

Article

Enhancing Organizational Performance through Quality Information Systems in Internationally Engaged Enterprises

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Abstract: The study explores the influence of information systems on employee operation, fastening specifically on how the quality of standardized information systems affects organizational performance. The research aims to show the impact of quality information systems on the enterprise's performance related to human resources perspective. The methodology used is the quantitative, designed with a deductive and pragmatic approach based on the quantitative method regression analysis and T-test hypothesis testing used. The study utilized a structured questionnaire distributed to 1,450 employees in internationally engaged enterprises in the Western Balkans. Data analysis included correlation analysis, regression modeling, and t-tests. Findings revealed a positive correlation ($r = 0.256$) between HRIS benefits, user satisfaction, service quality, and organizational performance. A t-test value of 34.904 confirmed the significant impact of HRIS benefits on enterprise efficiency. The research concludes that HRIS implementation improves information clarity, streamlines HR processes, and enhances decision-making. Organizations are advised to evaluate their specific HRIS needs to optimize implementation results.

Keywords: Organizational Performance; Automation of Processes; Human Resources Information Systems; Employee Data Management

1. Introduction

Effective human resource management in organizations necessitates the implementation of an IT system capable of storing and retrieving employee performance data. Such a system facilitates the analysis, planning, and control of human resources to support decision-making that enhances workplace efficiency [1]. HRIS plays a crucial role in providing information that supports workforce planning, forecasting personnel needs, and organizing employees based on their skills and potential for development through relevant training [2]. One major challenge the companies face, especially in retail, is staying updated with the latest HR systems, which often require innovative solutions to meet their unique needs. Companies benefit from skilled and creative individuals capable of leveraging these systems for organizational growth [3]. Due to rapid technological advancements, many firms have transitioned from manual to more sophisticated information systems. HRIS, among the modern solutions, has significantly enhanced decision-making and human resource management by improving both accuracy and efficiency [4]. The digitization of HRIS has led to integrated databases covering areas such as staffing, skills, job analyses, health and safety, and more.

Early HRIS developments focused on automating routine tasks like payroll, attendance, and transaction processing, which not only improved administrative efficiency but also strengthened management controls [5]. When selecting an HRIS, it's essential to align the system with organizational training and development goals to maximize its benefits. A study by Ibrahim, H. et al. (2023) pays attention on the relationship between (HRIS) and technology. The authors aim to understand how HRIS affects individuals' level of trust in technology and how this trust affects the successful use of HRIS. Results show that there is a strong connection between HRIS and trust in technology and highlights that the trust in technology has a positive influence on the successful use of HRIS. Thus, trust in technology affects the presence, use and compliance of HRIS, improving the efficiency and effectiveness of HR processes [3]. To achieve successful and intensive use of HRIS, many authors suggest various recommendations. Organizations must provide sufficient support and training for employees, develop their skills in using the system, must develop a culture open to technology and encourage the use and experimentation of HRIS [6]. Overall HRIS theories provide guidance, current practices and future trends in the field of HRIS and HRM field in the digital age.

In west Balkan organizations HRIS is relatively new, often functioning as a data library designed to support business success and growth. Though, based on our knowledge there is no data upon conducted research in this field in our country. Traditional HR practices often relied on manual data storage and processing, which are time-consuming and limit data accessibility. HRIS restructures these processes by storing, analyzing, and retrieving employee data efficiently, significantly improving accuracy in decision-making, this way offering a solution for inefficiency and inaccuracy in data management. However, despite considerable research on the advantages of HRIS, there remains a significant gap in understanding its impact on internationally engaged businesses, particularly in Kosovo and the Western Balkans. Most studies have concentrated on HRIS adoption in developed countries, overlooking the specific challenges and benefits of implementation in transitioning markets [7]. This lack of empirical research in the region limits a thorough understanding of HRIS's role in enhancing organizational performance. Hence, this study aims to address this gap by examining HRIS implementation in the region and comparing it to global trends, ultimately providing actionable insights to help organizations optimize HRIS adoption for greater efficiency and competitive advantage.

2. Literature Review

2.1. Benefits of HRIS

HRIS enhances decision-making by providing accurate employee data, reducing administrative errors, and increasing efficiency [8]. Without an effective HRIS, organizations struggle to forecast and address future staffing needs, impacting productivity and growth potential. The clarity and accuracy of information within a Human Resource Information System (HRIS) can have a profound effect on a business's success. When data is accurate and well-defined, HR management becomes more efficient and seamless [9]. A well-functioning HRIS provides accurate and comprehensive information that aids in planning, personnel selection, employee training, performance evaluations, and compensation management. This level of precision in information also assists in strategic decision-making and fosters better communication between HR managers and employees [10]. Research supports the notion that clear information is vital to making effective decisions and

improving organizational performance [11]. Information Management Systems (IMS) are also highlighted as crucial tools in boosting the clarity of information and sustainability. The effective use of information technology and strong data management practices are essential for improving information clarity and driving business success [12].

