficiency. Effective communication and collaboration are also important factors in organizational efficiency. When employees are able to communicate effectively and work together, they are more likely to achieve their goals in a timely and cost-effective manner. This can help to improve overall efficiency by reducing the time and effort required to manage these tasks.

Finally, organizational culture can also play a role in operational efficiency. An organization that has a culture of efficiency is more likely to achieve its goals in a timely and cost-effective manner. This includes a culture that values innovation, continuous improvement, and collaboration. In conclusion, operational efficiency is a critical factor in the success of any organization. To achieve operational efficiency, organizations must effectively manage their resources, utilize technology, communicate effectively and collaborate, and foster a culture of efficiency. By doing so, organizations can improve their performance and achieve their goals more effectively.

Theoretical Framework

Unified Theory of Acceptance and Use of Technology

The Unified Theory of Acceptance and Use of Technology (UTAUT) was proposed by a group of researchers: Venkatesh, Morris, Davis, and Davis. The original UTAUT model was introduced in a research paper titled "User

Acceptance of Information Technology: Toward a Unified View" published in 2003. The UTAUT model provides a comprehensive framework for understanding the factors influencing the acceptance and use of technology. It combines elements from various technology acceptance theories to create a unified model that explains user behavior in adopting and using technology. The unified theory posits that individuals' intentions to use technology are influenced not only by its perceived usefulness and ease of use but also by external variables such as social norms, facilitating conditions, and self-efficacy. This theory acknowledges the complex interactions between these factors in shaping users' behaviors and responses to technology" (Venkatesh & Bala, 2008).

The Unified Theory of Acceptance and Use of Technology (UTAUT) is also relevant to the usage and importance of HRIS. The UTAUT extends the TAM by adding four additional constructs: social influence, facilitating conditions, performance expectancy, and effort expectancy. In the context of HRIS, this means that the successful adoption and use of HRIS is influenced by factors such as the support of superiors and colleagues, the availability of resources to use the HRIS, and the employee's perception of the HRIS's ability to improve their job performance.

The theory is relevant to the usage and importance of HRIS because it suggests that a user's intention to use a technology is influenced by their perceived usefulness and perceived ease of use of the technology. In the context of HRIS, this means that employees are more likely to use HRIS if they believe it will make their job easier or more efficient. HRIS that are perceived as easy to use and navigate are also more likely to be adopted by employees.

Empirical Review

Recruitment and Application Tracking on Time Saving

Sener, Cekic, and Koksal (2019) in the research titled "The effect of recruitment and application tracking system (ATS) on time-to-hire: A systematic literature review". They conducted a systematic literature review, looking at how the use of recruitment and ATS tools can affect the time it takes to hire new employees. They found that using these tools can save time by reducing the number of applicants who need to be screened, and by automating some of the recruitment process. The study adopted a systematic literature review as it's methodology. The data was sourced from papers on the effects of ATS on time-to-hire and method of data collection was online databases, search engines, snowballing technique, content analysis was used to analyze data and 50 articles were included in the analysis which serves as the study sample size. The finding was stated that ATS can reduce the time it takes to hire a new employee by automating certain aspects of the recruitment process and the final conclusion was that ATS is a useful tool for organizations looking to save time and resources in the recruitment process. Based on the literature reviewed the study hypothesized that:

H_0: Recruitment and application tracking does not significantly affect time saving in organizations in Nigeria.

Workforce Analytic and Employee Productivity

Jain and Singh (2019) researched "The impact of workforce analytics on productivity". They used a mixed-methods approach, including both qualitative and quantitative methods. They collected data through interviews, surveys, and document analysis. Their sample consisted of employees and managers from an Indian IT organization. They used statistical methods to analyze the data, and their findings showed that workforce analytics led to improved workforce planning, improved talent management, and improved operational efficiency. Based on the literature reviewed the study hypothesized that:

H_0: Workforce analytics insights do not significantly influence employee productivity and performance.

System Functionality and Reduction of Wastages

The study by Huang, Chang and Chang (2019) titled "System functionality and its impact on reducing financial waste" used a mixed-methods approach, including both qualitative and quantitative methods. They used document analysis, interviews, and survey data to collect their data. They analyzed the data using both qualitative and quantitative methods, including thematic analysis and statistical analysis. The sample size was not reported in the study. The findings showed that system functionality had a significant impact on reducing financial waste, including a reduction in costs and an increase in revenue. Based on the literature reviewed the study hypothesized that:

H_0: System functionalities do not significantly impact the reduction of wastages in private organizations.

METHODOLOGY

For the purpose of this research study, the survey research design was used. This research design was adopted due to the fact that the nature of study required basic contact(s) between the researcher and the subject(s) respondents for data collection. The gathering of data was through questionnaire. The population comprises of 3 selected private ICT provider organizations in Lagos, Nigeria. The organizations include ipNX Nigeria limited, Cobranet limited and Internet Solutions of Nigeria. IpNX limited has 14 employees in Lagos, Cobranet has 11 in Lagos and ISN has 6 in Lagos. From the population, a total of 19 employees was selected using Taro Yamen formular to represent the sample size since these employees are the ones in charge of the operation of the HRIS in the chosen organizations. In selecting the sample size for this study, the study adopted cluster sampling techniques in attaining 19 employees in the HR departments from the 3 selected organisations. These 19 employees were core HR professionals using HRIS in the organizations. The instrument for data collection for the study was an online structured questionnaire developed from the review of related literature for the study.

