Cape Peninsula
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THE INTEGRATION AND UTILISATION OF HRIS IN STRATEGIC EMPLOYEE PERFORMANCE AT A TEXTILE FACTORY IN THE WESTERN CAPE

by

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DECLARATION

I, Melody Rudo Buzuzi, declare that the contents of this thesis represent my own unaided work and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signed **Date**

ABSTRACT

Ineffective utilisation of HRIS at the textile factory located in the Western Cape led to employees focusing mainly on administrative roles and rarely on strategic functions. This resulted in poor strategic employee performance, which led to ineffective organisational productivity. The textile factory recognised the need to enhance its HR operations and gather valuable data for decision-making.

The philosophy used in the research is the interpretivism paradigm, which explores HRIS comprehensively. The research design is detailed and interpretive case study research which is widely used in information systems. A qualitative research approach is used for the study as it aligns with the chosen research paradigm. The purposive sampling technique was applied to different research population units, including the executive, middle management, administrative and production employees at the textile factory, forming a sample size of 30 employees. The study used a semi-structured interview for data collection and conducted interviews using an interview guide.

The research findings show pivotal information about the integration and use of HRIS. Employee familiarity with HRIS was found to be a key determinant of implementation success consistent with the Technology Acceptance Model (TAM), which posits that perceived usefulness and ease of use significantly influence user acceptance. Participants shared positive feelings about the benefits, which included increased ease of accessing information, time savings, and simplified bureaucratic procedures. Possibilities of centralising employee data were noted for improving the decision-making processes, talent management and overall performance enhancement. However, challenges were discovered, such as reluctance to change, lack of adequate training support and concerns about the organisation's IT infrastructure.

Several benefits were perceived by employees, including efficiency gained through the automation of tasks, a more informed approach to decision-making due to improved analytics in the flow of business information, simplified organisational processes and an opportunity to gain a competitive advantage. The research emphasizes the need not only to introduce HRIS but also to ensure awareness among employees and provide methods to deal with challenges through proper training and strong technical support. These discoveries supply beneficial understandings for organisations that would want to improve their HR operations and overall productivity by integrating effective HRIS into their business operations.

Key words: HRIS, Integration and Utilisation of HRIS, Textile Factory, Strategic Employee Performance, TAM.

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- Thirdly, my family and close friends for praying for me to complete my studies in record time.
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DEDICATION

This thesis is dedicated to my parents:

Dr George Buzuzi and Mrs Perpetuah Buzuzi for being a consistent source of support, love, guidance, and inspiration. Thank you for instilling a strong passion for learning in me and for directing me towards a path to greatness.

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ABBREVIATIONS AND ACRONYMS

CTFL	Clothing, Textiles, Footwear and Leather
GDP	Gross Domestic Product
TAM	Technology Acceptance Model
HR	Human Resources
HRM	Human Resource Management
HRP	Human Resource Planning
SHRM	Strategic Human Resource Management
ERP	Enterprise Resource Planning
HRIS	Human Resource Information System

GLOSSARY

Clarification of terms:

Human Resource Information Systems	A software that combines different processes and systems to facilitate easy management of Human Resources, data, and business processes (Aggarwal & Kapoor, 2012).
Organisational Performance	The output and results of an organisation are measured against the intended output (Jenatabadi, 2015).
Organisational Productivity	The capacity of a firm to produce desired results with a minimum use of personnel, money, time, materials, and energy (Phipps, Prieto & Ndinguri, 2013).
Competition	Rivalry between organisations offering the same services or products in a market with the aim of achieving profit and revenue (Kerber, 2011).
Recruitment	Process of sourcing highly qualified candidates for vacant positions in an organisation (Armstrong, 2006).
Strategic Employee Performance	Strategic employee performance means the way that the performance of each employee is oriented in the general objectives of the organisation. In addition to speed and productivity of employees at their positions, this concept also focuses on their performance for the achievement of sustainable organisational goals and objectives (Nogning & Gardoni, 2015).

Chapter 1: Introduction

1.1 Background and orientation of the study

The textile manufacturing industry is a very segmented and large industry with sectors like clothing, textiles, footwear, and leather (CTFL) all interrelated through their operations and input materials. It also consists of different phases such as fiber production, yarn or fabric production, yarn dying, fabric finishing and garments manufacturing (Schumacher & Forster, 2022). The industry has several sub-sectors including cotton, wool, synthetic fiber, and technical textiles segments which carry their own technical process and procedures (Niinimäki, Peters, Dahlbo, Perry, Rissanen & Gwilt, 2020). The supply chain of the industry involves activities from farming to production of cloths and home textiles, thus helping domestic as well as international markets (Hasanbeigi & Price, 2012). This multi-layered nature requires efficient systems such as HRIS to manage the diverse and intricate processes.

Chakraborty and Mansor (2013) define a Human Resource Information System (HRIS) as a specialised information system integrated into the conventional functional domains of an organisation, which aims to improve decision-making, control, planning, and administration activities of Human Resource Management (HRM). Furthermore, organisations which can effectively attract required talents, and develop the most diversified groups of human talent in the marketplace will have a future economic and strategic advantage.

Alam, Masum, Beh and Hong (2016) state that some organisations have escalated the use of HRIS, while other organisations are facing challenges in recognising the short-term and long-term benefits due to misperceptions surrounding the usage of HRIS and the lack of vision among managers. Although HRIS brings a load of benefits to an organisation, there are several challenges involved in its implementation. Any organisation that does not recognise the need for manager and employee training, change management, information quality and accuracy assessment, and complying with legal requirements during the implementation process, facilitates the failure of the software. This results in an organisation experiencing a massive loss of resources, allocated for HRIS implementation. Therefore, organisations should carefully introduce the process of electronically automating many of the administrative processes to reduce monotonous transactions and additional Human Resources activities and deal with the multifaceted transformational ones by utilising specialised HRIS (Thite, Kavanagh & Johnson, 2012:7).

The textile factory has recently implemented a Sage 300 People System, which has not been a success as only a small portion of the system is used in conducting HR functions. Sage 300

People System is effective in numerous aspects of human resource management in medium to large scale organisations. An article by Payne et al. (2011) on Triad software indicates that the Sage 300 People System encompasses an innovative, agile, and cost-effective Human Resources software that powerfully and effortlessly processes payroll and HR functions in an organisation. Its functions are to make it easier to store all the information about employees, calculate their wages, coordinate their absenteeism, and appraise their performance; and to ensure it meets the legal requirements of the country in which the company operates. Designed for enhancing organisation productivity within human resource operations it integrates and automates specific area of the organisation thus minimising paperwork and mistakes (Payne, 2011).

1.1.1 South African Textile Manufacturing Sector

The South African economy is highly dependent on its manufacturing sector, including the textile industry, which contributes significantly to job creation and economic growth. The South African Clothing and Textile industry plays an important role as an employer in the country, contributing significantly to South Africa's gross domestic product (GDP) (CCTC, 2017). The Department of Trade, Industry, and Competition (DTIC) estimates the proportion of the textile industry in the country's GDP in the recent past to be about 3%. In addition, it currently provides employment to over 60 000 workers, thus forming a very vital part in the fight against unemployment in the nation. Local textile production has converted to a capital-concentrated industry due to technological developments resulting in increased production of synthetic fibre proportions (Bizcommunity, 2019). Nevertheless, the industry has some challenges that are evident today such as low-priced imports, increasing overhead costs, and a need to embrace technology. By analysing the South African textile manufacturing sector, we aim to understand its importance in the broader economic landscape and the various factors influencing its sustainability.

South Africa has widely embraced HRIS in their organisations, in both manufacturing and service sectors. For instance, a construction organisation situated in Johannesburg, Gauteng has implemented HRIS to facilitate its operations. Numerous benefits have been realised by the organisation since the implementation of the software. Before implementation, employee planning was a vague exercise but since implementation, it has been simplified. Other benefits realised by the organisation include an improved management system aligning with legislation, standardisation of business processes, increased decision-making efficiency, transparency in business operations, and provision of a clear business vision (Ngwenya, Aigbavboa & Thwala, 2019).

1.1.2 Organisational Background

Due to ineffective utilisation of the HRIS system in carrying out organisational processes, the textile factory has been lagging in performance and productivity. Workers are unable to focus on their strategic roles, especially in the HR Department, such as addressing employee concerns and actively listening to their grievances. Strategic roles in HR involve the determination of ways to identify and solve issues at the workplace and to ascertain optimal methods for recruiting and selecting top talent. Other organisations in the manufacturing industry such as Unilever and Siemens have been able to utilise HRIS and make efficient use of it and have therefore been able to focus on their strategic performance, thereby securing a competitive edge (Boselie, Farndale & Paauwe, 2012). Ineffective utilisation of HRIS at the textile factory has led to employees focusing mainly on administrative roles and rarely on strategic functions. This has resulted in poor strategic employee performance and low-yield organisational productivity.

It is critical to perform this study as almost all Human Resource processes can be efficiently carried out through HRIS. The study will help the textile factory and other manufacturing organisations in the adoption and efficient utilisation of HRIS. By fully exploiting the system, the textile factory will be able to minimise the usage of material, as well as financial and human resources. The company will gain the advantage of reduced paper usage and assist the managers in their performance of HR process duties. In their article, Kumar and Parumasur (2013) indicate that HRIS increases the effectiveness and efficiency of HR processes and provides online recruitment and computer-based training self-services. The system also allows employees to update and enter data, leading to more accurate data correction processes. Employees will profit from benefits administration and timely, accurate, and efficient remuneration from the organisation(Kovach et al., 2002). In addition, employee data will be protected from cyber-attacks by the software. By fully utilising HRIS, the textile factory will improve its decision-making process and eliminate certain administrative duties that are highly time-consuming, contain more errors, and are cost-ineffective, such as paperwork.

However, according to Troshani, Jerram and Hill (2011), further research is necessary to address the integration of HRIS in private-sector organisations due to the current lack of research in this domain. Furthermore, Al-Zu’bi (2013) notes that most research has focused on exploring the integration of HRIS applications as an innovation within service-oriented sectors like public universities, hospitals, banks, and accounting offices, with fewer studies conducted in manufacturing sectors. The study will also assist in addressing the problems that are hindering the textile factory's use of HRIS resulting in suboptimal employee strategic performance.

1.2 Background to the Research Problem

Albeit the successful implementation of HRIS in some sectors, research about the integration of HRIS in manufacturing sectors especially in the textile industry, is scarce. For, instance a study on Thailand's textile industry underscored the potential of HRIS to enhance operational efficiency but found its adoption to be in early stages, often influenced by external pressures rather than internal strategies (Siengthai & Udomphol, 2016). Similarly, in Vietnam, research primarily focused on workforce skill development, leaving a gap in understanding how HRIS could address specific challenges like high turnover and low automation. Thereby reflecting broader industry trends where HR technologies are underutilised compared to other sectors such as IT and banking, which are more aligned with digital transformation strategies (Long & Cuong, 2020).

There is a lack of understanding about the full benefits of HRIS, with many organisations unaware of how much it can improve processes like recruitment, payroll, and performance tracking (Al-Dmour & Al-Zu'bi, 2014. This conceptual gap in understanding limits their ability to fully leverage HRIS for better decision-making and increased efficiency, pointing to the need for further research and exploration in the field to highlight its potential advantages (Bilgic, 2020). The textile factory can enhance its decision-making process and streamline administrative tasks that are currently time-consuming, error-prone, and inefficient in terms of cost, such as managing paperwork by fully leveraging the HRIS. This will reduce manual effort and improve accuracy, leading to better resource allocation and operational efficiency. Empirical gaps refer to the fact that most studies have focused on organisations in service sectors like banks, universities, or hospitals rather than manufacturing industries, which might have different needs and challenges. Whereas spatial gaps refer to the fact that much of the research on HRIS implementation has been conducted outside South Africa, meaning there is a lack of studies focusing specifically on South African organisations (Al-Zu'bi, 2003; Maswake & Marnewick, 2013). Moreover, the extant literature falls short on firstly providing clear and detailed insights into the issues that may be preventing effective implementation of HRIS in labour-intensive industries such as textiles, and secondly detailing the contexts under which these issues add up to affect implementation. These gaps suggest the importance of more specific research on the topic of HRIS in the South African manufacturing environment, especially the textile sector, to establish its potential for enhancing strategic performance.

1.3 Problem Statement

In an ideal situation, the South African textile industry, should seamlessly integrate modern Human Resource Information Systems (HRIS) to reduce the burden of administrative work and help employees focus on issues such as decision making, performance measurement

and employee acquisition. Nevertheless, the strategic role performance of the textile factory is below average. Due to weak coupling and incorrect use of HRIS, employees remain overloaded with transactional tasks leaving little attention to the strategic tasks. This has resulted in a poor strategic performance among employees and in turn low organisational performance. If not tackled, this issue may lead to additional costs to the organisation and a diminished place in the industry (Boselie, Farndale & Paauwe, 2012).

1.3.1 Explanation of The Problem

The textile factory has been experiencing low strategic role performance which is measured by setting performance standards and measuring the results of activities using training assessments and performance reviews. For majority of the production functions, employees must complete training assessments and score a minimum of 90%. Furthermore, all employees are assessed annually through performance reviews to measure their performance against the set Key Performance Indicators (KPIs) for a specific job function. However, the data collected through the performance reviews is not analysed, therefore the organisation is unable to indicate the average percentage of strategic role performance, which is an ongoing concern. Software integration is the upgrading of old systems into a new system to meet organisational needs. In this regard, the textile factory will benefit considerably from the integration and effective utilisation of HRISs. The total capitalisation of the Human Resource Information System will facilitate the operational effectiveness of the workforce by shifting their roles from purely administrative to strategic. For over a decade, the textile factory has utilised manual systems such as paperwork, which is time-consuming, cost-ineffective, and tedious. Other problems the company have experienced from using the manual system include low organisational productivity, reduced work quality, payroll errors and promotion of fraudulent activities where employees take office materials home for personal benefit. The HR workforce has been unable to focus on their strategic roles which include addressing employee concerns and actively listening to their grievances. Administrative functions such as efficient recruitment and selection, training and development, employee satisfaction and performance management, remain overburdened, chiefly owing to the use of the manual system. The poor integration and utilisation of HRIS is a result of its high cost, slow speed, and increased system requirements. With HRIS utilisation, the manual system will be automated, and the workforce will have more time and resources to address the strategic issues facing the organisation which will boost the general productivity of the organisation and promote high strategic performance. Effective use of HRIS will ensure consistent management of the organisational processes resulting in improved performance, productivity, and competitiveness. The benefits of utilising HRIS such as HR planning, record keeping, talent management, knowledge, and improved decision-making vary from one organisation to the next but can be completely attained when the systems are accurately and more effectively

integrated and used (Parry, 2010; Khera & Gulati, 2012; Aggarwal & Kappor, 2012; Chakraborty & Mansor, 2013; Khan et al., 2015).

1.4 Rationale and significance of the study

The rationale of the study is to identify the issues hindering the effective integration and utilisation of HRIS that lead to decreased strategic employee performance at the organisation. Because the research findings will be useful to the researchers and serve as a point of reference in their work, the study will serve as a mapped procedure for the researchers. It will also be helpful to other manufacturing organisations seeking to implement HRIS by providing supportive information and guidelines.

1.5 Aim and objectives of the study

1.5.1 Aim

This study aims to understand how the integration and utilisation of HRIS occurs and its effect on strategic employee performance at the textile factory.

1.5.2 Objectives

The specific objectives of this research study which are derived from the aim of the study include:

- Number 1: To identify the factors that hinder HRIS integration and utilisation at the textile factory.
- Number 2: To investigate the impact of HRIS integration and utilisation on strategic employee performance.
- Number 3: To identify the factors of HRIS that contribute towards employee performance.

1.6 Research Questions

1.6.1 The main research question of this study is as follows:

- RQ: What are the factors that affect the integration and utilisation of Human Resource Information Systems?

1.6.2 Sub-question (s):

- SQ1: What are the factors that hinder the HRIS integration and utilisation at the textile factory?

- SQ2: What impact does the HRIS integration and utilisation have on strategic employee performance?
- SQ3: What are the factors of HRIS that contribute towards employee performance?

1.7 Limitations of the research

According to Wat (2006) and Patel (2015), the limitations or concerns of HRIS include the initial user training and investment cost to convince top management to acquire Human Resource Information Systems; small organisations cannot afford the cost and risk of implementation of the software; integration with other organisational systems can be difficult; lack of proper communication of the management on system integration, inflexibility, and lack of user-friendly interface. Security is regarded as the main concern due to unauthorised access to the HRISs which contain all confidential information. Further limitations include the fact that the research study is based on a specific textile factory in the Western Cape, time constraints to interview respondents due to their work schedule, and the failure of respondents to provide truthful information during the interview process.

1.8 Delimitation of the study

The study focuses on employees working in a textile factory in the Western Cape. The study aims to improve employee performance with HRIS. The study will examine how HRIS can be used to enhance strategic employee performance including their communication and collaboration, as well as how it can be used to improve overall company performance.

1.9 Theoretical Framework

The study will be grounded in the Technology Acceptance Model (TAM), developed by Davis (1986), which suggests that perceived usefulness and perceived ease of use are key determinants of technology integration. This framework will help explore what HR managers in the textile sector perceive and interact with HRIS technology.