Maamari and Osta's research investigates how the implementation of HRIS impacts job involvement, commitment and satisfaction in SMEs. They conclude that HRIS is an essential tool for improving organizational efficiency and performance, contributing to long-term sustainability in competitive markets. The use of HRIS is growing in organizations that aim to enhance employee training and development, and it also provides opportunities for better decision-making through new technological tools. The study demonstrates that successful HRIS implementation positively affects employee involvement, satisfaction, and engagement [13].

2.2. HRIS and Business Performance

Several other studies have proven this positive impact of HRIS on business performance. At the same time, a weak HRIS can create problems in human resource management and harm business performance [14]. Therefore, it is important that the HRIS is appropriate and managed carefully to achieve the desired results [15]. The level of satisfaction can be triggered by indicators such as: ease of use, system speed, effectiveness, security, and customer service. To evaluate the satisfaction level of HRIS users' various methods may be applied such as surveys, interviews, and focus groups [16]. However, HRIS alone is not enough to directly affect job satisfaction; associations must produce a motivating environment that fosters engagement, skill development, and growth openings. In combination with HR programs, HRIS can greatly enhance performance and hence meet organizational objectives. Studies indicate a positive relationship between HRIS adoption and improved employee productivity and organizational growth [17].

Human computing systems play a critical role in contemporary enterprises. The quality of these systems directly influences employee efficiency and productivity, which in turn significantly impacts overall business success. Inadequate Human Information Systems (HIS) can lead to numerous operational issues, such as delays in recruitment, ineffective management of employee data, and challenges in handling payroll and expenses. Conversely, an organization with a robust HIS can enhance employee performance, minimize administrative costs, and strengthen its business strategies. In this context, the quality of an organization's IT system is crucial to its success. A well-functioning HRIS not only boosts employee productivity but also facilitates the professional development of the workforce. Through HRIS, companies can offer customized training tailored to individual needs, helping employees improve their skills and competencies [18]. Furthermore, HRIS gives employees easy access to their development records and enables them to track their progress through performance evaluations [19].

2.3. Challenges in Implementation

The adoption of HR technology often faces challenges in fostering trust and ensuring user confidence, since users may be hesitant to rely on an automated system [20]. The topic is essential for advancing modern HRM, ensuring data reliability, and supporting organizational growth, which makes this research timely and valuable for today's technology-driven workplaces. HRIS adoption is often hindered by resistance to change, lack of training, and cybersecurity concerns. Employees who

utilize HRIS often report higher job satisfaction. These systems offer quick and easy access to essential HR information, such as salary details, employment records, benefits, and professional development resources. When employees can easily access their personal data and monitor their progress within the organization, they feel more supported and empowered. The successful implementation of HRIS leads to enhanced efficiency and productivity within the organization, providing tangible benefits by optimizing human resource processes and improving overall employee satisfaction [21]. Satisfaction is a critical factor in business success, as it influences both employee performance and productivity.

Positive outcomes from a well-implemented HRIS include reduced operational costs, increased motivation, greater confidence among employees, and heightened awareness of their responsibilities. A well-designed and managed HRIS can significantly improve the efficiency of HR processes and provide competitive advantages to organizations, and can enhance both productivity and effectiveness, resulting in significant organizational benefits while making employees feel secure and confident in using the system. Ultimately, user satisfaction with HRIS seems to be a key issue in achieving business success [22].

2.4. Comparison with Global Trends

While HRIS is well-established in firms within developed economies, its adoption in Kosovo and the Western Balkans is still in the nascent stages. This section contrasts HRIS implementation in developed countries with that in developing markets. For example, the United States and Germany utilize HRIS for advanced predictive analytics and employee performance tracking, significantly improving HR decision-making. In contrast, developing economies like India and Brazil are gradually incorporating HRIS with AI-driven recruitment tools to enhance workforce efficiency. These differences highlight the varying levels of HRIS maturity across regions and emphasize the need for customized implementation strategies in transitioning markets [23].

