Determinants of HRIS Adoption: An Empirical Study Using the Utaut Model

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ABSTRACT

The adoption of Human Resource Information Systems (HRIS) is crucial for enhancing the efficiency and effectiveness of human resource management (HRM) within organizations. This study investigates employees' acceptance of HRIS using the Unified Theory of Acceptance and Use of Technology (UTAUT) model. The research examines key determinants such as Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions and employees' behavioral intentions influence actual usage of HRIS. A descriptive research design was employed, with data collected through surveys from employees of Evergreen Enviro Engineering Company. Findings indicate a strong positive relationship between employee acceptance and HRIS usage, while age does not significantly affect HRIS adoption. The study highlights the need for organizations to implement strategies that support HRIS adoption, including effective training programs and managerial encouragement.

Keywords: Employee acceptance ,HRIS usage, Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions , Behavioral Intentions

1.INTRODUCTION

The rapid evolution of information technology has transformed various aspects of organizational management, and the domain of human resource management (HRM) is no exception. The integration of Human Resource Information Systems (HRIS) has emerged as a critical factor in enhancing the efficiency, accuracy, and strategic functionality of HRM processes. HRIS serves as a technological backbone for organizations, streamlining HR operations such as payroll, recruitment, training, performance evaluation, and employee data management. However, the successful implementation and utilization of HRIS depend significantly on employees' acceptance of these systems.

Understanding the determinants of employees' acceptance of HRIS is crucial for organizations aiming to optimize their investments in such technologies. The Unified Theory of Acceptance and Use of Technology (UTAUT) model offers a comprehensive framework for analysing user acceptance and usage behaviour. Developed by Venkatesh et al. (2003), the UTAUT model integrates elements from several existing theories of technology acceptance, including the Technology Acceptance Model (TAM), Theory of Planned Behaviour (TPB), and Innovation Diffusion Theory (IDT). It emphasizes four core constructs—Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions—behavioural intentions and usage behaviour.

This study focuses on exploring employees' acceptance of HRIS through the lens of the UTAUT model. As organizations increasingly adopt HRIS to enhance operational efficiency and strategic decision-making, understanding the factors that influence employees' willingness to accept and utilize these systems is of paramount importance. Despite the potential benefits of HRIS, challenges such as resistance to change, lack of training, and inadequate support can hinder its adoption. By leveraging the UTAUT model, this study seeks to identify the enablers and barriers that shape employees' perceptions and behaviours regarding HRIS**.**

The UTAUT model serves as a valuable tool to dissect these challenges and provide actionable insights. Performance Expectancyhighlights the importance of demonstrating the tangible benefits of HRIS to employees, such as time savings and enhanced productivity. Effort Expectancy underscores the need for intuitive system interfaces and

comprehensive training programs to reduce the learning curve. Social Influence emphasizes the role of peer encouragement and managerial support in fostering a positive perception of HRIS. Facilitating Conditions call for robust technical infrastructure and accessible helpdesk services to ensure seamless usage.Behavioural intention plays a crucial role in determining actual usage, as employees who express a strong intention to engage with a new technology are more likely to follow through with its adoption.

By employing the UTAUT model, this study addresses this gap, offering a comprehensive understanding of how performance expectancy, effort expectancy, social influence, and facilitating conditions affect employees' behavioural intentions and usage behaviour. The findings will equip organizations with actionable strategies to enhance HRIS adoption, ensuring a higher return on investment and improved HRM outcomes.This study seeks to address these challenges by identifying the factors that influence employees' acceptance and usage of HRIS, leveraging the UTAUT model to provide actionable insights for overcoming barriers and enhancing system adoption.

2.REVIEW OF LITERATURE

Menant, L et al. (2021) Technology acceptance by users has been widely explored in various domains, including educational tools, e-commerce, and business applications. This review concentrates specifically on Human Resource Information Systems (HRIS) and how users adopt them. Dey, T et al. (2020) indicate that performance expectancy, effort expectancy, and social influence are key determinants of HRIS adoption in the hospitals and provides hospital management in Bangladesh with critical insights into the challenges of implementing HRIS and understanding user behaviour associated with these systems.Quaosar, G. A. A, et al. (2024)indicate that all analysed factors positively and significantly influence HRIS adoption. These results offer valuable insights for organizations, helping them develop effective strategies to implement HRIS. Alkhwaldi, A F et al. (2023) analysis revealed that within the UTAUT framework, performance expectancy, social influence, and facilitating conditions significantly influence users' behavioural intentions to adopt HRIS. However, effort expectancy was found to have no notable impact on adoption behaviour.