1.10 Methodology

The study will employ a qualitative research strategy to understand the experiences and perception of employees on the integration of HRIS in the textile industry. Information will be obtained using semi-structured interviews with a purposive sample of participants from the Thematic analysis will be used to analyse the data and explore the patterns and themes that emerge from the data according to the TAM framework. The research will use participant characteristics data to understand this phenomenon of HRIS.

1.11 Contributions of the Study

1.11.1 Methodological Contribution

Researching with qualitative methods will complement the existing quantitative findings by offering more detailed information about users' experiences of HRIS integration that can easily be left out in quantitative studies. This approach will also contribute to enhancing the approaches to conducting qualitative research in technology integration.

1.11.2 Theoretical Contribution

By integrating the Technology Acceptance Model into the study of HRIS integration, the work will contribute towards the improvement of comprehension of technological acceptance in organisational contexts.

1.11.3 Practical Contribution

The implications of this study will be useful for organisations that may wish to introduce or enhance their HRIS systems. The findings will alert practitioners about the antecedents that affect user acceptance and guide them on the actions required for an effective integration of HRIS. This knowledge will allow informational organisations to understand and create targeted training and support interventions to foster increased user interaction and satisfaction with the informational system.

1.12 Definition of Concepts

Human Resource Information System (HRIS): This is the core topic of the study and defined as the tools that facilitate execution of Human Resource functions including payment, acquisition, and evaluation(Chauhan, Sharma, & Tyagi, 2011).

Integration: Involves how the implementation of HRIS is fitted into current workflows throughout textile organisations (Lansiti, 1995).

Utilisation: Explains how well the HRIS is employed within the industry for human resource management and activities of the organisation.

Textile Manufacturing Industry: The textile industry within which all the analysed processes and sectors are located.

Strategic Employee Performance: Involves aligning individual contributions with an organisation's strategic objectives, thereby enhancing employee effectiveness, and connecting their goals and behaviours to the company's mission and vision while emphasizing engagement, skills development, and supportive performance management systems (Kaplan & Norton, 1996).

Technology Acceptance Model (TAM): The theoretical foundation on which the acceptance and use of technology within organisations have been analysed (Davis, 1989).

1.13 Chapter Summary

The chapter discusses the background and orientation of the study. It introduces the topic and explains what previous work was done in this regard, what the problems are and why and how these problems were investigated. It prepares the reader for the scientific argument and evaluation of the information and findings. A thorough discussion of the background that gave rise to the problem is essential. The objective(s) of the study are outlined. The chapter explains that the textile factory has recently adopted a Sage 300 People System, which has not been a success as it is not fully capitalised as only a minor percentage of the system is used in conducting HR functions. The chapter states that South Africa has widely embraced HRIS in their organisations, in both manufacturing and service sectors. However, the textile factory has been experiencing low strategic role performance which is measured by setting performance standards and measuring the results of activities using training assessments and performance reviews. The poor integration and utilisation of HRIS is a result of its high cost, slow speed, and increased system requirements. With HRIS utilisation, the manual system will be automated, and the workforce will have more time and resources to address the strategic issues facing the organisation which will boost the general productivity of the organisation and promote high strategic performance and overall company performance. Subsequently, the chapter provides explanations pertaining to the theoretical framework, methodology, contributions to the study and provides definitions of key concepts.

Chapter 2: Literature Review

2.1 Introduction

A literature review serves as an exploration of the key terms and concepts that form the foundation of a study, providing a detailed description of each term while examining how various authors have interpreted and discussed them. In this review, key words such as Integration, Utilisation, Technology Adoption, Barriers to HRIS Adoption, Operational Efficiency, and Workforce Management will be discussed in the context of HRIS. The literature review will also present the conceptual framework.

2.2 Integration

Refers to the way a system is assimilated into current work structures and practices among organisations. This is particularly important in the context of HRIS as integration makes it easy to achieve the optimisation benefits as intended by other functions. Kovach et al. (2002) cites integration as one of the important success factors in the context of HRIS with emphasis on enhancing the match between the features offered by the HRIS and the organisation's goals as well as requirements of the human resource department. Integration is used to improve organisational activities in the field of personnel management, for example, selection, compensation, and assessment of workers' performance.

Alam, Masum, Beh and Hong (2016) posit that there is need to take a strategic approach towards the implementation of the HRIS where this will entail a look at the several technical, managerial, and operational issues. If the system does not integrate seamlessly into current processes organisations' employees may resist implementation of the system and the system may not be implemented optimally. Lee and Lee (2007) also note that full integration of the HRIS requires both employee and manager training for the HRIS and a flexible design of the system to accommodate numerous HR functions. Since the structure of operation in textile industry includes extensive use of workforce, effective implementation of HRIS can help in minimizing manual intervention in workforce management.

2.3 Utilisation

Utilisation refers to how effectively HRIS is employed within the organisation for managing human resources and handling administrative tasks. According to Troshani, Jerram, and Hill (2011), utilisation depends on how well employees and managers embrace the system and its functionalities. It involves the degree to which HRIS is used to automate routine tasks such as attendance tracking, payroll management, and performance evaluations. Boselie, Farndale, and Paauwe (2012) suggest that the level of utilisation also depends on the organisation's

readiness to embrace technology. Organisations that are more open to technological changes tend to utilise HRIS more effectively than those that are more conservative in their approach to technology. In the textile industry, for example, utilisation can be hampered by a lack of technical expertise or the complexity of the system itself. Payne et al. (2011) highlight that while HRIS offers multiple benefits such as improved data accuracy and quicker access to employee information, it can be underutilised if organisations fail to train their staff adequately or if there is a lack of top management support.

2.4 Technology Adoption

Technology adoption is the process by which an organisation acquires and starts using technology for instance the HRIS. Rogers (2003) in his Diffusion of Innovations theory explains that technology adoption occurs through a series of stages: it starts with awareness, followed by interest, evaluation, trial, and finally adoption. Before firms in the textile industry can implement the recommended HRIS, they must go through these stages with the involvement of all stakeholders.

According to Davis (1989), in his Technology Acceptance Model (TAM), two key factors influence technology adoption: The two constructs that were widely researched in this context are perceived ease of use and perceived usefulness. The study found that an organisation is more likely to adopt an HRIS if the firms believe that the process of implementing the system would enhance the efficiency of its organisational human resource process. In addition to this, Venkatesh and Bala (2008) go further and elaborate that the effective implementation of this becomes achieved by having to call into operation barriers which include resistance to change, and or fear of job loss. In the context of the textile manufacturing companies since the general workflow and the organising of the work is manual and labour intensive the call to have integrated systems such as the Human Resource Management Information System entails a change of paradigm. Self-organising work environment: organisations that require their staff to embrace the benefits of utilising the system rather than fearing its implementation. Also, the adoption of HRIS entails considerable costs in terms of finances which is why firms need to reap valuable returns on investment (Kumar & Parumasur, 2013).

2.5 Barriers to HRIS Adoption

There are many barriers to adopting HRIS and they can differ from one organisation to another. As stated by Ngai and Wat (2006), first there are high implementation costs related to HRISs. SME textile firms especially may think that it is not worth it to invest in such a system given the fact they are familiar with the conventional ways of handling HR processes. Other hindrances also include resistance to change and compatibility issues with other

systems in the organisation. According to Al-Zu'bi (2013), employees in the traditional manufacturing sector such as textiles may not readily accept new parts due to inexperience in dealing with technology. In addition, the success of the adoption or non-adoption of HRIS is influenced by organisational culture. This is especially so if the culture of the organisation does not support change and technological development, then it will be a challenge for HRIS implementation to unravel.

In line with this assertion, Thite, Kavanagh, and Johnson (2012) also pointed out that another key challenge is the absence of technical competence needed to run and maintain HRIS. Organisational users' lack of IT skills means that they may not be able to solve problems or tailor the system to meet the needs of the organisation, common in many textile HR firms, leads to the underutilisation of the system and abandonment.

2.6 Operational Efficiency

It is a measure of the degree to which an HRIS can improve organisational performance in different areas of operations through support of efficient and effective HR practices. In the same vein, Parry (2010) observes that the use of HRIS has a pivotal impact on enhancing organisational flow since the software relieves employees of tasks that can be executed through technology, thus cutting down paperwork while confirming the precision and credibility of the data concerning all the personnel employed. This leads to covering most of the tactical functions and allowing the HR professionals to concentrate on tactically critical issues such as talent management and development for the employees.

In textile industry competition, operational efficiency is crucial due to the large volumes of human resource involvement. Using HRIS, textile firms will be able to minimise the time spent on administrative work to advance their work on enhancing the production procedures. Another argument made by Payne et al. (2011) indicates that HRIS enhances organisational effectiveness through offering actual information to managers concerning employee behaviour that include productivity, truancy, and attrition.
However, for the ideal goal of using HRIS to improve the operation efficiency, there is a need to integrate with other systems in the organisation. The research evidence shows that if the HRIS function work in isolation it will be difficult to achieve the intended enhanced value to overall organisational operations (Khera & Gulati, 2012).

2.7 Workforce Management

A significant function of HRIS is in workforce management, which focuses on human resources, labour, and employee's productivity. HRIS technologies support the hiring,

transitioning, and developing employees and performance across organisations. In the view of Aggarwal & Kapoor (2012) when it comes to the management of the workforce, through HRIS, the organisation can capture all the information, assess the progress of the employees, and ensure that the human resource function is aligned to the mission and vision of the organisation.

There are few more labor-intensive industries than the textile industry, where large numbers of workers are employed, making workforce management a tricky affair. HRIS supports organisations by performing most of the tasks that involve management of labor, including attendance and shift schedules as well as compliance with laws governing labor (Kovach et al., 2002). Moreover, the function of HRIS is to provide HR managers with the required instruments in order to measure and assess job performance, pinpoint training criteria that may be required, and anticipate future human capital demands. The functionality of HRIS is helpful in relieving the pressure from HR personnel who then can spend less time tending on paperwork and allow more time in management processes such as attracting and retaining talent (Troshani et al., 2011). From the micro machinist firms' perspective, a proper treatment of employees may in-turn impact the general productivity of the textile firms hence the competitive nature of the market.

2.8 Conceptual Framework

This section of the research study focuses on various research studies by other researchers concerning HRIS to assist in answering a study's research questions. The conceptual framework is used to validate the various theories developed by other researchers, which subsequently increases the researcher's human knowledge and therefore enables him to advance in his work (Sharpless & Barber, 2009).

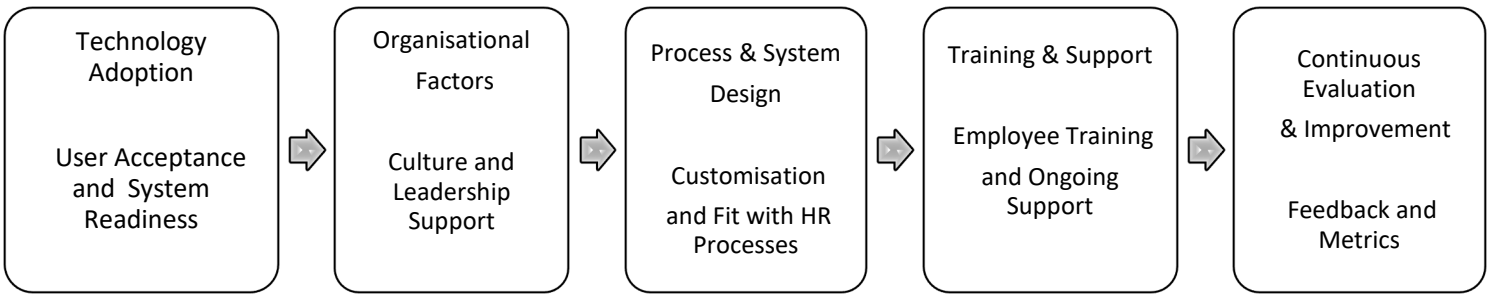

Figure 2.1: *HRIS Integration Conceptual Framework*

This framework emphasizes the interplay of technology, people, and processes in HRIS integration. It starts with building readiness and acceptance, involves tailoring the system to fit the organisation, and concludes with training, support, and ongoing refinement. Each stage is

essential for ensuring the system meets organisational needs, is well-integrated, and remains effective in the long term.

Subsequently, three domains are described in this section. These are domains within which HRIS has been conceptualised and they include acceptance, implementation, and success of HRIS. The section also analyses previous studies by different researchers pertaining to the specific objectives of this research study (Sharpless & Barber, 2009). The findings of the research are presented to assist in answering this study's research questions.

2.9 Components of an Ideal HRIS

In a comprehensive investigation conducted by Al-Dmour, Love and Al-Debei (2015), an examination of the components considered essential for an optimal HRIS was undertaken as shown in Figure 2.2. The study posits that a robust HRIS should encompass various elements to effectively cater to the diverse needs of human resource management within an organisation. Furthermore, an ideal HRIS should have the following components (Al-Dmour et al. 2015):

HR Database: This component is the backbone of an HRIS. It should be able to store all the relevant employee data such as personal information, job details, salary, benefits, and performance reviews. Davenport et al. (2010) highlights the critical role of HRIS in adeptly storing, retrieving, and managing extensive volumes of HR-related data. Moreover, an optimal HRIS is distinguished by its robust data management and integration capabilities, seamlessly interfacing with various organisational systems. This integration ensures real-time updates, mitigating the risk of data inconsistencies. The significance of this functionality lies in providing HR professionals with a consolidated and up-to-date perspective of workforce information, thereby enhancing decision-making accuracy.

Employee Self-Service: This component empowers employees by granting them direct access to pertinent information and the ability to update personal details (Al-Dmour et al. 2015). This not only enhances the efficiency of HR operations but also fosters a sense of autonomy and engagement among employees, contributing to a positive organisational culture.

Recruitment and Onboarding: This component streamlines processes associated with attracting, hiring, and integrating new talent. Job posting, applicant tracking, resume screening, interview scheduling, and offer letter generation are seamlessly automated, reducing manual efforts and minimising the likelihood of errors (Al-Dmour et al. 2015). The automation of the onboarding process, including new-hire paperwork and

orientation, ensures a smoother transition for new employees, enhancing their experience and accelerating their integration into the organisational structure.

Performance Management: HRIS should contain features such as goal setting, performance evaluation, and feedback management. The HRIS should automate the performance review process, provide analytics on employee performance, and generate reports (Al-Dmour et al. 2015).

Training and Development: This component highlights the importance of continuous learning within an organisation. An effective HRIS should be capable of tracking employee training, scheduling sessions, and providing access to online resources. This promotes skill development and ensures that employees stay abreast of evolving industry trends, contributing to the organisation's adaptability and competitiveness (Al-Dmour et al. 2015).

Compensation and Benefits: This ensures precision in managing employee remuneration. The system generates comprehensive reports and analytics by tracking salaries, bonuses, and benefits (Al-Dmour et al. 2015). This not only facilitates informed decision-making on compensation structures but also ensures compliance with industry standards, contributing to employee satisfaction and retention.

Compliance: This component ensures compliance with labour laws and regulations and is a non-negotiable feature of an effective HRIS (Al-Dmour et al. 2015). The system must have the capability to generate reports on compliance issues such as those related to the Equal Employment Opportunity Commission (EEOC) and the Office of Federal Contract Compliance Programs (OFCCP).

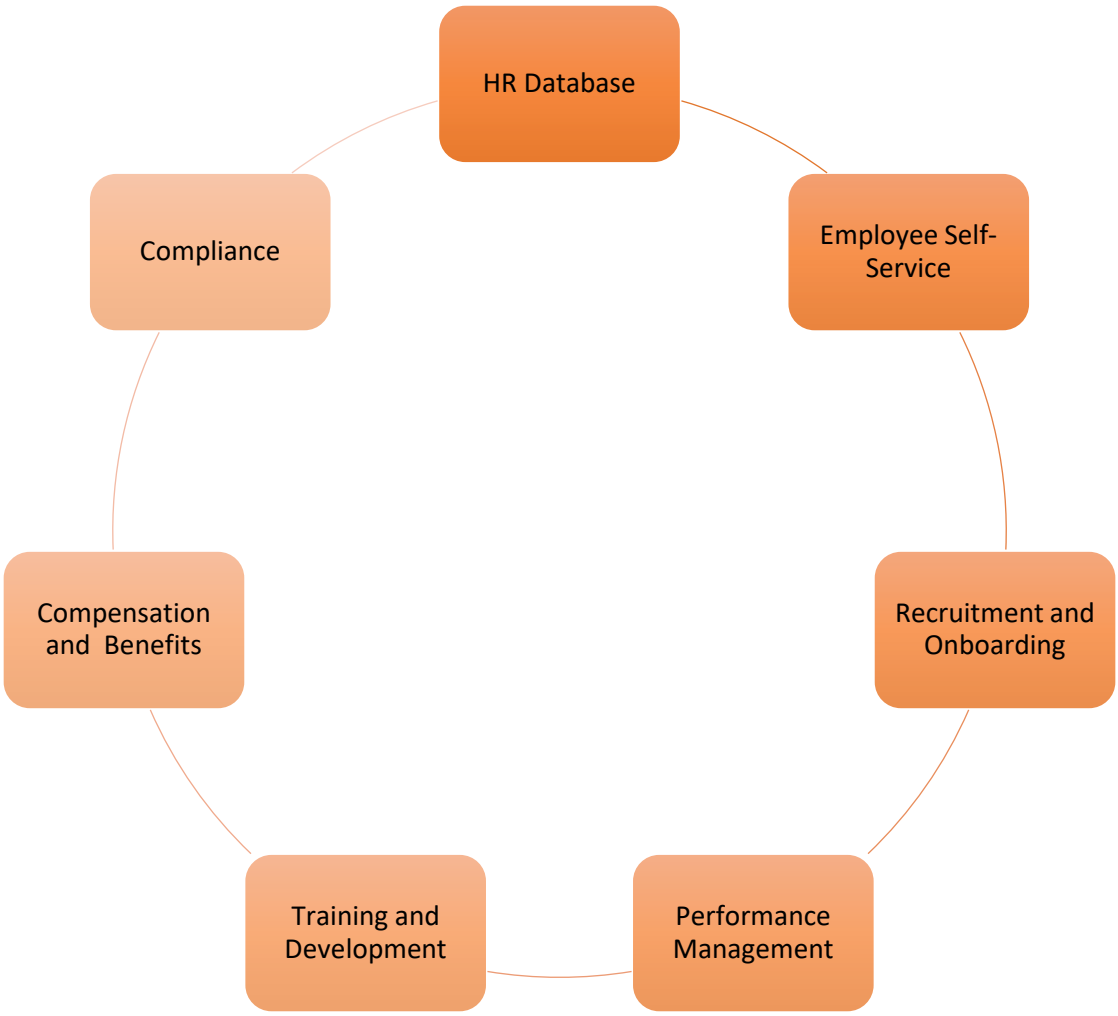

Figure 2.2: *HRIS Components (Al-Dmour et al., 2015)*

The diagram above illustrates several components of HRIS that work together to manage and streamline HR functions. These components enable HR departments to operate more efficiently, focus on strategic goals, and improve employee satisfaction.