3. Methodology

This research utilized questionnaires to explore the use of HRIS in different organizations dealing with international activities. The study included respondents from throughout west Balkan countries, whilst a quantitative research methodology was used, utilizing a survey approach. The study involved a sample of 1,450 employees from various managerial levels, selected through stratified random sampling to ensure diverse representation across job roles, industries, and company sizes. This sampling technique was implemented to reduce selection bias and achieve a balanced response distribution. The sample size was determined based on considerations of population representativeness and statistical power, enhancing the validity of the results. Data collection was conducted using structured questionnaires that assessed the quality of Human Resource Information Systems (HRIS), user satisfaction, and service efficiency. Statistical analyses included Spearman's rank correlation, regression modeling, and ANOVA to interpret the data effectively. A pre-test was conducted with 50 participants to ensure questionnaire reliability. Cronbach's alpha coefficient was 0.87, indicating high internal consistency. The data were analyzed using correlation statistical technique, indicating both the direction and strength of the associations. Through analysis model the impact of HRIS on general performance is revealed. To support the findings, the anova regression model was used, and to verify the hypotheses, a t-test was conducted. Besides the core variables (quality, satisfaction, and clarity of the HRIS), the research included

demographic factors as well, such are education level and gender. Gender was examined to determine if there were any differences between male and female employees concerning perception of HRIS. Also, the study aimed to assess whether the education level influences how employees perceive and use the system. The research sample is presented below.

Table 1. Description of the sample.

Gender	What is your position in the company?				Total
	Employee	Low level manager	Middle level manager	High level manager	
Female	270	110	70	55	505
Male	575	170	110	90	945
Total	845	280	180	145	1450

3.1. Econometric Model and Variable Design

The table outlines the variables used in the econometric model for this study. The dependent variable is organizational performance, measured by efficiency gains and employee satisfaction. While, independent variables include: Benefits of HRIS, Evolution of User Satisfaction, Quality of Fast Service, Quality of Complete Information, and Quality Level of HRIS. These independent variables act as predictors that influence organizational performance. To establish a meaningful connection, the model posits that improvements in the independent variables—such as enhanced HRIS benefits and higher user satisfaction—positively impact organizational performance. For instance, increased Quality of Fast Service may lead to greater efficiency gains, while the Quality Level of HRIS can enhance employee satisfaction. By analyzing the coefficients and statistical significance of these independent variables, we can gain insights into their respective contributions to organizational performance, thereby emphasizing the dynamics within the model.

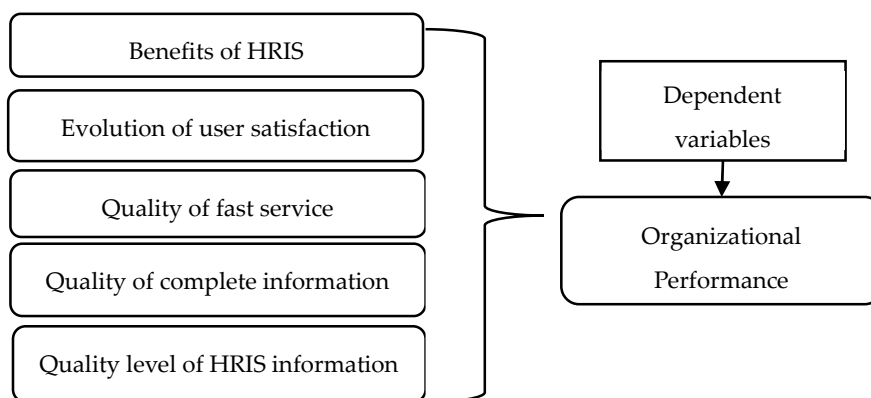


Figure 1. Econometric model.

4. Analysis

The research design includes presentation of data related to correlation analysis to elucidate the relationships among the variables. Through this analysis, the correlation coefficient “r” will be calculated, indicating the strength and path between the variables. Given that this research relies on

primary data gathered from a questionnaire, Spearman's rank correlation coefficient is used for the analysis purpose. Spearman's rank correlation was chosen due to its suitability for ordinal data and non-parametric distributions. This method effectively captures relationships between user satisfaction and HRIS efficiency, which may not follow a normal distribution. Table 2 below presents correlation coefficients between HRIS quality indicators and organizational performance. The highest correlation is observed between User Satisfaction Evolution and Information Quality ($r = 0.988$, $p < 0.001$), indicating that user experience significantly impacts HRIS effectiveness and adoption. Additionally, a noteworthy relationship exists between the Quality of Complete Information and the Quality Level of HRIS, demonstrated through correlation coefficient of 0.875^{**} and significance of 0.00 . This indicates that the quality of HRIS is positively influenced by the completeness of information: if the information provided is lacking, it will adversely affect the HRIS, ultimately impairing business performance.