Keong, L. W et al. (2021) aims to explore the relationship between the constructs of the UTAUT model and middle-level employees' behavioural intention to use HRIS within a retail company. The UTAUT model includes four constructs: performance expectancy, effort expectancy, social influence, and facilitating conditions. A convenience sampling technique was used to select 92 participants out of 120 middle-level employees. Data were collected through questionnaires distributed to all 92 respondents. Descriptive analysis was conducted to assess the demographic characteristics of the respondents and to measure the levels of variables in the study. Pearson correlation analysis was utilized to evaluate the relationship between the UTAUT constructs and employees' behavioural intention to adopt HRIS. The findings revealed that the levels of the UTAUT constructs and employees' behavioural intention to use HRIS were high. Additionally, the Pearson correlation results indicated a significant and moderately positive relationship between the UTAUT constructs and behavioural intention to use HRIS among middle-level employees. The study revealed that performance expectancy, task characteristics, and technology characteristics positively influence HRMIS adoption intentions, while effort expectancy, social influence, and facilitating conditions negatively impact adoption(Sachitra, V et al.,2024)

Al-Ajlouni, M. I et al. (2019) analysis revealed that performance expectancy and habits accounted for 53% of the variance in behavioural intentions (BIs). Contrary to expectations, effort expectancy and social influence were not significant contributors to the variance. However, facilitating conditions and BIs explained 43% of the variance in e-HRM usage.

The findings of Aviyanti R D et al. (2021) findings demonstrate that all four factors—performance expectancy, effort expectancy, social influence, and facilitating conditions—significantly influence the actual use of electronic payment systems provide valuable insights into user behaviour concerning electronic payment-based accounting systems and serve as a reference for platform developers.

3.RESEARCH METHODOLOGY

CONCEPTUAL FRAMEWORK

EMPLOYEE ACCEPTANCE
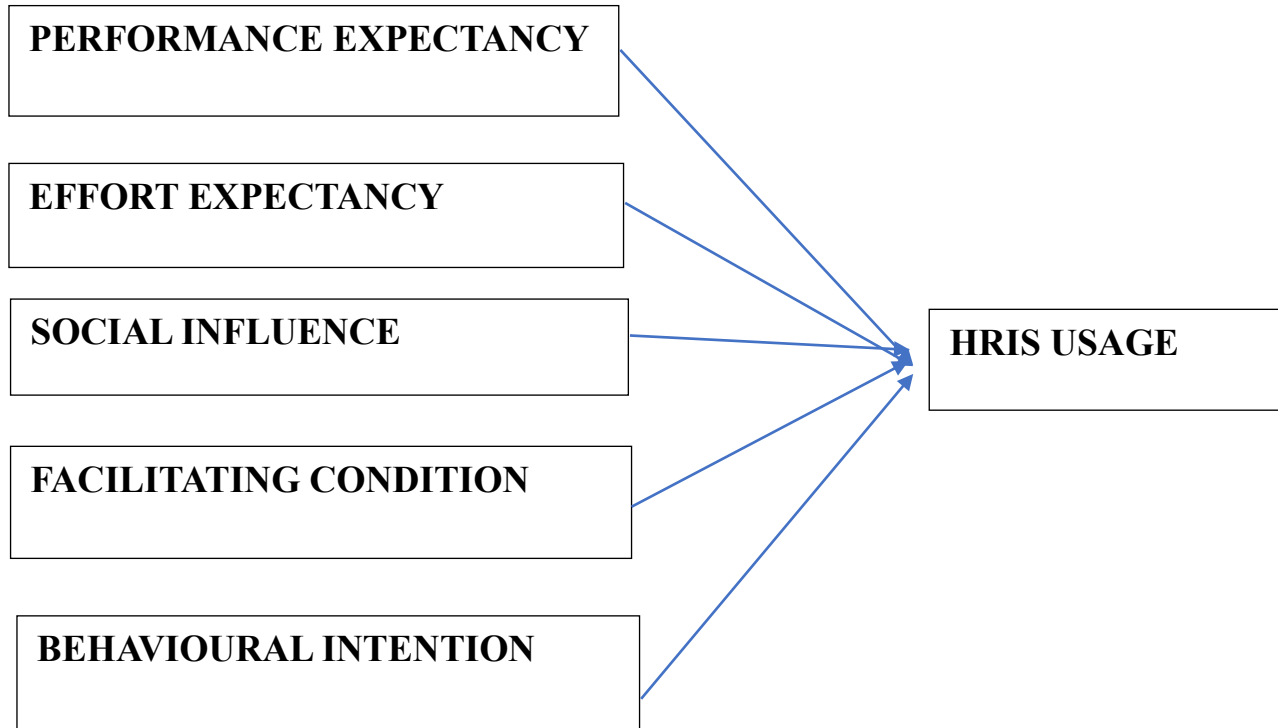
Descriptive research design is used for this study. The research design includes surveys and fact-finding enquiries of different kinds. The sample size for this study is 119. Sample responding were employees of the Evergreen Enviro Engineering Company. The sampling technique used in this study is Non-Probability Sampling under that Convenient Sampling is used. Data collection has been done by collecting primary data through the distribution of the questionnaires. Data was collected through a survey using a structured questionnaire and data were condensed, tabulated and analysed into logical statements using factors analysis SPSS.