In conclusion, the adoption and integration of a comprehensive HRIS has transcended from being a technological luxury to a strategic necessity. As organisations evolve in response to dynamic market forces and changing workforce expectations, a robust HRIS becomes imperative for efficient human resource management. The study's insights underline the transformative potential of an integrated HRIS, not only in streamlining processes but also in elevating overall organisational effectiveness, fostering a culture of agility, transparency, and continuous improvement. As organisations strive to stay competitive and adaptive, the strategic investment in a comprehensive HRIS emerges as a cornerstone in navigating the complex landscape of modern human resource management.

2.10 Other studies on the components of an effective HRIS

In analysing three key articles on the components of an effective Human Resource Information System (HRIS), several consistent themes emerge. Habab Ali Osman Ali (2017) emphasizes three major components: data management, information generation, and system interface. These core elements ensure that HRIS can accurately store and retrieve employee data, generate insightful reports for decision-making, and offer user-friendly navigation. Similarly, Maria Chiara Benfatto (2010) focuses on aligning HRIS components with organisational strategy, noting that integration with systems like ERP can improve overall performance. She highlights the importance of compliance, security, and user-centered designs that enhance the HR function's productivity.

Maria Chiara Benfatto's research (2010) underscores how HRIS can support organisational goals, with a strong focus on strategic alignment and meeting user needs. Components like customisable interfaces and workflows enhance HR productivity, while compliance features ensure data security and adherence to regulations. Benfatto also stresses the need for HRIS systems to mitigate risks associated with data privacy and labor law compliance. These elements are critical for ensuring that HR systems not only support day-to-day HR tasks but also contribute to long-term organisational success.

Ritika Dixit (2023) expands on this by providing a more comprehensive breakdown of HRIS components, emphasizing the importance of core HR modules such as employee records and performance management. She also highlights the value of self-service portals that empower both employees and managers to access essential HR functions directly, improving efficiency. Furthermore, advanced analytics and reporting tools are emphasized as vital for making data-driven decisions and optimising HR strategies. Taken together, these studies present a holistic view of the essential components that make HRIS effective for both operational efficiency and strategic workforce management.

2.11 HRIS Implementation

According to Noutsa, Fosso and Kala (2019), various factors can hinder or challenge the integration and utilisation of an HRIS. Some of these contextual factors as indicated in Figure 2.3 below, include:

Lack of awareness: One of the main factors that can hinder the integration and utilisation of an HRIS is the lack of awareness about its existence and capabilities (Noutsa, Fosso & Kala, 2019). Many organisations are still not aware of the existence of HRIS systems and their potential benefits. This lack of awareness can make it difficult to justify the investment required to implement an HRIS.

Lack of understanding: Another factor that can hinder the integration and utilisation of an HRIS is the lack of understanding about how the system works. Many organisations are not aware of the potential benefits of an HRIS and how it can be used to improve their HR processes (Noutsa, Fosso & Kala, 2019). This lack of understanding could make it difficult to gain the support of employees and managers.

Lack of training: A third factor that can hinder the integration and utilisation of an HRIS is the lack of training. Many organisations do not provide adequate training for their employees on how to use the system. This lack of training can make it difficult for employees to use the system properly and can lead to errors and frustration.

Resistance to change: Many organisations have established HR processes and procedures that they are reluctant to change (Noutsa, Fosso & Kala, 2019). This resistance to change can make implementing an HRIS challenging and can lead to employees feeling uncomfortable with the new system.

Cost: A fifth factor that can hinder the integration and utilisation of an HRIS is cost. Many organisations are reluctant to invest in an HRIS because of the initial cost of implementation (Noutsa, Fosso & Kala, 2019). Additionally, many organisations do not have the budget to provide adequate training to their employees on how to use the system.

Lack of support: Many organisations are reluctant to invest in an HRIS because they do not believe that it will be supported by senior management (Noutsa, Fosso & Kala, 2019). This lack of support can make it difficult to implement an HRIS and can lead to employees feeling that the system is not important.

In their research, Hartwick and Barki (1994) studied HRIS implementation through user involvement. This involves user participation in the HRIS development process measured through given activities performed by the users. Other studies in the same domain include the study by Ludwick and Doucette (2009). They performed a longitudinal study of HRIS in seven countries. Their research addresses most of the factors that hinder the integration and utilisation of HRIS as outlined earlier. According to their findings, these factors can be addressed in several ways. Some of these methods include:

Providing awareness: One of the first steps that should be taken to address these factors is to provide awareness about the existence and capabilities of HRIS systems (Ludwick and Doucette, 2009). This can be achieved through various methods such as information sessions, training sessions, and marketing campaigns.

Providing understanding: Another step that should be taken to address these factors is to provide understanding about how an HRIS system can be used to improve HR processes (Ludwick and Doucette, 2009). This can be done through various methods such as training sessions, information sessions, and marketing campaigns.

Providing training: A third step that should be taken to address these factors is to provide training for employees on how to use the system. This training should be comprehensive and should cover all aspects of the system.

Addressing resistance to change: A fourth step that should be taken to address these factors is to address resistance to change (Ludwick and Doucette, 2009). This can be done by communicating the benefits of the HRIS system to employees and by providing training on how to use the system.

Reducing costs: A fifth step that should be taken to address these factors is to reduce the costs associated with implementing an HRIS system. This can be done by negotiating with vendors, by using open-source software, and by using cloud-based solutions.

Providing support: A final step that should be taken to address these factors is to provide support from senior management. This support can be in the form of financial support, technical support, or both (Ludwick and Doucette, 2009).

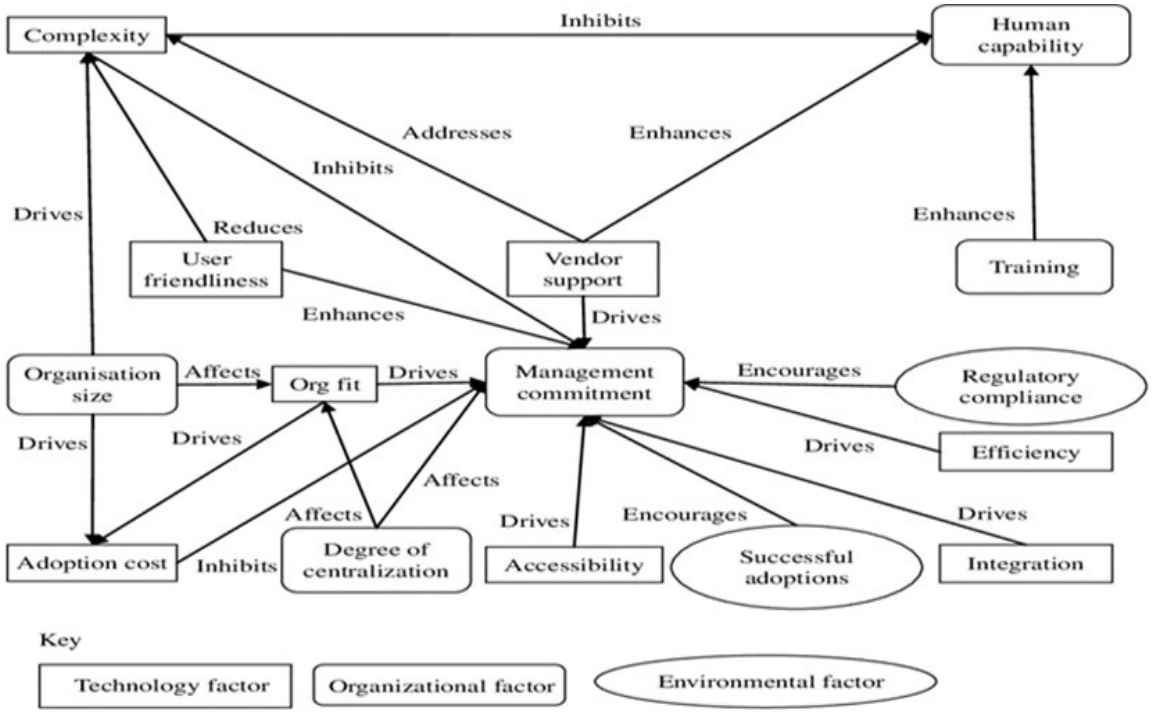

Figure 2.3: *Interaction of contextual factors impacting HRIS adoption* (*Troshani, Jerram & Rao Hill, 2011:480)*

The diagram above illustrates the interaction of contextual factors impacting HRIS adoption and how both internal and external elements influence the decision-making process and the eventual success of adopting HRIS in organisations.

2.12 Steps for successful implementation of HRIS

According to Jahan (2014), the successful implementation of a Human Resource Information System involves a series of steps as stipulated in Figure 2.4, which include:

Determine HRIS requirements: Before selecting an HRIS, it is important to determine the organisation's HRIS requirements which involves identifying the specific needs of the HR department, including recruitment, benefits administration, performance management, and training and development (Jahan, 2014).

Research and choose an HRIS provider: Upon identification of HRIS requirements, research and select an HRIS provider that meets those needs while considering factors such as cost, ease of use, and customisation options (Jahan, 2014).

Prepare for implementation: Before implementing the HRIS, ensure that all stakeholders are prepared for the change. This includes ensuring that all employees have the necessary hardware and software to access the HRIS, as well as providing training for HR staff and end-users (Jahan, 2014).

Configure the HRIS: Configure the HRIS to meet the organisation's specific needs by setting up user accounts, customising forms, and fields, and integrating the HRIS with other systems such as payroll and accounting software (Jahan, 2014).

Test the HRIS: Test the HRIS to ensure that it meets all the organisation's requirements by testing each function of the HRIS, identifying any issues, and addressing them before the system goes live (Jahan, 2014).

Launch the HRIS: Once testing is complete, launch the HRIS. Communicate the launch to all employees and provide ongoing support to ensure a smooth transition.

Evaluate and optimise the HRIS: Once the HRIS is in use, evaluate its effectiveness and identify areas for improvement. This includes gathering feedback from employees and HR staff and making necessary adjustments to optimise the system (Jahan, 2014).

By following these steps, as also indicated in Figure 2.4 below, organisations can effectively streamline their HR processes, increase efficiency, and improve overall productivity (Jahan, 2014)

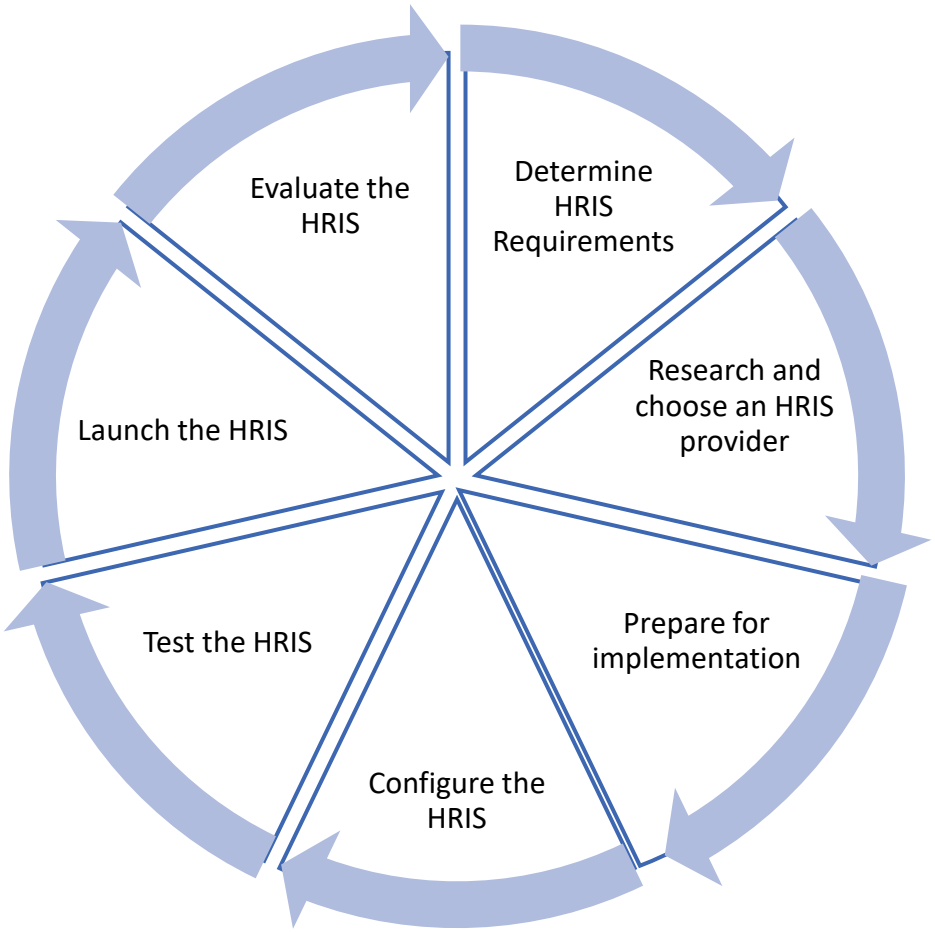

Figure 2.4: *Steps for successful implementation of HRIS (Jahan, 2014)*

The diagram above illustrates several key steps for the successful implementation of HRIS, which are crucial to ensuring that the system functions effectively and meets organisational goals.

2.13 HRIS Acceptance

Given the benefits of the HRIS, it is conceivable that employees would be interested in learning how to utilise the system. The benefits of the HRIS include reducing the amount of time spent on administrative tasks, improving communication and organisation within the workplace, and providing employees with access to pertinent information (Jahan, 2014). The HRIS has the potential to save employees a considerable amount of time by automating tasks such as onboarding and performance reviews. In addition, the HRIS can improve communication within the organisation by providing a centralised location for information and announcements. Employees can also utilise the HRIS to access important information such as their employment history and performance reviews. The HRIS has the potential to improve the efficiency of the workplace and the quality of communication within the organisation.

Employees can also utilise the HRIS to access important information about their employment (Jahan, 2014).

The process for adequate after-hours technical support for the current HRIS is as follows:

The user contacts the IT department during office hours to report the problem.

The IT department logs the problem and assigns it to a member of the team.

The member of the team investigates the problem and attempts to resolve it.

If the problem cannot be resolved, the IT department contacts the software vendor for further assistance.

The software vendor helps the IT department to resolve the problem.

Once the problem is resolved, the IT department updates the user on the resolution.

Studies on HRIS acceptance are primarily based on expectancy-based motivation theories, for instance, Ajzen's (1991) Theory of Planned Behaviour (Walsh, 2014). These are theoretical anchors of Davis's (1989) and Davis et al's. (1989) Technology Acceptance Model (TAM). However, despite the empirical support of the TAM, the studies do not address the link between intention and actual use and the motivational content in reasons for acting (Bagozzi, 2007). Other acceptance studies include those of Venkatesh & Davis, 2000; Venkatesh et al., 2003; Karahanna et al., 2006; and Bagozzi, 2007.

Subsequently, the summary below explores the multifaceted aspects of HRIS acceptance, examining key factors that influence its adoption within organisations such as the following:

User Acceptance as a Critical Determinant: At the heart of HRIS acceptance lies the crucial aspect of user acceptance. Venkatesh et al. (2003) assert that user acceptance is a pivotal factor that directly influences the success or failure of HRIS implementation. Employees' perceptions of the system's ease of use, utility, and overall benefits significantly impact their willingness to embrace HRIS. Understanding and addressing user concerns through effective communication and training are essential to fostering a positive attitude towards HRIS adoption within the workforce.