Table 2. Correlation analysis.

		QLH	QFS	QCI	BHRIS	EUS
Quality level of HRIS (QLH)	Correlation coef.	1.00	0.710**	0.875**	0.609**	0.838**
	Sig. (2-tailed)	.	0.00	0.00	0.00	0.00
	N	101	101	101	101	101
Quality of fast service (QFS)	Correlation coef.	0.710**	1.000	0.820**	0.141	0.824**
	Sig. (2-tailed)	0.00	.	0.00	0.158	0.00
	N	101	101	101	101	101
Quality of complete information (QCI)	Correlation coef.	0.875**	0.820**	1.000	0.314**	0.988**
	Sig. (2-tailed)	0.000	0.00	.	0.001	0.00
	N	101	101	101	101	101
Benefit of HRIS (BHRIS)	Correlation coef.	0.609**	0.141	0.314**	1.00	0.253*
	Sig. (2-tailed)	0.00	0.158	0.001	.	0.011
	N	101	101	101	101	101
Evolution of user satisfaction (EUS)	Correlation coef.	0.838**	0.824**	0.988**	0.253*	1.00
	Sig. (2-tailed)	0.00	0.00	0.00	0.011	.
	N	101	101	101	101	101

The parallel between the Quality Level of HRIS and the Quality of Fast Service shows a positive relationship, specifying a coefficient of 0.710^{**} and a significance level of 0.00 . This suggests that the quality-of-service delivery positively impacts the quality of HRIS. Furthermore, the benefits derived from HRIS are contingent on the level of its utilization. The results indicate a clear connection between the usage of HRIS and its associated benefits, which include financial gains such as profits, salaries, and overall financial satisfaction. Building on the observed positive correlations, this paper aims to further inspect the implications of these relationships. As outlined in the methodology section, regression analysis will be employed to assess these correlations, beginning with the presentation of the econometric model.

Table 3. Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.506 ^a	0.256	0.217	0.950

a. Predictors: QLH, QFS, QCI, BHRIS, EUS

b. Dependent Variable: What is your position in the company

Grounded on presented findings, the econometric model utilized in this study is deemed acceptable with a value of 0.256. This indicates that the independent variables—Benefits of HRIS, Evolution of User Satisfaction, Quality of Fast Service, Quality of Complete Information, and Quality Level of Human Information, significantly influence the dependent variable, Quality of Human Resources Information Systems. The insight suggests that future researchers could enhance this model by incorporating additional details or exploring distinct aspects of respective variables. To substantiate findings, the following sections presents the anova model regression for assessing the model's determinism.

Table 4. Anova regression model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.610	5	0.122	0.480	0.790 ^a
	Residual	24.140	95	0.254		
	Total	24.750	100			

a. Predictors: QLH, QFS, QCI, BHRIS, EUS

b. Dependent Variable: Quality of HRIS

Table 5. Coefficients of regression model.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Quality of HRIS)	2.130	0.095		22.528	0.000
Benefits of HRIS	0.031	0.138	-029	0.226	0.822
Evolution of user satisfied	0.552	0.316	-512	1.750	0.083
Quality fast of service	0.799	0.330	0.740	2.419	0.017
Quality of complete information	301	0.376	279	800	0.426
Quality level of HRIS	0.552	0.229	0.511	2.405	0.018

The Anova findings ($F = 0.480$, $p = 0.790$) indicate that although HRIS quality factors play a role in organizational performance, other variables, including leadership and IT infrastructure, may also affect the outcomes. The relatively high p-value suggests that the independent variables do not completely account for the variability in organizational performance. A higher F-statistic accompanied by a lower significance level ($p < 0.05$) would provide more compelling evidence of a significant impact of HRIS implementation on performance. Future research should consider additional factors such as company size, industry type, and digital maturity to improve the

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explanatory power of the model. Additionally, the coefficient values of the research variables presented in the following table are accurate and may be applicable for use in other studies. Four hypotheses are followed by null hypotheses (H0), which are:

- H1: The benefits have an impact on the enterprise’s performance.
- H02: The evolution of user satisfaction does not influence the enterprise’s performance.
- H2: The evolution of user satisfaction has an impact on the enterprise’s performance.
- H03: The level of quality of fast service does not influence the enterprise’s performance.
- H3: The fast level of service has an impact on the enterprise’s performance.
- H04: The level of quality of complete information doesn’t influence the enterprise’s performance.
- H4: The quality of complete information level has impact on the enterprise’s performance.