HYPOTHESIS OF THE STUDY

H1 - There is a significant relationship between Employee Acceptance and HRIS usage.

H2- There is a significant difference between Age and HRIS usage.

4.DATA ANALYSIS AND INTERPRETATION

The reliability test was conducted and the value was 0.736 which is more than 0.7 the Cronbach alpha value. Thus, the questionnaire and the data set are valid.

4.1 CORRELATION

Table 4.1

Correlations

		employeeacceptance	HRISUSAGE1
employeeacceptance	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.000
	N	119	119
HRISUSAGE1	Pearson Correlation	.625**	1
	Sig. (2-tailed)	.000	
	N	119	119

**. Correlation is significant at the 0.01 level (2-tailed).

Inference

From the above table 4.1 represents, the dependent variable - Employee Acceptance(Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions , Behavioral Intentions) and dependent variable - HRIS Usage were correlated to assess the strength of the relationship between the two variables. The dimensions of employee acceptance was computed and transformed as one variable for analysis purpose. The significant value is 0.000 which is lesser than p value 0.05. The Pearson value is 0.625 which indicates strong relationship between the variables. Therefore, we accept the alternative hypotheses(H1) and reject null hypotheses. Hence, there is a positive relationship between Employee Acceptance and HRIS Usage.

4.2 ANOVA TEST

4.2 ANOVA Test between Age and HRIS Usage

TABLE 4.5.1

ANOVA

HRISUSAGE1

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	56.461	3	18.820	1.577	.199
Within Groups	1372.699	115	11.937		
Total	1429.160	118			

Inference

Based on the one-way ANOVA result table 4.2.1, it can be inferred that P-value is 0.199, which is greater than the significant level of 0.05, we accept the null hypotheses and reject the alternative hypotheses(H2). This indicates that there is no significant difference between Age and HRIS Usage.

5. FINDINGS, SUGGESTIONS AND CONCLUSION

The study examines employees' acceptance of Human Resource Information Systems (HRIS) using the Unified Theory of Acceptance and Use of Technology (UTAUT) model. The findings revealed that the independent variable employee acceptance (performance expectancy, effort expectancy, social influence, and facilitating conditions and behavioural intentions) have an impact on the dependent variable HRIS usage. The study also found that there is no significant difference among age groups in using HRIS. The study highlights the importance of user-friendly system interface to improve HRIS adoption . The results provide valuable insights for to implement HRIS effectively, ensuring increased efficiency and strategic decision-making in HRM. The study recommends the organisations to create sound regulations that will facilitate the HRIS adoption and implementation.

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