Organisational Factors Shaping Acceptance: Organisational factors play a pivotal role in shaping HRIS acceptance. Factors such as organisational culture, support from top management, and alignment with strategic objectives significantly influence employees' perceptions of the HRIS. Huang and Kao (2015) emphasize the need for a supportive organisational environment, highlighting that a culture that values innovation and technology adoption fosters a more favourable disposition towards HRIS among employees.

Training and Skill Development: Effective training is a cornerstone for HRIS acceptance. Research by Lepak and Snell (1999) emphasizes the importance of providing comprehensive training programs to equip employees with the necessary skills to navigate and utilise HRIS functionalities. Training initiatives not only bridge the gap between employees' existing skill sets and the requirements of HRIS but also instil confidence and competence, contributing to a smoother integration process.

Leadership Role in Shaping Perception: Leadership plays a pivotal role in shaping employee perceptions and attitudes towards HRIS. Research by Avolio et al. (2009) suggests that effective leadership fosters a positive climate for technological change. When leaders communicate the strategic importance of HRIS, actively participate in the adoption process, and exhibit a positive attitude towards innovation, it contributes to a more favourable perception of HRIS among employees.

User Involvement in HRIS Design: Incorporating user perspectives in the design and implementation of HRIS is crucial for its acceptance. Research by DeLone and McLean (2003) highlights that involving end-users in decision-making processes leads to systems that better align with user needs and expectations. Soliciting feedback, conducting pilot programs, and incorporating user suggestions contribute to a sense of ownership and engagement, fostering a positive attitude towards HRIS.

In summary, the acceptance of HRIS is a complex process shaped by various factors, including user perceptions, organisational characteristics, training efforts, leadership dynamics, and user engagement in system design. For organisations seeking successful HRIS integration, it is crucial to understand and address the interactions among these factors. Strategies such as prioritising user-friendly interfaces, implementing effective training programs, fostering leadership support, and involving end-users in the adoption process are essential for fostering a positive and inclusive environment conducive to HRIS acceptance. As HRIS evolves, its acceptance within organisations will significantly influence the trajectory of human resource management, underlining the importance of proactive strategies to promote user acceptance and drive organisational success in the digital age.

2.14 Technology Adoption and Acceptance in Fostering Improved Service Delivery

Technology adoption and acceptance have emerged as crucial factors shaping service delivery within organisations. A comprehensive overview of how technology adoption and acceptance foster enhanced service delivery in modern organisational settings includes the following:

Characteristics of Technology Adoption: At the core of technology adoption lies a set of characteristics that influence its implementation within organisations. According to Venkatesh et al. (2003), perceived ease of use and perceived usefulness are key determinants of technology adoption. Additionally, compatibility with existing systems, relative advantage over previous methods, and complexity play significant roles in shaping organisations' decisions to adopt technology (Rogers, 2003). These characteristics highlight the importance of evaluating the usability and practicality of technology in enhancing service delivery.

Motivations for Technology Adoption: Organisations are motivated to adopt technology for various reasons, with the primary goal of improving service delivery. According to Davis (1989), organisations are driven by the perceived benefits and potential advantages offered by technology. These motivations include increased efficiency, improved accuracy, enhanced communication, and better resource allocation (Venkatesh et al., 2003). Additionally, the pressure to remain competitive in a rapidly evolving market landscape serves as a compelling motivation for technology adoption (Rogers, 2003). These motivations highlight the importance of leveraging technology to foster improved service delivery.

Challenges in Technology Adoption: Despite the numerous benefits, technology adoption is not devoid of challenges. Organisational resistance to change, inadequate training, and technical issues pose significant hurdles to successful implementation (Venkatesh et al., 2003). Moreover, concerns regarding data security, privacy, and the cost of implementation often deter organisations from embracing new technologies (Davis, 1989). These challenges highlight the importance of addressing organisational barriers and fostering a conducive environment for technology adoption.

Implications for Improved Service Delivery: The successful adoption and acceptance of technology have profound implications for service delivery within organisations. By leveraging technology, organisations can streamline processes, enhance communication, and improve decision-making (Davis, 1989). Additionally, technology facilitates data-driven insights, enabling organisations to customise services, personalise interactions,

and meet customer needs more effectively (Venkatesh et al., 2003). Furthermore, technology adoption promotes innovation and agility, enabling organisations to adapt to changing market dynamics and deliver value-added services (Rogers, 2003). These implications highlight the transformative potential of technology in fostering improved service delivery.

In conclusion, technology adoption and acceptance are paramount factors that significantly influence service delivery within organisations. A comprehensive understanding of the attributes, motivations, obstacles, and consequences associated with technology utilisation empowers organisations to effectively leverage their capabilities for enhancing service delivery. By synthesizing insights from various scholarly perspectives, this overview aims to offer a comprehensive understanding of the pivotal role played by technology adoption and acceptance in advancing improved service delivery in contemporary organisational contexts. By exploring these aspects, organisations can navigate the complexities of technology integration more effectively, identify opportunities for innovation, and implement strategies to enhance service delivery in alignment with evolving organisational needs and market dynamics. Thus, a nuanced understanding of technology adoption and acceptance is essential for organisations striving to leverage technology as a catalyst for driving improved service delivery and achieving sustained success in today's dynamic business landscape.

2.15 HRIS Success

2.15.1 HRIS Success Model

The work of DeLone and McLean (2003) influences HRIS success studies. They developed a model for determining HRIS success which identifies six major components including Use, system quality, User satisfaction, information quality, organisational impact, and individual impact, as indicated in Figure 2.5 below (Petter et al., 2008). The main belief is that information and system quality lead to system use, which then leads to individual and organisational impact (Burton-Jones & Straub, 2006).

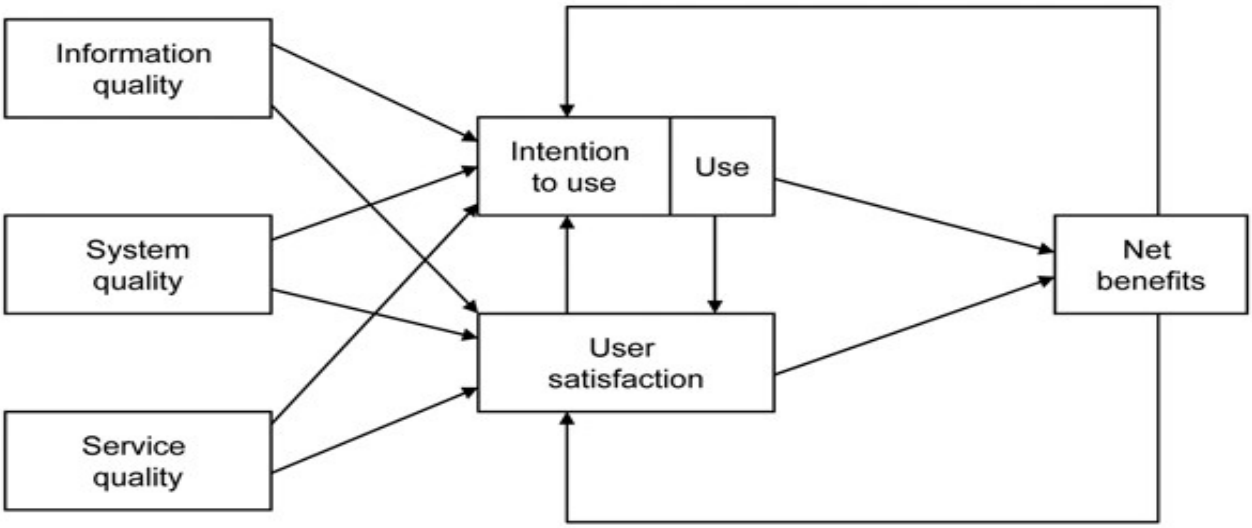

Figure 2.5: *Measuring HRIS Success* (*Petter, DeLone & McLean, 2008:238)*

The above model illustrates that the success of an HRIS is not just about technical performance but also the users' experiences, organisational benefits, and the quality of data it manages. These dimensions collectively determine whether an HRIS contributes to the strategic goals of an organisation.

2.15.2 Operational Practices for HRIS Integration

Tansley, Newell and Williams (2001) state that the current operational practices that support the integration and utilisation of the HRIS are as follows:

The HRIS should be designed to support the specific needs of the organisation.

The HRIS should be able to integrate with other business systems.

The HRIS should be user-friendly and easy to use.

The HRIS should be able to generate reports that are useful for decision-making.

The HRIS should be able to provide data security.

Successful integration and utilisation of the HRIS can provide the organisation with a competitive edge in many ways. The HRIS can help to streamline and automate HR processes and procedures, making the organisation more efficient and effective (Kovach et al., 2002). This can allow HR staff to focus on more strategic tasks that can help to improve the organisation's overall performance. The HRIS can also provide employees with self-service capabilities, allowing them to access and update their personal records as needed. This can improve employee satisfaction and engagement, as well as reduce the workload for HR staff. The HRIS can also help to improve communication and collaboration within the organisation, as well as between different departments (Kovach et al., 2002). This can help to improve decision-making, as well as the overall efficiency of the organisation. In addition, the

HRIS can provide organisations with valuable data and insights that can be used to improve their recruiting and retention strategies. The HRIS can also help to identify training and development needs, as well as performance issues. By using the data and insights from the HRIS, organisations can make more informed decisions that can help to improve their overall competitiveness (Kovach et al., 2002).

2.15.3 Transformation through Automation

The widespread adoption of the system across diverse organisations has proven instrumental in elevating the efficiency and effectiveness of their Human Resources (HR) operations. One of the noteworthy impacts of the system is the substantial reduction in paperwork traditionally associated with HR processes. By transitioning to a digitalised framework, organisations have successfully minimised the cumbersome administrative tasks related to manual documentation. This shift not only contributes to environmental sustainability by reducing paper usage but also streamlines operational processes, providing valuable time and resources for more strategic HR activities (Kovach et al., 2002).

Automation stands out as a key feature of the system, playing a pivotal role in transforming HR processes. The manual tasks that once consumed significant time and effort, such as data entry, document filing, and information retrieval, are now seamlessly automated. This automation not only expedites routine tasks but also minimises the likelihood of errors, ensuring data accuracy and integrity. Consequently, HR professionals can redirect their focus towards more value-added activities, such as strategic workforce planning, talent development, and employee engagement initiatives (Kovach et al., 2002).

The adoption of the system has resulted in a marked improvement in the overall efficiency of HR departments within organisations. By automating repetitive tasks, the system enables HR professionals to allocate their time and expertise towards strategic decision-making and fostering a positive organisational culture. This shift towards a more strategic HR approach enhances the department's contribution to organisational goals, aligning human capital management with broader business objectives (Kovach et al., 2002).

2.15.4 Cost Reduction and Quality Improvement

A notable advantage observed in organisations implementing the system is the reduction in costs associated with HR operations. The system's automation features contribute to resource optimisation by minimising the need for manual intervention, which traditionally demands additional manpower and time. The cost-effectiveness of the system is further evident in the long term, as it reduces dependency on physical resources and mitigates the risks of errors

that could lead to costly repercussions. Consequently, organisations experience a more streamlined and cost-efficient HR function that positively impacts the bottom line (Kovach et al., 2002).

Beyond cost reduction, the system has played a pivotal role in enhancing the overall quality of HR operations. The automation of routine tasks ensures consistency and standardisation, reducing the probability of human errors that could compromise data accuracy and compliance. The system-driven consistency establishes a foundation for reliable HR processes, fostering a culture of precision and excellence within the HR domain (Kovach et al., 2002).

2.15.5 Enhancing Communication and Collaboration

A noteworthy aspect of the system's impact is the improvement in communication between employees and the HR department. The system often incorporates employee self-service portals, providing a direct channel for individuals to access and manage their personal information, benefits, and relevant HR documentation. This not only empowers employees by granting them control over their HR-related affairs but also fosters transparency and open communication. The interactive nature of the system promotes a collaborative relationship between employees and HR professionals, facilitating quicker resolution of queries, and ensuring a more responsive HR support system (Kovach et al., 2002).

In conclusion, the adoption of this HR system has demonstrated tangible benefits across various dimensions of organisational operations. From the reduction of paperwork and automation of HR processes to the enhancement of efficiency, cost reduction, and improved communication, the system has emerged as a catalyst for positive transformation within HR departments. As organisations continue to prioritise agility and innovation, the system stands as a testament to the transformative power of technology in optimising HR functions and contributing to the overarching success of the organisation (Kovach et al., 2002).

2.16 Potential obstacles faced by organisations

Table 2.1 below, provides an overview of the challenges that organisations may face when implementing HRIS. It covers a range of issues, including user adoption, data integration, data security, system customisation, technical challenges, data accuracy and quality, change management, vendor selection, cost and ROI considerations, and scalability (Armstrong & Taylor, 2014; DeSanctis & Poole, 1994; Kleindorfer, Singhal, & Wassenhove, 2005).

Challenge	Description
Lack of User Adoption	Resistance from employees to adopt and use the new HRIS due to unfamiliarity, fear of change, or lack of training.
Data Integration	Difficulty in integrating HRIS with existing systems and databases, such as payroll, time and attendance, and performance management systems.
Data Security	Ensuring the protection and privacy of sensitive employee data stored in the HRIS, including personal information, salary details, and performance records.
System Customisation	Meeting the specific requirements and processes of the organisation, which may involve customisation and configuration of the HRIS software.
Technical Challenges	Dealing with technical issues such as system downtime, software bugs, data corruption, and compatibility with different hardware and software environments.
Data Accuracy and Quality	Maintaining accurate and up-to-date employee data in the HRIS, including personal details, job roles, and qualifications.
Change Management	Managing the organisational and cultural changes associated with implementing an HRIS, including training employees, communicating benefits, and addressing resistance.
Vendor Selection	Choosing the right HRIS vendor that aligns with the organisation's needs, offers robust support, and provides long-term system
Cost and ROI	Balancing the costs associated with implementing and maintaining the HRIS against the potential return on investment, including improved efficiency and productivity.
Scalability	Ensuring that the HRIS can accommodate the organisation's future growth and changing requirements without significant system modifications.

Table 2.1: Summary of factors that hinder HRIS integration and utilisation (Armstrong & Taylor, 2014; DeSanctis & Poole, 1994; Kleindorfer, Singhal, & Wassenhove, 2005).

To expand upon Table 2.1 above, the following explanations are provided:

Lack of User Adoption refers to the resistance employees may have in adopting and using the new HRIS, which can hinder the successful implementation of the system. Organisations need to address this challenge through effective change management strategies and user training (Lacity & Willcocks, 1998).

Data Integration is a significant challenge as HRIS needs to integrate with existing systems, such as payroll or performance management, to ensure seamless data flow and avoid duplication or inconsistencies (Armstrong & Taylor, 2014).

Data Security is crucial as HRIS contains sensitive employee information. Organisations must ensure that proper security measures are in place to protect data privacy and prevent unauthorised access (Renwick, Redman, & Maguire, 2008).

System Customisation addresses the need to configure the HRIS to match the organisation's specific requirements and processes. This can involve customising workflows, forms, or reports (Armstrong & Taylor, 2014).

Technical Challenges encompass a wide range of potential issues, such as system downtime, software bugs, data corruption, and compatibility with different hardware and software environments. Overcoming these challenges often requires robust technical support from the HRIS vendor (DeSanctis & Poole, 1994).

Data Accuracy and Quality is essential for HRIS to provide reliable and accurate information about employees. Maintaining up-to-date and error-free data is crucial for effective HR processes (Armstrong & Taylor, 2014).

Change Management involves managing the organisational and cultural changes associated with implementing an HRIS. This includes providing training, communicating the benefits of the system, and addressing resistance to change (Lacity & Willcocks, 1998).

Vendor Selection is critical for choosing the right HRIS vendor that meets the organisation's needs, offers ongoing support, and ensures long-term system scalability (Armstrong & Taylor, 2014).

Cost and ROI consideration involves balancing the costs associated with implementing and maintaining an HRIS against the potential benefits and return on investment. It is essential to evaluate the long-term financial impact of the system (Kleindorfer, Singhal, & Wassenhove, 2005).

Scalability refers to the ability of the HRIS to accommodate the organisation's future growth and changing requirements without requiring significant modifications or upgrades (Armstrong & Taylor, 2014).

The detailed explanations above serve to prove the complexities of the task faced by organisations trying to successfully implement and use an HRIS. This entails the technical, organisational, and strategic areas as well. Through dealing with issues like user adoption, data integration, security, customisation, and change management, organisations can overcome the hurdles associated with HRIS implementation more effectively. Moreover, factors like vendor selection, cost control, data accuracy, and scalability draw attention to the critical planning and evaluation during the implementation process. Wise management of these challenges is key to organisations that wish to utilise HRIS to improve HR processes and meet strategic objectives.

2.17 The impact HRIS integration and utilisation has on strategic employee performance

A study conducted by Moussa and El (2020) investigated the impact of human resources information systems (HRISs) on individual innovation capability in Tunisian companies. A sample of 120 employees from Tunisian companies was used in the study. The results indicated that HRIS has a significant impact on individual innovation capability. In addition, the results showed that affective commitment plays a moderating role in the relationship between HRIS and individual innovation capability. The findings of the study contribute to the existing body of knowledge in several ways.