The questionnaire was divided into two sections (A and B). The section A of the questionnaire contains the personal data of respondents while section B of the questionnaire contains items on HRIS and Operational efficiency using

the Likert 5-point rating scale (Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1). To ensure content validity, the questionnaire was reviewed by experts. The instrument reliability was evaluated using Cronbach Alpha statistics. Regression analysis inferential statistical tool was used to test the formulated hypotheses. This helps to determine the strength of the relationship between the use of HRIS and operational efficiency, and to determine whether this relationship is statistically significant.

DATA ANALYSIS AND RESULTS

Testing of Hypotheses

Analysis of Research Hypothesis One

H_0: Recruitment and application tracking does not significantly affect time saving in organizations in Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671[a]	.450	.418	.51186

a. Predictors: (Constant), Recruitment and Application Tracking

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.647	1	3.647	13.920	.002[b]
	Residual	4.454	17	.262		
	Total	8.101	18			

a. Dependent Variable: Time Saving

b. Predictors: (Constant), Recruitment and Application Tracking

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	
		B	Std. Error	Beta		Sig.
1	(Constant)	.543	.400		1.359	.192
	Recruitment and Application Tracking	.698	.187	.671	3.731	.002

a. Dependent Variable: Time Saving

The regression analysis conducted aimed to examine the impact of Recruitment and Application Tracking on time savings in Nigerian organizations. The model demonstrated a moderate level of explanatory power, with 45% of the variance in time savings accounted for by the

predictor variable. The ANOVA results indicated the overall significance of the model, as the p-value was below the conventional threshold of 0.05. The specific predictor, Recruitment and Application Tracking, exhibited a positive and statistically significant relationship with time savings, as evidenced by its coefficient of 0.698 ($\beta = 0.671$, $p = 0.002$). Consequently, the null hypothesis, that suggesting no significant effect, was rejected. In conclusion, the findings highlight that the implementation of Recruitment and Application Tracking systems significantly contributes to time savings in Nigerian organizations, underscoring the practical relevance of these systems in enhancing operational efficiency.

Analysis of Research Hypothesis Two

H_0: Workforce analytics insights do not significantly influence employee productivity and performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955[a]	.913	.908	.20191

a. Predictors: (Constant), Workforce Analytics

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.252	1	7.252	177.896	.000[b]
	Residual	.693	17	.041		
	Total	7.945	18			

a. Dependent Variable: Employee Productivity
b. Predictors: (Constant), Workforce Analytics

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	
		B	Std. Error	Beta		Sig.
1	(Constant)	.272	.146		1.867	.079
	Workforce Analytics	.952	.071	.955	13.338	.000

a. Dependent Variable: Employee Productivity

The regression model demonstrated a high level of explanatory power, with an R Square of 91.3%, indicating that 91.3% of the variance in employee productivity can be attributed to the predictor variable, Workforce Analytics. The adjusted R Square, which accounts for the number of predictors, was 90.8%, affirming the robustness of the model.

The ANOVA results revealed the model's overall significance ($F(1, 17) = 177.896$, $p = .000$), indicating that the inclusion of Workforce Analytics significantly improved the prediction of employee productivity. The coefficient for Workforce Analytics was 0.952 ($\beta = 0.955$, $p = .000$), suggesting a substantial positive impact. The null hypothesis, positing no significant influence of workforce analytics insights on employee productivity, was unequivocally rejected. In conclusion, the findings underscore the critical role of workforce analytics insights in shaping and enhancing employee productivity and performance within organizational settings. These insights emerge as a crucial strategic resource for fostering a more productive and efficient workforce.

Analysis of Research Hypothesis Three

H_0: System functionalities do not significantly impact the reduction of wastages in private organizations.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946[a]	.894	.888	.23192

a. Predictors: (Constant), Systems Functionality

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.713	1	7.713	143.406	.000[b]
	Residual	.914	17	.054		
	Total	8.627	18			

a. Dependent Variable: Reduction in wastages
b. Predictors: (Constant), Systems Functionality

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	
		B	Std. Error	Beta		Sig.
1	(Constant)	.359	.136		2.651	.017
	Systems Functionality	.724	.060	.946	11.975	.000

a. Dependent Variable: Reduction in wastages

The analysis investigates the impact of System Functionalities on the reduction of wastages in private organizations, with the null hypothesis (H0) stating that these functionalities do not significantly influence wastage reduction. The model, with an impressive R Square of 0.894, is highly significant ($F(1, 17) = 143.406$, $p = 0.000$), indicating a substantial relationship. The coefficient for Systems Functionality is 0.946 ($p = 0.000$),

emphasizing its crucial role. Consequently, we reject the null hypothesis, concluding that System Functionalities significantly impact the reduction of wastages in private organizations. This robust relationship is supported by the high R Square and low p-value, underscoring the practical relevance of implementing advanced system functionalities to minimize wastages effectively.