According to the hypothesis testing rule, a t-test is appropriate when the sample size $n > 30$. The table below displays the t-values associated with the hypotheses under consideration.

Table 6. Sample test of hypotheses.

A Sample Test						
	t	df	Sig. (2-tailed)	Test Value = 0		
				Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
H1 The benefits impact on the enterprises performance	34.904	99	0.00	3.330	3.14	3.52
H2 The evolution of user satisfied impact on the enterprises performance	31.924	99	0.00	3.260	3.06	3.46
H3 The level of quality fast of service impact on the enterprises performance	34.565	99	0.00	3.340	3.15	3.53
H4 The level of quality of complete information impact on the ent. perform.	33.564	99	0.00	3.410	3.21	3.61

5. Discussion

The data indicates that the hypothesis regarding the impact of benefits on enterprise performance yields a t-value of 34.904, suggesting that significant advantages are realized when a comprehensive HRIS is implemented within an organization. Magege and Ngirwa [24] examine these benefits, highlighting how Human Resource Information Systems serve contemporary organizations. In a time when technology and information are paramount in human resource management, HRIS acts as a structured electronic platform for the collection, storage, and management of personnel data along with other HR-related information. Furthermore, the second hypothesis concerning the influence of user satisfaction on enterprise performance is validated by a t-value of 31.924. This finding is consistent with previous research, which indicates that the effective use of HRIS positively influences employee satisfaction and enhances overall organizational performance. The proper utilization of HRIS cultivates a sense of increased efficiency and productivity within the organization.

The study’s findings show that employees who engage with HRIS report elevated job satisfaction, which can be attributed to easy and swift access to essential HR information, such as salaries, employment records, benefits, and opportunities for professional development. When employees

have straightforward access to their personal information and can monitor their progress within the organization, they feel more supported and motivated. Moreover, HRIS helps streamline administrative processes and reduces manual, repetitive tasks, enabling employees to concentrate on more critical functions and thereby enhancing their performance. Effective implementation of HRIS also promotes transparency and fairness in decision-making, creating a more equitable and motivated workplace environment. Based on these observations, the authors conclude that HRIS offers tangible advantages to organizations by improving the efficiency of HR processes and boosting employee satisfaction.

6. Conclusion

A well-implemented HRIS can significantly enhance information clarity within an organization by effectively recording and organizing employee data. By leveraging an HRIS, internationally engaged firms may improve their decision-making processes and provide accurate, transparent information to employees, managers, and other stakeholders. This, may lead to higher productivity and a reduction in errors within business operations. Moreover, the utilization of an HRIS can foster greater employee commitment and improve the overall workplace atmosphere, contributing to the long-term sustainability and success. An effective HRIS thus play a crucial role in driving business success. A thoughtfully designed and well-maintained HRIS positively influences the clarity of information and processes within the organization. When the HRIS facilitates easy and efficient access to information, it enhances the clarity and usability of human resource management, as well as recruitment and training processes. Additionally, HRIS can improve communication between employees, managers, and various departments within the organization. When the information within the HRIS is accurate and clearly presented, it allows for more effective management of performance, compensation and time, ultimately boosting productivity and organizational performance. With a user-friendly HRIS, employees gain quick and convenient access to both personal and organizational information, leading to higher engagement and motivation.

Accordingly, a well-designed and properly maintained HRIS is instrumental in enhancing information clarity and streamlining processes within the organization, contributing to overall efficiency and performance. Hence, the following recommendations are being proposed for effectiveness of the HRIS:

- Align with organizational needs: before selecting an HRIS, conduct a thorough assessment of the organization's specific needs. Ensure that the chosen system aligns with the organization's workflow, structure, and strategic objectives.
- Opt for flexibility: choose an HRIS that is adaptable and can evolve alongside the organization. A flexible system will support the organization's growth and development over time.
- Ensure strong provider support: confirm that the HRIS provider offers robust support for users. This should include staff training, comprehensive documentation, and technical assistance.
- Prioritize data security and privacy: protecting sensitive data is critical. Select an HRIS that offers secure features and adequate measures for data protection.
- Utilize the system for process improvement: leverage the HRIS to enhance organizational processes and optimize personnel management. This will ensure that the organization reaps the benefits of its HRIS investment.

- Assess staff performance and engagement: utilize the HRIS to evaluate employee performance and interactions. The insights gained can inform decisions regarding salaries, promotions, and additional training opportunities.
- Focus on end-user satisfaction: ensure that end users are satisfied with the HRIS. Regularly assess their experience and provide the necessary training and support for effective usage.

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