Firstly, the study is one of the few studies that have examined the impact of HRIS on individual innovation capability. Secondly, the study is one of the few studies that have been conducted in the Tunisian context. Thirdly, it has examined the moderating role of affective commitment in the relationship between HRIS and individual innovation capability. The findings of the study have several implications for theory and practice.

The findings suggest that HRIS can be used as a tool to enhance individual innovation capability. Secondly, affective commitment plays a moderating role in the relationship between HRIS and individual innovation capability (Moussa & El, 2020). This finding has important implications for managers, as it suggests that they should focus on increasing employees' affective commitment to maximise the impact of HRIS on individual innovation capability.

Research by Kemei (2016) sought to establish the influence of Human Resource Information System (HRIS) utilisation on employee performance in private universities in Kenya. The study was guided by the following specific objectives:

to determine the relationship between HRIS data quality and employee performance in private universities in Kenya;

to establish the relationship between HRIS data security and employee performance in private universities in Kenya;

to establish the relationship between HRIS data availability and employee performance in private universities in Kenya;

to establish the relationship between HRIS data integrity and employee performance in private universities in Kenya.

The study adopted a correlational research design. The target population consisted of all the employees working in the four private universities in Kenya, namely, United States International University-Africa, Catholic University of Eastern Africa, Strathmore University, and Mount Kenya University.

A sample of 380 respondents was drawn from the target population using the stratified random sampling technique. The study used structured questionnaires as the main data collection instrument. The questionnaires were administered to the respondents by the research assistants. Data was analysed using descriptive and inferential statistics. The study found that HRIS data quality has a positive significant relationship with employee performance. The study also found that HRIS data security has a positive significant relationship with employee performance.

The study further found that HRIS data availability has a positive significant relationship with employee performance in private universities. The study also found that HRIS data integrity has a positive significant relationship with employee performance. The study concludes that HRIS utilisation has a significant influence on employee performance in private universities in Kenya. The study recommends that private universities in Kenya should ensure that HRIS data is of high quality, secure, available and has integrity to enhance employee performance (Kemei, 2016).

Afifah and Sary (2020) conducted a study aimed at investigating the influence of Human Resource Information System (HRIS) effectiveness on employees' performance at Brankas. The study was conducted in the city of Jakarta, Indonesia. The research population consisted of all employees working at Brankas. A total of 100 employees were selected as the sample of the study. Data was collected through a questionnaire and was analysed using SPSS. The

findings of the study showed that there was a positive and significant relationship between HRIS effectiveness and employees' performance, HRIS had a significant influence on employees' performance and was effective in improving employees' performance.

Therefore, organisations should invest in HRIS to improve their performance. Furthermore, the findings of the study suggest that organisations should ensure that their HRIS is effective to reap the benefits of improved performance. The study by Afifah and Sary (2020) has certain limitations. Firstly, the study was conducted in one organisation. Therefore, the findings may not be generalised to other organisations. Secondly, the study used a self-report measure to assess HRIS effectiveness. Future research should use objective measures of HRIS effectiveness. Thirdly, the study did not assess the mediating role of HRIS in the relationship between HRIS effectiveness and employee performance. Future research should investigate the mediating role of HRIS in this relationship.

The three studies examined the impact of Human Resource Information Systems (HRIS) on employee performance and innovation capability in different contexts. Moussa and El (2020) found that HRIS has a significant impact on individual innovation capability, and affective commitment plays a moderating role in this relationship. Kemei (2016) established that HRIS utilisation has a significant influence on employee performance in private universities in Kenya, and HRIS data quality, security, availability, and integrity are positively related to employee performance.

Afifah and Sary (2020) also found that HRIS effectiveness has a positive and significant relationship with employees' performance in an Indonesian context. The findings of these studies have important implications for managers and practitioners who seek to improve employee performance and innovation capability through HRIS utilisation. Organisations should invest in HRIS to improve performance and ensure that HRIS is effective in achieving desired outcomes. Future research should investigate the mediating role of HRIS in the relationship between HRIS effectiveness and employee performance.

Subsequently, some key attributes of HRIS that positively influence employee performance and provide valuable insights for organisations include:

2.17.1 User-Friendly Interface

Several studies have highlighted the importance of a user-friendly interface in HRIS and its impact on employee performance. According to Akkermans et al. (2009), a system that is easy to navigate and understand enhances user satisfaction, leading to higher adoption rates and improved employee performance. Additionally, Cooke and Peterson (2011) found that a

user-friendly interface reduces the learning curve for employees, enabling them to quickly adapt to the HRIS and perform their tasks efficiently.

2.17.2 Accessibility and Availability

The accessibility and availability of HRIS play a crucial role in employee performance. Research by Barney and Wright (2015) emphasizes that employees need seamless access to HRIS, enabling them to retrieve information, submit requests, and complete HR-related tasks efficiently. Furthermore, Rajkumar (2017) discovered that the availability of HRIS features such as employee self-service portals and mobile applications increases convenience, empowers employees, and positively impacts their performance.

2.17.3 Comprehensive Integration

Studies have highlighted the significance of integrating various HR functions within a single HRIS platform and its positive implications for employee performance. Park and Kim (2020) found that the integration of functions such as performance management, training and development, and rewards and recognition within HRIS, resulted in increased efficiency and effectiveness of HR processes, leading to enhanced employee performance. Moreover, Ruel et al. (2019) revealed that comprehensive integration saves time and effort for employees and allows them to focus more on their core responsibilities, contributing to improved performance.

2.17.4 Data Accuracy and Timeliness

The accuracy and timeliness of HR data within HRIS play a crucial role in driving employee performance. According to DeLone and McLean (2016), accurate and up-to-date information in HRIS ensures the reliability of HR-related decisions, leading to improved employee performance. Moreover, a study by Chen et al. (2018) found that prompt access to HR data enables employees to make informed decisions and take timely actions, positively influencing their performance.

2.17.5 Training and Support

The provision of adequate training and support during the implementation and use of HRIS is essential for optimising its impact on employee performance. Research by Lepak and Snell (2007) highlights the importance of providing comprehensive training programs that focus on both system usage and understanding its impact on job performance. Additionally, Poppo et al. (2017) found that continuous support, including helpdesk services and user aid, positively

affects employee confidence and proficiency in utilising HRIS, thereby enhancing their performance.

In conclusion, this thorough review provides insights into the factors within HRIS that impact employee performance. The synthesis of multiple studies highlights the significance of factors such as a user-friendly interface, accessibility, thorough integration, accurate and timely data, as well as effective training and support. This understanding serves as a valuable guide for organisations in their endeavours to select, implement, and optimise their HRIS systems, aiming to enhance employee performance and ultimately drive overall organisational success. By considering these factors and leveraging them effectively, organisations can maximise the potential of their HRIS investments, aligning their human resource management practices with strategic objectives to foster a culture of performance excellence.

2.18 The factors of HRIS that contribute towards employee performance.

A research study conducted by Jayadeva, Shikhare, and Verma (2022) aimed to investigate the factors that affect the effectiveness of HRIS. The study was undertaken with the help of a questionnaire that was administered to a sample of 200 employees from various companies in India. The findings of the study showed that several factors affect the effectiveness of HRIS, including the quality of the system, the support provided by the organisation, the training provided to users, and user satisfaction:

> The study found that the quality of the HRIS is a major factor that influences its efficacy. The quality of the system includes factors such as its usability, functionality, and reliability. The study found that most of the respondents were satisfied with the quality of the HRIS and that it had a positive impact on their work. ‘
>
> The study also found that the support provided by the organisation is another important factor that influences the efficacy of HRIS. The support includes factors such as the availability of the helpdesk, the response time of the helpdesk, and the knowledge of the staff. The study found that most of the respondents were satisfied with the support provided by the organisation.
>
> The study also found that the training provided to users is another important factor that influences the efficacy of HRIS. The training includes factors such as the quality of the training, the frequency of the training, and the duration of the training. The study found that most of the respondents were satisfied with the training provided to them.
> Lastly, the study found that user satisfaction is another important factor that influences the efficacy of HRIS. Satisfaction includes factors such as the ease of use of the system, the

clarity of the information, and the availability of the required information. The study found that most of the respondents were satisfied with the HRIS.

In summary, the study discovered that several factors influence the efficacy of HRIS, such as the system's quality, the organisation's support, user training, and user satisfaction (Jayadeva et al., 2022).

Research conducted by Pareek and Rao (2015) investigated the effect of human resource management (HRM) on work performance. The study specifically focused on the role of HRM in enhancing work performance in the Indian context. The study assumed that HRM plays a significant role in improving work performance in organisations. To test this assumption, the study used a case study approach and analysed the effect of HRM on work performance in four Indian organisations. The organisations chosen for the study were the Indian Oil Corporation (IOC), Bharat Heavy Electricals Limited (BHEL), Hindustan Zinc Limited (HZL), and the Bharat Aluminium Company Limited (BALCO). The study utilised several data sources to collect data for the analysis. These data sources included interviews with the HR managers of the four organisations, interviews with the employees of the four organisations, and secondary data such as organisation reports and documents.

The data collected through these sources were analysed using several methods, including content analysis and thematic analysis. The findings of the study indicated that HRM played a significant role in improving work performance in organisations. The study also found that the effect of HRM on work performance was mediated by several factors, including job satisfaction, employee motivation, and employee commitment. The findings of the study have several implications for organisations. Firstly, the findings suggest that organisations should invest in HRM to improve work performance. Secondly, the findings suggest that HRM should be aligned with the business strategy of the organisation to be effective. Thirdly, the findings suggest that HRM should be supported by other organisational practices, such as training and development, to be effective. Finally, the findings suggest that HRM should be continuously monitored and evaluated to ensure its effectiveness (Pareek & Rao, 2015).

A research study by Atika (2011) sought to establish the factors influencing the effectiveness of the Human Resource Information System. The study identified three main categories of factors: technical, organisational, and individual. Technical factors included the HRIS’s hardware and software, as well as the data entered the system. The study found that the hardware and software of the HRIS were up-to-date and able to meet the needs of the organisation. However, the data that was entered into the system was found to be inaccurate and incomplete, which led to the system not being able to provide accurate and timely

information to users. Organisational factors included the structure and culture of the organisation, as well as the policies and procedures in place. The study found that the organisational structure was hierarchical and that there was a lack of communication and coordination between different departments. The culture of the organisation was found to be resistant to change, which made it difficult to implement and use the HRIS effectively.

The policies and procedures in place were also found to be outdated and not aligned with the needs of the organisation. Individual factors included the knowledge, skills, and attitudes of the users of the HRIS. The study found that the users of the HRIS were not properly trained, which prevented them from using the system efficiently. The users also had a negative attitude towards the system, which made them less likely to use it. The study concluded that the effectiveness of HRIS was influenced by all three categories of factors. The study recommended that companies should improve the accuracy and completeness of the data that is entered into the system, as well as the training and support that is provided to users. The study also recommended that companies should review and update their policies and procedures to align with the needs of the organisation (Atika, 2011).

In summary, Jayadeva et al. (2022) highlighted the factors affecting the effectiveness of HR Information Systems (HRIS), including the quality of the system, the support provided by the organisation, the training provided to users, and user satisfaction. Pareek and Rao (2015) found that HRM plays a significant role in enhancing work performance and should be aligned with the organisation's strategy and supported by other practices. Atika (2011) identified technical, organisational, and individual factors that influence the effectiveness of HRIS, recommending companies to improve data accuracy, user training and support, and update policies and procedures. Overall, these studies provide useful insights for organisations to improve HRM practices and achieve better work performance.

2.19 Benefits of HRIS Implementation

Implementing HRIS offers organisations a wide array of benefits, including increased efficiency, improved decision-making, enhanced data accuracy, and heightened employee satisfaction. By harnessing the power of technology to streamline HR processes, organisations can elevate their HR functions to strategic levels, contributing to overall organisational success. Organisations must recognise the value of HRIS implementation and invest in reliable systems to stay competitive in today's fast-paced business environment. The highlights of the benefits of implementing HRIS include:

Increased Efficiency: An HRIS automates many HR processes, such as timekeeping, payroll, benefits administration, and record-keeping, thereby reducing the time and effort

required to complete these tasks manually, enabling HR staff to focus on more strategic initiatives (Krishna & Bhaskar, 2011). HRIS implementation streamlines and automates various HR processes, leading to increased efficiency within the organisation (Borissenko, 2018). By digitising and integrating HR functions such as recruitment, employee onboarding, and payroll management, HR professionals can save significant time and effort, allowing them to focus on strategic initiatives (Dang et al., 2019). Furthermore, HRIS enables employee self-service, empowering individuals to access information, submit requests, and update their personal data without HR intervention, thereby reducing administrative burdens (Tansley et al., 2018). Research by Becker and Huselid (2006) found that HRIS adoption led to streamlined administrative tasks, reduced paperwork, and eliminated manual data entry errors. Moreover, Haines et al. (2012) discovered that HRIS implementation improved the quality and timeliness of information, facilitating more effective decision-making.

Improved Data Accuracy: The system centralises employee data, making it easier to track and manage. By reducing the potential for human error, an HRIS can help ensure that employee data is accurate and up to date (Krishna & Bhaskar, 2011). HRIS implementation ensures data accuracy and integrity by minimising manual errors and eliminating data redundancy (Kotomoshi et al., 2016). By centralising employee data in a secure database, HRIS reduces the risk of data loss, protects confidential information, and facilitates compliance with data privacy regulations (Dang et al., 2019). Moreover, digital record-keeping eliminates the need for physical storage space, reducing costs and promoting sustainability (Borissenko, 2018).

Enhanced Reporting and Analytics: It gives access to real-time data and analytics, allowing HR professionals to make data-driven decisions which help identify trends, areas of concern, and opportunities for improvement (Krishna & Bhaskar, 2011). HRIS provides comprehensive and accurate data, enabling HR professionals to make informed decisions (Noe et al., 2019). Through real-time reporting and analytics, organisations can extract valuable insights into employee performance, training needs, and talent gaps, facilitating effective decision-making (Jaswadi et al., 2017). These data-driven decisions lead to improved workforce planning, talent management, and succession planning, aligning HR strategies with organisational objectives (Fink et al., 2019). HRIS implementation offers significant advantages in data management and reporting. Studies by Robertson et al. (2005) and Bondarouk et al. (2011) revealed that HRIS enables centralised data storage and retrieval, ensuring data integrity, security, and accessibility. Additionally, HRIS allows for more advanced reporting capabilities, enabling HR professionals to generate customised reports, metrics, and analytics (Bondarouk et al., 2011; Park et al., 2013). This

empowers organisations to make data-driven decisions and measure the effectiveness of HR initiatives.

Better Compliance: HRIS software can help ensure that an organisation complies with applicable laws and regulations, such as labour laws, tax regulations, and benefits requirements. The software can automatically calculate taxes and other deductions, track employee hours and attendance, and generate required reports (Krishna & Bhaskar, 2011).

Improved Employee Experience: It enhances the employee experience by providing a self-service portal where employees can access their personal information, such as pay stubs, benefits enrolment, and vacation accruals (Krishna & Bhaskar, 2011). HRIS empowers employees by providing them with convenient, self-service options for accessing information and managing their HR-related requests (Tansley et al., 2018). The availability of online portals for leave management, benefits enrolment, and performance appraisals enhances employee satisfaction and engagement (Fink et al., 2019). HRIS also promotes transparency in processes, allowing employees to track their performance metrics, set goals, and receive feedback, fostering a culture of continuous improvement (Jaswadi et al., 2017). HRIS implementation facilitates employee self-service, which empowers employees to access and update their personal information, request time off, view pay stubs, and participate in performance evaluations (Bondarouk et al., 2011; Park et al., 2013). Such systems reduce the HR department's workload by delegating routine administrative tasks to employees, freeing up HR professionals to focus on strategic initiatives. Moreover, employees experience increased autonomy and satisfaction through convenient access to HR services (Bondarouk et al., 2011).

Cost Savings: An HRIS can reduce the need for manual processes, paper-based records, and multiple systems, resulting in cost savings from reduced administrative tasks, streamlined processes, and improved data accuracy (Krishna & Bhaskar, 2011).

Effective Talent Management: HRIS plays a crucial role in talent management by enhancing recruitment, selection, and onboarding processes. Research by Lepak et al. (2007) and Zhong et al. (2010) demonstrated that HRIS enables organisations to attract and select high-quality candidates through improved applicant tracking systems, automated resume screening, and efficient communication channels. Furthermore, HRIS facilitates effective onboarding by providing new hires with access to essential organisational information, policies, and training modules (Zhong et al., 2010).

Better Strategic Planning and Decision-Making: HRIS implementation provides organisations with real-time and accurate HR data, enhancing strategic planning and decision-making. Studies by Bondarouk et al. (2011) and Park et al. (2013) highlighted that HRIS enables comprehensive workforce analysis, talent forecasting, and succession planning. This assists organisations in aligning their HR strategies with overall business objectives and identifying potential gaps or areas of improvement.

Conclusively, the reviewed studies demonstrate that HRIS implementation offers numerous benefits to organisations, including increased efficiency and accuracy in HR processes, enhanced data management and reporting capabilities, improved employee self-service, effective talent management, and better strategic planning and decision-making. These findings emphasize the crucial role of HRIS in transforming HR functions from transactional to strategic, enabling organisations to achieve competitive advantage and sustainable success. Therefore, organisations should consider the adoption of HRIS as a strategic initiative to optimise HR operations and drive organisational growth.