Discussion of Findings

The first hypothesis explores the influence of Recruitment and Application Tracking systems on time savings in Nigerian organizations. The results reveal a moderate level of explanatory power, with 45% of the variance in time savings attributed to the predictor variable. The positive and statistically significant relationship between Recruitment and Application Tracking on time savings ($\beta = 0.671$, $p = 0.002$) supports the rejection of the null hypothesis, emphasizing the practical relevance of these systems in enhancing organizational efficiency. The ANOVA results further reinforce the overall significance of the model, suggesting that the implementation of such HRIS components significantly contributes to time savings in Nigerian organizations. Al-Jabri, Al-Badi, Abdallah, Ahmad, and Srinivasan (2020) study also found that the use of HRIS systems was associated with a significant reduction in the time spent on HR tasks, including recruitment and selection.

Hypothesis two reveals that Workforce Analytics significantly influence employee productivity. The regression model exhibited a notable level of explanatory power, as evidenced by an R Square of 91.3%, signifying that 91.3% of the variance in employee productivity can be explained by the predictor variable, Workforce Analytics. The adjusted R Square, which adjusts for the number of predictors, further validated the model's robustness at 90.8%. ANOVA results highlighted the overall significance of the model ($F(1, 17) = 177.896$, $p = .000$), demonstrating that the inclusion of Workforce Analytics significantly enhanced the prediction of employee productivity. The coefficient for Workforce Analytics was 0.952 ($\beta = 0.955$, $p = .000$), indicating a substantial positive impact. Consequently, the null hypothesis, positing no significant influence of workforce analytics insights on employee productivity, was decisively rejected. The study finding corroborate Jain and Singh (2019) that depicted workforce analytics led to improved workforce planning, improved talent management, and improved operational efficiency.

The third hypothesis investigates the impact of System Functionalities on the reduction of wastages in private organizations. The model exhibits an impressive R Square of 0.894, indicating a substantial relationship. The coefficient for System Functionalities (0.946, $p = 0.000$) emphasizes their crucial role in wastage reduction. The rejection of the null hypothesis, coupled with the high R Square and low p-value, reinforces the practical relevance of advanced system functionalities in minimizing wastages effectively. This aligns with the broader operational efficiency goal, emphasizing the positive impact of HRIS in optimizing resource

utilization. Low and Yong (2018), concluded that HR information systems were positively related to organizational performance, including reduced wastage.

CONCLUSION

The analysis of the results indicates that the strategic adoption of HRIS components, including Recruitment and Application Tracking, Systems functionalities, and Workforce Analytics, can make substantial contributions to operational efficiency. These contributions manifest through time savings, improved employee productivity, and effective minimization of wastages. Importantly, these findings are consistent with existing literature, underscoring the practical relevance and effectiveness of HRIS in contemporary organizational management. Organizations stand to benefit from the thoughtful integration of HRIS components as part of a strategic approach to enhance overall operational effectiveness and productivity.

By leveraging Recruitment and Application Tracking Systems, organizations can streamline their hiring processes, saving valuable time and resources. Workforce Analytics, on the other hand, emerges as a powerful tool for informed decision-making, leading to enhanced employee productivity. The successful reduction of wastages through advanced System Functionalities further positions HRIS as a pivotal resource for optimizing operational efficiency.

Recommendation

In light of the compelling findings from the analysis, private organizations can strategically leverage on Human Resource Information System (HRIS) components to optimize operational efficiency and foster a productive work environment. The following recommendations are tailored to guide organizations in harnessing the transformative potential of HRIS.

Private organizations are urged to move beyond mere technological adoption and strategically integrate HRIS components, such as Recruitment and Application Tracking Systems and Workforce Analytics, into their core operations. This involves aligning these systems with organizational goals, ensuring seamless synergy between technology and human resource strategies.

Workforce Analytics emerges as a valuable tool for informed decision-making. Private organizations should invest in the training of personnel to effectively utilize analytics insights for workforce planning, performance evaluation, and talent management. This approach fosters a data-driven culture, enhancing the organization's ability to respond proactively to dynamic market demands.

The successful reduction of wastages through advanced System Functionalities underscores the need for organizations to prioritize these features in their HRIS implementation. Private companies should explore and invest in functionalities that enable better resource allocation, reduce redundancies, and improve overall operational efficiency.

Suggestions for Further Studies

In the realm of Human Resource Information Systems (HRIS), an in-depth exploration of employee perceptions stands as a crucial avenue for organizations seeking successful implementation and change management. Therefore, understanding how employees perceive and interact with HRIS technologies to provides valuable insights should be carried out in future researches in order to shape its effective strategies for adoption. Thus, a thorough investigation is suggested on the perceptions and attitudes of employees towards adoption of HRIS systems.

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