2.20 Other Studies on the Benefits of HRIS

A study by Kovach et al. (2002) focuses on the administrative and strategic advantages of HRIS implementation. The authors argue that HRIS can provide several benefits in terms of streamlining administrative tasks, improving data accuracy, and enhancing decision-making processes. By automating routine HR processes such as employee records management, benefits administration, and payroll, HRIS can save time, reduce errors, and increase efficiency. Additionally, HRIS can generate timely and accurate reports, facilitating strategic planning and decision-making. The study emphasizes that HRIS implementation can lead to cost savings, improved communication, and enhanced organisational performance.

The study by Jahan (2014) takes a theoretical perspective on HRIS, aiming to provide a comprehensive understanding of its benefits. The author discusses various advantages of HRIS implementation, including increased efficiency, improved decision-making, enhanced employee satisfaction, and effective talent management. HRIS enables organisations to automate HR processes, integrate data, and generate real-time reports, leading to improved efficiency and productivity. Furthermore, HRIS can facilitate strategic decision-making by providing accurate and up-to-date information. The study highlights the importance of HRIS in supporting HR functions and improving overall organisational performance.

The study by Bayraktaroglu, Kahya, Atay and Ilhan (2019) focuses on the application of the expanded Technology Acceptance Model (TAM) to enhance HRIS usage in Small and Medium-sized Enterprises (SMEs). The authors explore the factors influencing HRIS adoption

and usage in SMEs and suggest strategies to promote its acceptance. The study found that perceived usefulness, perceived ease of use, and organisational support significantly influence the intention to use HRIS in SMEs. The authors propose that providing training and support, ensuring user-friendliness, and demonstrating the benefits of HRIS can enhance its adoption and usage in SMEs.

In conclusion, the studies highlight various advantages associated with HRIS implementation, such as enhanced administrative efficiency, improved decision-making, cost reduction, enhanced communication, and heightened employee satisfaction. They underline the pivotal role of HRIS in reinforcing HR operations, simplifying processes, and supporting overall organisational efficacy. Furthermore, the studies offer valuable insights into the determinants impacting HRIS adoption and utilisation, proposing tactics for successful implementation in small and medium-sized enterprises (SMEs).

2.21 The future of HRIS

Human Resources Information Systems (HRISs) are rapidly evolving and have become essential tools for managing human resources data and processes in organisations. Valcik et al. (2021) posit that in the future, HRIS will continue to evolve in several ways:

Integration with other technologies: HRIS will increasingly integrate with other technologies such as artificial intelligence, machine learning, and robotic process automation to automate HR tasks, reduce errors, and improve efficiency.

Improved analytics: HRIS will continue to enhance their analytical capabilities, providing more in-depth insights into HR data. This will allow organisations to make data-driven decisions on issues such as employee engagement, retention, and recruitment.

Mobile functionality: HRIS will need to be accessible on mobile devices, enabling employees and managers to access HR data and perform HR tasks from anywhere.

Enhanced employee self-service: HRIS will continue to empower employees by providing self-service options for tasks such as updating personal information, requesting time off, and accessing HR policies and benefits information.

Increased emphasis on cybersecurity: As HRIS stores sensitive employee data, cybersecurity will become increasingly important. HRIS providers will need to ensure that their systems are secure from cyber threats.

Greater customisation: HRIS will become more customisable to meet the unique needs of different organisations. This will enable organisations to tailor their HR processes to meet their specific requirements (Valcik et al., 2021).

In support of the research conducted by Valcik et al. (2021), it is important to note that the trajectory of HRIS has rapidly evolved, propelled by technological advancements and the imperatives of modern workforce management. The key trends are the integration of Artificial Intelligence (AI), advanced analytics, prioritisation of employee experience, the adoption of cloud-based solutions, and the changing role of HR professionals. Drawing insights from leading scholars and industry experts, this overview aims to provide a comprehensive understanding of the impending shifts in HRIS which include:

2.22 Integration of Artificial Intelligence (AI) in HRIS

Artificial Intelligence is poised to revolutionise HRIS, transcending conventional boundaries and introducing unprecedented efficiency in HR processes. Davenport and Harris (2007) assert that AI algorithms, embedded in HRIS, analyse extensive datasets to discern patterns and facilitate strategic decision-making in areas such as recruitment, talent management, and employee engagement. The infusion of AI not only expedites processes but also augments the accuracy and efficacy of HR functions, marking a paradigm shift in workforce management. For instance, with the advent of ChatGPT as well as many other AI-powered applications, HRIS enters a stage of evolution, powered by transformational potential (Marr, 2023). ChatGPT human language processing abilities allows the employment of natural interaction between HR systems and employees, offering personalised responses and simplifying bureaucratic tasks. ChatGPT automation is an opportunity for the human resource department to automate these recurring similar activities, such as leave requests or policy clarifications, which can consequently afford more energy on strategic endeavours. Also, ChatGPT has the potential to contribute to knowledge dissemination through prompt delivery of on-the-job training and guidance to employees, improving their general perception and attitude toward the company. The integration of ChatGPT into the HR software not only helps to increase the efficiency of HR operations but also ensures that the working environment is more responsive, agile, and engaging where employees can be valued by the easily available resources. This integration is the first major stride that is propelled by AI to perk up HR systems with a final view of meeting the broader organisational goals (Budhwar et al., 2023).

2.23 Advanced Analytics for Strategic Decision-Making

The future of HRIS is intrinsically linked to the proliferation of advanced analytics. LaValle et al. (2011) posit that predictive analytics models embedded in HRIS empower HR

professionals to anticipate workforce trends, identify potential challenges, and make informed decisions based on data-driven insights. This shift towards data-driven decision-making enhances organisational performance, positioning HRIS as a critical tool for strategic planning and execution.

2.24 Employee Experience as a Core Focus

In the future landscape of HRIS, there is a discernible pivot towards prioritising the employee experience. Wirtz and Büttgen (2018) emphasize the incorporation of personalised HR portals, self-service options, and mobile applications within HRIS. These features contribute to a seamless and engaging work environment, fostering greater employee satisfaction and overall productivity. By tailoring HRIS to meet individual employee needs, organisations can elevate the employee experience to a central tenet of their HR strategy.

2.25 Cloud-Based HRIS for Flexibility and Accessibility

The future trajectory of HRIS is characterised by a decisive move towards cloud-based solutions, offering organisations unparalleled flexibility and accessibility. Dey and Srinivasan (2019) affirm that cloud based HRIS ensures real-time updates, scalability, and improved collaboration among geographically dispersed teams. This shift not only aligns with contemporary trends in digital transformation but also enhances the adaptability and responsiveness of HRIS to the dynamic needs of modern organisations.

2.26 The Evolving Role of HR Professionals

As HRIS advances, the role of HR professionals is undergoing a profound transformation. Boudreau and Cascio (2017) argue that HR professionals are transitioning from predominantly administrative tasks to strategic leadership roles. In the future, proficiency in data analysis, technology management, and strategic planning will be imperative for HR professionals to effectively leverage the capabilities of advanced HRIS. This paradigm shift underscores the necessity for continuous professional development to align with the evolving demands of the digital era.

In conclusion, the future of HRIS is a dynamic landscape shaped by technological innovations, data-driven insights, and a redefined role for HR professionals. By integrating AI, embracing advanced analytics, prioritising employee experience, adopting cloud-based solutions, and cultivating the necessary skills among HR professionals, organisations can navigate the complexities of the evolving workforce and establish HRIS as a cornerstone of strategic human resource management. As we stand at the cusp of this transformative

journey, the effective utilisation of HRIS holds the key to unlocking unparalleled efficiency and efficacy in managing the human capital of the future.

2.27 Chapter Summary

The literature on HRIS integration, utilisation, technology adoption, barriers to adoption, operational efficiency, and workforce management provides a comprehensive understanding of how HRIS can impact textile organisations. While the integration and utilisation of HRIS can enhance operational efficiency and workforce management, several barriers, such as cost, resistance to change, and lack of technical expertise, must be addressed for successful implementation. Understanding these dynamics is crucial for textile organisations aiming to adopt HRIS and improve their overall performance. This chapter has defined the key terms as related to the topic under research.

Chapter 3: Underpinning Theory

3.1 Introduction

The extent of using any technology can be greatly attributed to factors affecting the perceptions, attitudes, and practices of users. When considering HRIS, it is important to know the factors that would lead to acceptance and usage by the employees for proper integration of the system to be affected. This chapter introduces the Technology Acceptance Model (TAM) as the theoretical framework for examining the integration and use of HRIS in the workplace. TAM by Davis (1989) is perhaps one of the most common models employed in information systems research to learn how users accept a technology. In this chapter, the key variables of the TAM model will be outlined as well as its relevance to the current study and on how it informs the research process.

3.2 Technology Acceptance Model (TAM)

TAM is regarded as one of the most significant models within the field of IT since it looks at users' acceptance of technologies. Developed by Fred Davis in 1989, TAM was designed to predict and explain user behaviour regarding information technology by focusing on two primary determinants: Attitude towards use, their perceived usefulness (PU) and perceived ease of use (PEOU). As a model derived largely from the theory of reasoned action by Ajzen and Fishbein (1975), the present model is intended to be a simplified framework for explaining the factors that determine uptake of technology. Due to its ability to predict, being easy to apply and its applicability in different technological settings, TAM differs enormously from other models.

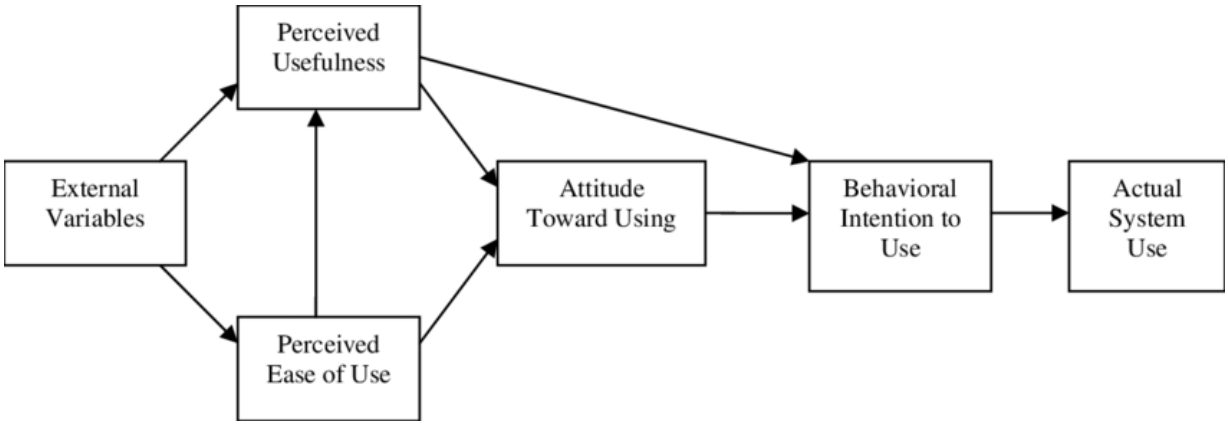

Figure 3.1: *Technology Acceptance Model (TAM) (Davis, 1989)*

The diagram above illustrates the relationships, where PU and PEOU both directly influence the Attitude Toward Using (ATU) the technology, which, in turn, affects the Behavioral Intention to Use (BIU) and actual System Use.

3.2.1 Origins of TAM

The Theory of Reasoned Action (TRA) advanced by Fishbein and Ajzen (1975) states that a person's behavioural intention to perform a certain act is a function of the person's attitude towards the act and the perceived social pressure to perform it. TRA was further extended by Davis by providing an explicative emphasis on information systems; hence, generating TAM. TRA's initial concentration on attitudes and norms was thus abstracted in TAM by Davis with perceived usefulness and perceived ease of use as more proximal predictors of behavioural intention and subsequent usage behaviour (Davis, 1989).

While the theoretical foundation for the TRA was useful for building TAM, the specific details for technology acceptance not specific to workplace circumstances were not appropriately defined. TAM tackles this by incorporating perceptual beliefs regarding technology (PU and PEOU) which is more ideal than observed use for measuring user behaviour regarding new systems or technologies. As a result, TAM has been used as a basis for many studies that looks at how various users implement new systems whether in the workplace, school environment, or consumer market (Venkatesh, & Bala, 2008).

3.2.2 Perceived Usefulness (PU)

The key idea underlying TAM is Perceived Usefulness (PU) which denotes the level of credibility that the application of a specific technology will boost the performance of the user (Davis, 1989). PU is founded on the perception that the more a user believes that a specific technology can assist him or her to better accomplish his or her tasks, the higher the chances that person will readily adopt that technology. For instance, in the case of Human Resource Information Systems (HRIS), the stakeholder may find applicability of the system if it means that the system relieves them of tasks that they earlier spend a lot of time doing, provides right information and helps in decision making.

The understanding about PU in the context of technology integration has been effectively supported by empirical research in different technological contexts. Studies reveal that PU has a strong impact on users' behavioural intentions; more than any other factors such as ease of use (Venkatesh & Davis, 2000). It is especially true in the trading world, where performance efficiency is paramount, and calls for an innovated technology base are framed in terms of better organisational outcomes.

3.2.3 Perceived Ease of Use (PEOU)

The second concept in the TAM model is Perceived Ease of Use (PEOU) which is the extent to which the user believes that the use of a particular technology will be travail-free (Davis, 1989). It is an index of how easy users find the system to use, intuitive, how easy it is to learn amongst others. As seen, while PU is centred on performance gains, PEOU considers the difficulty and annoyance users can encounter while trying to adopt a new technology. When users consider a system to be cumbersome and inconvenient to use, they will shy away from the system regardless of how sensible the utility of the system would be from the user's perspectives (Venkatesh & Bala, 2008).

In the case of HRIS, for instance, the employees will have a better chance of fully embracing the system if the interface they must interface with is easy enough that they need little technical knowledge to use. The significance of PEOU has been endorsed in many empirical works; systems that are less perceived easy to use have brought high resistance, higher training requirements, and low of implementation (Venkatesh & Bala, 2008).

3.2.4 Relationship between PU, PEOU, and Attitudes

According to TAM, PU and PEOU collectively determine the user attitude towards the new technology. This is because attitude has a tremendous impact on the intention to use the behaviour and its use subsequently impacts level of use of the system (Venkatesh & Davis, 2000). Notably, PU has been established to have a direct effect on the dependent variable – behavioural intention, – without the intervening variable of attitude. This is especially true in organisations where employee may embrace a system just because it enhances their performance even though may have negative attitude towards it as observed by Davis (1989).

PEOU also has an influence on Perceived Usefulness but of moderate extent. In other words, the actual experiences users will have in their efforts to interact with the artifacts found in a system determines the ease-of-use measurements and therefore the perceived usefulness. This relationship proves that the ease-of-use post is in fact a significant one design, as the intent is to design systems that are easy to use so that this factor assists in the perceived usefulness of the system. This interconnectivity of factors; PU, PEOU, attitude, and behavioural intention constitutes the basic theoretical foundation of the TAM in explaining technology acceptance (Venkatesh & Davis, 2000).

3.2.5 Behavioral Intention and Actual Use

TAM propose that PEOU is the most effective predictor of actual usage compared to the other factors defined in the model, such as behavioural intention. Perceived behavioural control is the extent of ease with which a target behavior can be performed, here the willingness to use the HRIS. It is determined by perceived usefulness and ease of use that the user has towards the given system or the attitude that they have towards it. Many of the preceding empirical research studies have supported the fact that the users who show high perceived usefulness toward a particular technology are those who are most likely to use the technology both highly frequently and for diverse tasks (Venkatesh et al., 2003).

Actual use means that the technology is being implemented in a practical and observable manner. Although TAM was developed to regard only the utilisation of technology on a voluntary basis, later it has been argued to predict compulsory usage of technology in organisational environment. For instance, in organisations where the integration of the HRIS is mandatory, the level of use will still differ depending on the behavioural intention of the users, with the perception of usefulness and easy use as the precursors of the behavioural intention (Venkatesh et al., 2003).

3.2.6 Criticisms and Limitations of TAM

Despite its widespread application, TAM has been criticised for oversimplifying the complexities of technology integration. Critics argue that TAM focuses primarily on cognitive factors, such as perceptions of usefulness and ease of use, while neglecting other important factors like social influences, organisational support, and the broader contextual environment (Bagozzi, 2007). Furthermore, TAM has been critiqued for its lack of focus on post-integration behaviours, such as continued use and system satisfaction, which are critical for long-term success (Chuttur, 2009).

To address these limitations, researchers have integrated TAM with other frameworks, such as the Unified Theory of Acceptance and Use of Technology (UTAUT) and the HOT-fit model, which incorporate additional variables such as social influence, facilitating conditions, and organisational context (Venkatesh et al., 2012).

3.3 Relevance of TAM to the Study

The Technology Acceptance Model (TAM) is particularly relevant to this study as it offers a practical framework for understanding and predicting the integration of new technology, such as Human Resource Information Systems (HRIS), within an organisational setting. Given that

HRIS is a critical tool in modern HR management, identifying the factors that influence its acceptance by employees is essential for ensuring its successful implementation and use. This section explores how TAM's core constructs; Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Attitudes, and Behavioral Intention; apply directly to the context of HRIS and its integration in the textile industry.

3.4 Perceived Usefulness of HRIS in the Workplace

Perceived usefulness is one of the key constructs in TAM that directly captures the perceived value of HRIS by the employees in their work. In the manufacturing context, the operational amenities of the firm demand that an HRIS prove its worth in efficiently improving organisational productivity in relation to its human capital workforce. Thus, the perceived usefulness for the HR staff might have features such as payroll processing, employee on boarding, benefits, and other compliance reports, etc. The implication of decreasing time on paper works means that the time freeing up from bureaucracy work will be able to engage in strategic tasks such as talent management and increasing employee commitment, enhancing the performance of the HR function (Davis, 1989).

For the other organisational members, perceived usefulness may be realised in terms of quick and convenient access to the records, quick and effective communication with HR and ease in performance appraisals. Any employee utilising this system will see the system as more supportive of his/her professional positions when there are minimal barriers to administrative procedures and have easier access to critical human resource services. This perception enables them to participate greatly in a system with a resultant long-term success of the system in question as most users may perceive that input is important towards the achievement of its goals and objectives (Davis, 1989).

In addition, textile industry is characterised by high turnover and a diverse workforce, which makes it especially beneficial to invest in an HRIS that will facilitate a more standard approach in the HR field as well as render the Human capital more manageable to the managers. This usefulness, as seen from both the HR and the assorted non-HR will inevitably culminate to a greater acceptance, and hence, positive attitudes towards the use of the system (Venkatesh & Davis, 2000).

3.5 Perceived Ease of Use of HRIS

Perceived ease of use (PEOU) is another critical factor in TAM that refers to how effortless the technology is to use (Davis, 1989). In this study, understanding the user-friendliness of HRIS is essential to determining how readily employees will adopt the system. The usability of

HRIS, particularly in an industry like textile manufacturing, can have significant implications for both HR professionals and general employees, many of whom may have varying levels of technological proficiency.

If the HRIS requires extensive training or is perceived as difficult to navigate, employees may resist adopting the system despite its potential usefulness. In contrast, a system that offers a clear, intuitive interface and simplified workflows can encourage employees to use it regularly without experiencing frustration or confusion (Davis, 1989). This is especially important in environments where employees may not be accustomed to using advanced HR software systems.

For HR managers, the ease of generating reports, managing employee data, and tracking performance metrics should be seamless. If the system reduces complexity and integrates well with existing HR practices, it will be perceived as easy to use, thereby increasing the likelihood of acceptance. For other employees, the system's ability to facilitate self-service for tasks like applying for leave, accessing pay slips, or updating personal information without the need for constant HR intervention will significantly enhance perceived ease of use. Therefore, perceived ease of use serves as a determinant of whether employees will feel comfortable and confident in using HRIS, and it plays a critical role in the system's overall integration within the company (Venkatesh & Bala, 2008).

3.6 Attitudes Toward HRIS Integration

Attitude to HRIS refers to the favourable or unfavourable disposition that the employees hold concerning utilisation of the system. TAM posits that such attitudes are mainly a result of perceived usefulness, and perceived ease of use (Davis, 1989). In this study, the emphasis is on revealing the positive and negative attitudes of employees exposed to the HRIS and how these attitudes determine the behaviour of the employees toward the integration the system.

Perceived usefulness and ease of use of the HRIS are believed to lead to positive attitude towards the system. For instance, providing the employees with the perceptions of the time and energy the functions will spend as well as the ease of using the HRIS to access various HR services will go a long way in fostering favourable attitudes. These positive attitudes mean that they are better placed to become regular users of the system than they are now. On the other hand, if the system is regarded as complex or not related to workers' responsibilities; they will probably be less inclined toward the system (Davis, 1989). Rehman et al. (2021) connotes that that negative attitudes toward organisational changes, including technological adoption, stem from a lack of perceived organisational justice, support, and readiness for change. The study further suggests that when employees feel unsupported or disconnected

from their leaders, this resistance is magnified, highlighting the importance of a strong leader-member exchange. Additionally, the research shows that providing sufficient support and transparent communication about the change can significantly mitigate resistance, as employees are more likely to engage positively with new systems when they feel valued and informed.

3.7 Behavioral Intention to Use HRIS

Perceived behavioural intention focuses on an individual's perceived ability to implement his or her decision on the use of HRIS. Therefore, based on TAM, behavioural intention to use a particular technology is an immediate predictor of actual usage of the technology and is affected by perceived usefulness and perceived ease of use. In this study, therefore, the key concern is to determine employees' behavioural intentions towards using the system. HRIS will be successfully adopted across the organisation if employees have positive behavioural intentions that, in this case, entail a plan to engage with the system in future(Davis, 1989) .

In this case, behavioural intention is influenced by the perceived usefulness of HRIS in improving job performance, or PU, perceived ease of use of the system, or PEOU, and attitudes that users develop because of these perceptions. If intended use for employing HRIS is high because the employees feel that a certain application or tool will make work easier or efficient then then the actual usage of the HRIS should also be high. However, if employees are not willing, for instance, because they have some concerns about relevance or simplicity of the system; it may fail and be used to a lesser extent (Davis, 1989). Thus, this study investigates these behavioural intentions with the aim of understanding factors facilitating or hindering the integration of HRIS, so that organisational leaders can be assisted on how to enhance the intention to use the system by their employees.

3.8 Theories on Integration and Utilisation of HRIS

3.8.1 Theoretical Review

A theoretical review aids in identifying theories that prior research has conducted and examined, as well as the connections between them, the depth of analysis of the theories that are now in place, and the creation of new hypotheses for testing (Knopf, 2006). The application of a theory is a universal language of discourse that allows a researcher to join a discussion in the area the researcher is exploring, hence theories serve as a compass for the researcher in the navigation of his research work (Abraham, 2008).

3.8.2 Diffusion of Innovations (DOI)

Another foundational theory that informs HRIS integration and utilisation is Diffusion of Innovations (DOI) by Everett Rogers in 1962. DOI describes the process through which an innovation is communicated over time among participants in a social system, focusing on the conditions that increase or decrease the likelihood of an innovation being adopted, as illustrated in Figure 3.2. According to DOI, innovations like HRIS are adopted over time through a process involving innovators, early adopters, early majority, late majority, and laggards. The successful integration of HRIS into a textile factory relies heavily on understanding these categories of adopters within the organisation and tailoring implementation strategies accordingly (Rogers, 1962).

According to Rogers (1962), the adoption of an innovation such as HRIS follows a five-stage process:

Knowledge: Employees become aware of HRIS and its functions.
Persuasion: They develop a favorable or unfavorable attitude toward HRIS.
Decision: A decision is made to adopt or reject HRIS.
Implementation: The HRIS system is deployed and integrated into daily activities.
Confirmation: Continued use is affirmed based on positive outcomes.

In textile organisations the knowledge stage could encompass HR departments informing employees about advantages of using HRIS for recording working hours, handling payroll along with other responsibilities related to the field of HR. The persuasion phase may depend on whether the employees are convinced about the benefits of HRIS compared to existing manual systems. It is important for management decisions to be informed by the reactions of early adopters as to why they should implement HRIS; Implementation means adopting new ways of working that reflect the new system. The final stage, the confirmation stage, is to maintain the use of HRIS which entails constant training and reinforcement (Rogers, 2003).
DOI also emphasizes the importance of five innovation characteristics that affect adoption rates (Rogers, 1962):

Relative advantage: In the case of adopting HRIS, the new system must be qualitatively superior to the existing ones.
Compatibility: The system should reflect on the values and requirements of the textile organisation.
Complexity: HRIS adoption is positively associated with the ease of use of the system.
Trialability: Getting a chance to take the system on a trial basis might help in adoption of the system as is evident from the analysis above.

Observability: It's possible to persuade others to adopt HRIS by showcasing successful cases of using it.

These characteristics point to a need for customisation of the HRIS solutions in textile organisations where adaptability and usability are paramount.

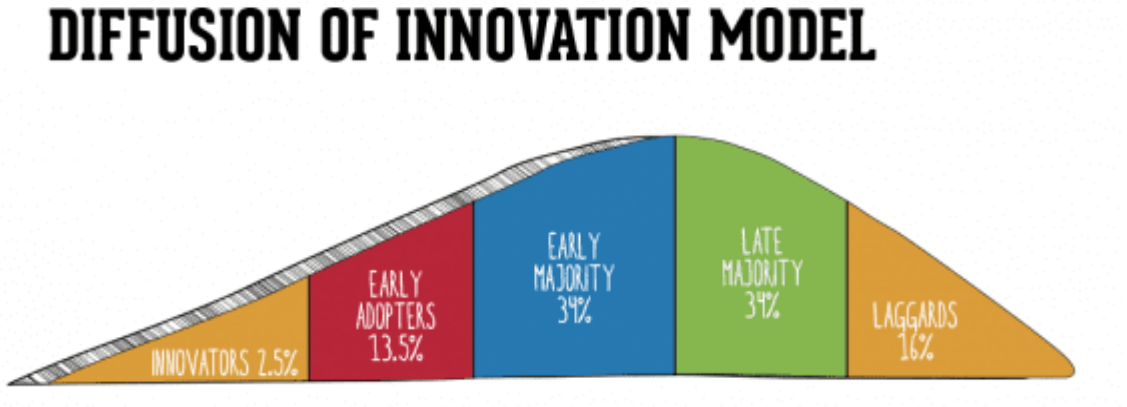

Figure 3.2: *Diffusion of Innovation Model (DOI) (Rogers, 1962)*

The model above visually represents how new ideas, technologies, or practices spread through a population over time. It highlights the process by which individuals or organisations adopt an innovation, influenced by factors such as communication channels, time, and social systems.

Below are researchers and their work in IS that applied or incorporated the DOI model:

Researcher	**Focus Area**
Gurbaxani and Mendelson (1990)	Applied the DOI model to study the diffusion of IT innovations in dynamic environments, particularly focusing on organisational adoption pattern.
Polyakov and Kovshun (2021)	Applied the Diffusion of Innovation (DOI) theory as a framework to analyse how technological innovations drive the development of the digital economy.

3.8.3 Socio-Technical Systems (STS) Theory

Socio-Technical Systems (STS) Theory provides insights on how to incorporate and use the HRIS appropriately. STS, first proposed by Trist and Bamforth (1951), focuses on the relationship between people - the social system, and tools, or the technical system at the workplace as illustrated in Figure 3.3. According to the theory, there is a need for co-design

and co-management to experience a proper integration of the two systems (Trist & Bamforth, 1951).

As suggested by the STS theory, HRIS implementation is not only a technical process but also a social process. The technical system is, therefore, made of HRIS functionality, while the social system comprises the roles and responsibilities of the HR employees needed to fully implement the HRIS (Trist, 1981). For example, in textile firms, the implementation of HRIS often means changes of activities, from paper-based activities such as manual data input to activities that are accomplished through automated processes. To support this the workforce must first be trained in how to effectively use the system, any formal training needs to involve the workforce and finally there should have constant feedback from the employees (Bostrom & Heinen, 1977).

STS theory outlines key design principles that should be followed to ensure successful HRIS integration:

Minimal critical specification: Only specify what is necessary for HRIS functionality, leaving room for employees to adapt the system to their work needs.

Boundary control: Empower HR personnel to have some control over how HRIS affects their tasks and processes.

Design for learning: HRIS should facilitate learning and skill development among HR staff, enabling them to fully utilise the system.

Through the organisation of both the social and technical aspects of HRIS, organisations can ensure that the system is not only integrated into workflows but also utilised effectively by employees.

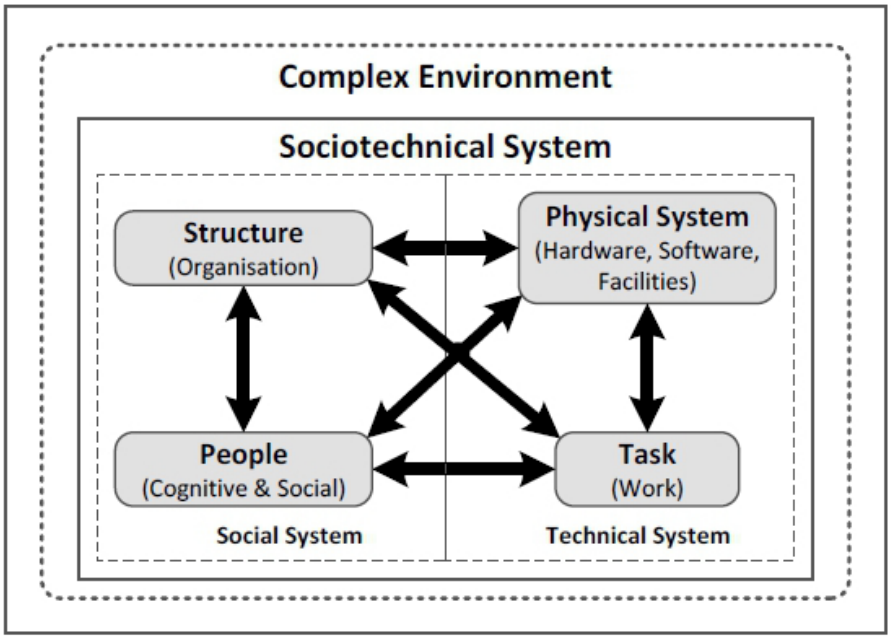

Figure 3.3: *Socio-Technical System (STS) (Trist & Bamforth, 1951)*

The diagram above represents the interaction between social and technical components in an organisation. It illustrates how people (social systems) and technology (technical systems) work together to achieve organisational goals, emphasizing that both need to be aligned for success.

Below are researchers and their work in IS that applied or incorporated the STS model:

Researcher	**Focus Area**
Mumford (2006)	Reviewed the development of Socio-Technical Systems (STS), highlighting its successes in aligning technology with human needs while also acknowledging its challenges, such as difficulties in implementing participatory design.
Baxter and Sommerville (2011)	Explored how the STS theory can adapt to modern IT environments, focusing on user-centred design and the complexities of integrating technology into workplaces. They extended traditional STS methods to fit contemporary software and system engineering challenges.

3.8.4 UTUAT Model

Venkatesh, et al (2003), brought together eight different models and incorporated the components of the models into a single model commonly referred as the Unified Theory of Acceptance and Use of Technology (UTUAT), as indicated in the below Figure 3.4. The current IT infrastructure is not able to support the integration and utilisation of the HRIS. The main reason for this is that the current IT infrastructure is not designed to support the integration of disparate systems. Furthermore, the current IT infrastructure does not have the necessary data storage capacity to support the HRIS. Finally, the current IT infrastructure does not have the necessary processing power to support the HRIS. The model helps solve these issues and is useful in outcome prediction due to the logic from the other models and high comprehensiveness. The inspected models were Theory of Planned Behaviour (TPB), Theory of Reasoned Action (TRA), Motivational Model (MM), Technology Acceptance Model (TAM), Model of PC Utilisation (MPTU), Social Cognitive Theory (SCT) combined TAM and TPB, and Innovation Diffusion Theory (IDT).

Four key constructs implemented in the UTUAT theory includes social influence, effort expectancy, performance expectancy and facilitating conditions (Dey & Saha, 2020). The constructs are determinants of HRIS use behaviour and behavioural intentions.

i. Performance expectancy- This is the degree to which a person believes that HRS will help them attain job performance. It is derived from the perceived extrinsic motivates, usefulness relative advantage, result expectation and job fit.

ii. Effort Expectancy- This is the degree of ease in relation to the use of HRIS benefits (Venkatesh et al., 2003:450). The construct is based on three concepts including ease of use, complexity, and perceived ease of use. It is a critical predictor on technology use.

iii. Social Influence- This is the degree which a person perceives that other believe that he/she should use a new system, in this case, HRIS. Its constructs include social factor, subjective norm, and image (Dey & Saha, 2020). A person's intention to use technology is often based by the perceptions and thoughts of their immediate environment.

iv. Facilitating Conditions- This antecedent is known to be the degree to which a person believes that technical and organisational infrastructure exists to support HRIS (Dey & Saha, 2020).The constructs of this factor include compatibility, facilitating conditions and behavioural control.

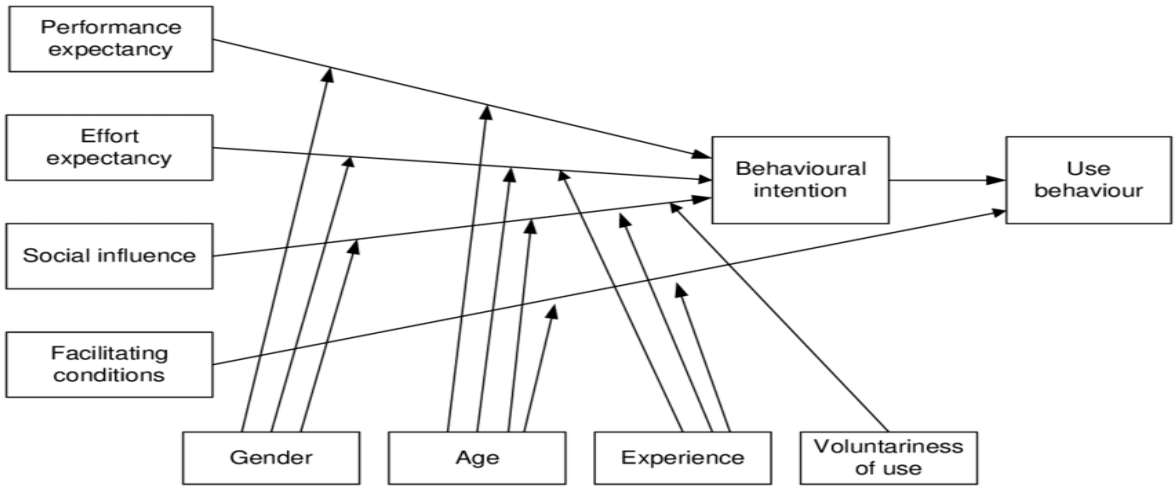

Figure 3.4: *UTUAT Model (Abri, McGill & Dixon, 2009:37)*

The model above illustrates the main factors that influence whether people accept and use technology. It highlights how four key aspects: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions affect a person's decision to use the system and how often they use it.

Below are researchers and their work in IS that applied or incorporated the UTAUT model:

Researcher	Focus Area
Al-Gahtani et al. (2007)	Explored the application of UTAUT in Saudi Arabia, finding that Performance Expectancy had a significant positive effect on usage intention.
AbuShanab and Pearson (2007)	Applied the UTAUT model to analyse the adoption of internet banking in Jordan, highlighting those perceived benefits, ease of use, social influence, and support conditions as key determinants of user adoption. The study provided both theoretical and practical insights into how internet banking could be more effectively promoted in emerging markets like Jordan.

3.8.5 Institutional Theory

From Institutional Theory, it is agreed that the implementation of different organisational practices such as the introduction of HRIS is influenced by the institutional context. Brought into the social world by DiMaggio and Powell (1983), the theory postulates that organisations implement new technologies because of institutional forces, which are coercive, mimetic, or normative, as indicated in Figure 3.5. First, coercive pressures are the legal or external pressures that an organisation receives due legal requisites or mandate (DiMaggio & Powell, 1983). For example, textile firms may implement HRIS to meet the legal requirements or conduct a report in the organisation. Relatively, some of the industry standards mandate that record of the employees must be kept accurate and their wages regularly paid responsibilities that can be simplified by use of the HRIS (Scott, 2001). Adherence to these regulations therefore argues for the adoption of HRIS. Mimetic pressures occur when organisations cease copying other organisations within the industry. The adoption of HRIS by textile companies may arise if the company notices that competitors are enjoying enhanced operation efficiency and workforce management. Normative pressures, on the other hand, come from professional standards and expectations. HR professionals who are trained in modern HR practices may advocate for HRIS adoption to align with best practices in the field (DiMaggio & Powell, 1983).

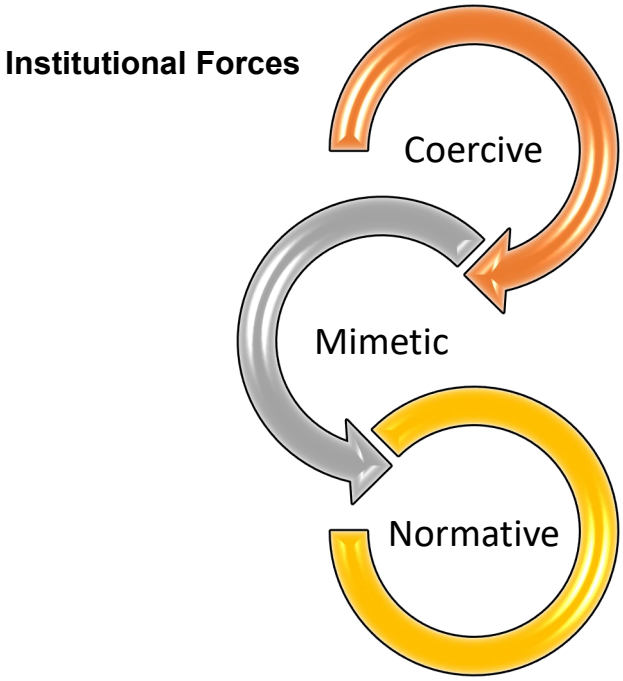

Figure 3.5: *Institutional Theory (DiMaggio & Powell, 1983)*

The diagram above illustrates how organisations adapt to external pressures and internal needs through three main mechanisms: coercive, mimetic and normative.

Below are researchers and their work in IS that applied or incorporated the Institutional Theory:

Researcher	**Focus Area**
Björck (2004)	Explored the application of Institutional Theory to understand the adoption and management of Information Systems (IS) and IT security within organisations.
Teo et al. (2003)	Explored how the institutional pressure including coercive, normative, and mimetic influences affect organisations' decisions to adopt interorganisational linkages (IOLs) such as electronic data interchange (EDI). External factors, such as regulations, industry norms, and competitive behaviours, played a significant role in adoption decisions, often outweighing technical or financial considerations.

3.9 HRM Theories on HRIS Integration and Utilisation

3.9.1 Human Capital Theory

Human Capital Theory developed by economist like Schultz (1961) and Becker (1964), it focuses on people's capabilities as valuable commodity to an organisation. Concerning HRIS, according to the Human Capital Theory, the implementation of these systems can enhance the manipulation of the staff knowledge and competence and result in an elevated level of human capital worth in the organisations. HRIS enables organisations to better handle its human capital through the facilitation of HR processes like selection, training, and performance appraisal. As pointed out by Wright, Dunford and Snell (2001), HRIS enables organisations to collect data that reflect various aspects of the employees, and it will be easier for the management to make further decisions about creating employee value. For instance, an HRIS can reveal areas that need improvement of certain skills and competencies among employees and help an HR Manager to deliver necessary training. This use of HRIS is consistent with Human Capital Theory, based on the notion that development of human capital by firms plays a major function in achieving firm outcomes.

HRIS can be integrated in organisations in such a way that they not only control but develop their human asset. With the help of HRIS, it is easy to compile and compare performance data of the workers, so that organisations can spot and keep valuable employees while developing effective compensation and promotion policies. Therefore, HRIS plays the important role of aiding the organisation in developing better human capital management that results in better organisational performance (Marler & Fisher, 2013).

Below are researchers that applied or incorporated the Human Capital Theory:

Researcher	**Focus Area**
Boxall and Purcell (2003)	Explored the critical relationship between HR practices and organisational strategy, proposing that HR can be a source of sustained competitive advantage when aligned with a company's strategic goals.
Boudreau and Ramstad (2006)	Advocated for a shift from traditional ROI metrics to strategic measures that align talent decisions with organisational goals.

3.9.2 Resource-Based View (RBV)

The Resource-Based View (RBV) of the firm developed by Barney (1991) asserts that it is the resource of the firm whether material or non-material that determines the firm's competitive advantage. Specific to HRM, employees are regarded as an asset, while to the proponents of HRIS, the database can be viewed to fully unlock the strategic value of the people capital. From the RBV perspective, HRIS is one of the strategic assets that, when embedded into the processes of HRM, may generate competitive benefits to the organisation in the long run. Consequently, using HRIS assists in the execution of important human resource processes like talents sourcing, employee promotions and of course performance appraisals as a means of optimally consolidating organisational human capital in a way that a competitor cannot easily imitate (Barney, 1991).

HRIS also has more mystic values, as it gives enhanced capabilities to improve the data analytic and resulting decision-making ability for HR departments to align the HR strategies with over organisational goals and objectives. The integration of HRIS thus transforms the human resource department from an administrative department with macro -organisational supporting role to a strategic micro-organisational partner. Based on Lengnick-Hall and Beck (2009), we have established that human capital management by means of HRIS can serve to improve the organisational operational efficiency and, thus, achieve competitive advantage.
HRIS comes with some specific functionalities as the Real Time data processing and Analytical processing which impacts on the organisations capacity to manage change that may be arising from volatility of the market forces. These capabilities are especially important in industries like textiles which require HRM to be more responsive to changes. Based on this perspective, the integration of HRIS assists organisations in developing the necessary flexibility that will, in turn, impact positively on strategic positioning of organisations about managing work force requirements (Grant, 1996).

Below are researchers that applied or incorporated the Resource-Based View:

Researcher	**Focus Area**
Hitt et al. (2019)	Explored how organisations develop and sustain competitive advantage through strategic decision-making, with a focus on leveraging resources like human capital.
Ployhart and Moliterno (2011)	Explored how organisations can leverage their human resources as valuable, rare, inimitable, and non-substitutable assets to gain competitive advantage

3.9.3 Contingency Theory

The theory suggests that there is no single best way to manage an organisation; instead, the most effective management approach depends on various internal and external factors, such as the organisation's size, industry, and market conditions (Lawrence & Lorsch, 1967). In the context of HRIS integration, Contingency Theory implies that the system should be tailored to the specific needs and characteristics of the organisation.

Contingency Theory emphasizes the importance of aligning HRIS with the organisation's specific structure, strategy, and environment. For example, a large multinational textile company may require an HRIS that supports complex payroll and benefits administration across different countries, while a smaller textile firm might need a more basic system for managing employee records and performance appraisals. As argued by Donaldson (2001), the successful integration of HRIS depends on how well the system fits with the organisation's unique context. The integration of HRIS should be adaptable to the specific workflows and processes of the organisation. According to Delery and Doty (1996), organisations that adopt a "best fit" approach to HRM systems, including HRIS, are more likely to achieve better performance outcomes. This suggests that textile organisations need to carefully consider their operational and strategic goals when selecting and integrating HRIS to ensure that the system aligns with their business objectives.

Below are researchers and their work in IS that applies or incorporated the Contingency Theory:

Researcher	**Focus Area**
Fiedler (1964)	Applied the contingency theory to leadership and organisational behaviour, arguing that leadership effectiveness is contingent upon the match between a leader's style and the situational context.
Starbuck (2006)	Explored the dynamic relationship between organisations and their environments, emphasizing how organisational behaviour and strategies are influenced by external factors.

3.10 Conclusion

The Technology Acceptance Model (TAM) serves as a critical framework for understanding the dynamics of Human Resource Information Systems (HRIS) integration in organisations, particularly in the textile industry. By emphasizing constructs such as Perceived Usefulness

(PU) and Perceived Ease of Use (PEOU), this model provides valuable insights into the factors that influence employees' attitudes and behaviours toward adopting new technology. The findings highlight that when employees perceive HRIS as beneficial and user-friendly, they are more likely to develop positive attitudes, leading to increased acceptance and utilisation. As the textile industry faces unique challenges, including high turnover and diverse workforce needs, addressing the factors outlined in TAM becomes essential for successful HRIS integration. Fostering an environment that promotes effective training, open communication, and ongoing support can significantly enhance employees' perceptions of both the usefulness and ease of use of HRIS. Ultimately, leveraging the insights from TAM will facilitate a smoother transition to new HR technologies, ensuring that organisations can maximise their human capital management capabilities and improve overall operational efficiency. Future research should continue to explore the nuances of technology acceptance in varied contexts, providing deeper understanding and strategies for enhancing HRIS integration across industries.

Chapter 4: Methodology

4.1 Introduction

This chapter focuses on the methodology used to carry out research. This comprises the framework within which data is collected and analysed, the study design, target population, instruments, and procedures that are followed, highlighting the specific reasons for using specific methods.

4.2 Research Paradigm

A Research paradigm is a collection of shared values and agreements between researchers on how issues need to be understood and addressed (Holliday, 2007:74-5). Furthermore, research paradigms can be described by the way researchers respond to three fundamental questions namely epistemological, methodological, and ontological. This study is grounded in the interpretivist research paradigm, which emphasizes understanding the subjective experiences and social contexts of individuals. The interpretivist approach is chosen to explore the complexities of participants' perspectives and to derive meaning from their personal experiences. According to Holliday (2007:74-5), interpretivism is the involvement which allows researchers to develop a comprehensive narrative of the situation. The different methodologies utilised by Interpretive researchers include ethnography, case studies, and phenomenology.

4.3 Research Approach

According to Goundar (2012), research methods are numerous algorithms, schemes or procedures which are used in research for data gathering, sampling, and discovering solutions to problems. Emerging from the paradigm mentioned above, this study was qualitative. Qualitative research is defined as a detailed study of cultural and social phenomena focusing on text. The qualitative researcher endeavours to use information-gathering methods that are more flexible. By using a qualitative research approach, the researcher can ‘see’ the world from the participants’ perspectives.

Denzin and Lincoln (2011) also note that qualitative research is an approach that allows the researcher to attain the research problem’s explanations as well as comprehensive data on a study. Qualitative research methods were used as they presented first-hand, non-numerical data that were collected from the affected staff and analysed. Creswell (2008), in agreement with Goundar (2012), states that when gathering qualitative data, researchers depend on numerous methods.

4.4 Research Design/Strategy

De Vaus (2012) defines a research design as a general strategy selected by researchers when incorporating various components of a research study logically and coherently. Sileyew (2019), echoing De Vaus (2012), notes that a research design intends to offer a suitable study framework thereby ensuring that the research problem is effectively addressed. Therefore, the most suitable research design for this study was a detailed and interpretive case study. De Vaus (2012) asserts that in qualitative research, the widely used method in information systems is “Case study research”.

A case study as a research design is suitable for analysing human resource information system (HRIS) adoption in an organisation. The human resource information system is one of the most important tools in an organisation and it must be updated frequently, following the requirements of the organisation. A case study is a useful research design that might shed light on the reasons behind the adoption of an HRIS at a particular time in a specific organisation and how this adoption affects the productivity of employees in that organisation.

According to De Vaus (2012), a case study explores the real-life context of contemporary phenomena, particularly when the limits between the phenomenon and context are unclear. Case study research enables researchers to comprehend the underlying situation’s nature. Therefore, it offers complex situational insights and provides evidence of discovered information from previous research (Goundar, 2012).

4.5 Research Methods/Processes

Mukhari (2014) defines a research population as the totality or an aggregate of all subjects, members or objects which follow a set of conditions and from whom data is desired. As previously stated, the units of the population of this study consisted of executive management, middle management, administrative and production employees because they were the key players towards performance improvement. These categories comprised the employees affected, either indirectly or directly, by the integration and utilisation of the software at the textile factory.

4.6 Sampling method

Purposive sampling is the sampling technique used in this study to gather participants with experience and knowledge about the HRIS. In his article, Davies (2007) defines sampling as the process of selecting a portion of the population to represent the entire population. In agreement, Rai and Thapa (2015) mention that the purpose of purposive sampling is to select a sample that is most likely to provide information that is useful for answering the research

question. Purposive sampling is the process of selecting people who are regarded by the researcher as being typical of individuals representative of different points of view on a given issue (Davies, 2007:57).

In this regard, the selected population includes personnel in the workplace in different roles, including administration, human resources, information technology and finance, as well as managers at mid and senior levels, and other individuals in production directly interacting or impacted by HRIS implementation. The commonalities of these participants include generating decisions on HRIS, close contact with strategic employee performance, technical and operational aspects of integrating HRIS. The unit of analysis is the specific individuals that were selected due to their involvement in the implementation, use or management of the HRIS. Such participants were selected deliberately because they are specific stakeholders who hold valuable information on the integration and utilisation of HRIS in the improvement of strategic human resource performance. The purposive sample reflects a variety of perspectives from different seniority levels; from less than 1 year to 15+ years in their current position to capture a wide range of experiences and challenges.

A few steps were followed while using the purposive sampling technique. Firstly, a criterion was developed that would be useful in sample selection. Secondly, the population that met the criteria was identified. Thirdly, a sample from the population was selected. Finally, the respondents who took part in the study were contacted and data was collected. Purposive sampling is a useful method for researchers who want to study a specific population. It is important to note that purposive sampling is not a random sampling method, and it should not be used to generalise results to a population. The purposive method of selecting respondents is the most reliable method to select a sample that contains those characteristics one wants to investigate in a research study (Rai & Thapa, 2015). Furthermore, the total population for the study consisted of 182 employees, however only 30 employees were selected to participate in the study.

4.7 Data Collection Instruments

Polit and Hungler (2010:267) define data as the information which is attained during a study. Seaman (2008:42) defines data collection instruments as the mechanisms used to gather information such as tests, checklists, structured interview schedules, and questionnaires. Qualitative data can be grouped into four categories, namely, audio-visual material, observations, documents, interviews, and questionnaires (Creswell, 2008). According to Punch (2009:11), interviews are regarded as the most renowned data collection procedure in qualitative research. This research technique provides flexibility in the interview process (Dornyei, 2007). Researchers are provided with the option to either utilise semi-structured,

structured, and unstructured interviews or a combination of all options in one study (Dornyei, 2007). Furthermore, this study utilised a semi-structured interview for data collection and conducted interviews using interview guides.

4.7.1 Semi-Structured Interview

This study utilised a qualitative data collection technique. Primary data was collected by conducting face-to-face interviews with workers from various departments. Face-to-face interviews were utilised since they facilitate personal communication and allow further information gathering from respondents. The interview was structured around exploring the respondent's understanding of HRIS, how it was integrated and utilised in their workplace, and the impact it had on employee performance. The interview was semi-structured, meaning that while a set list of questions was asked, the respondents were also encouraged to share their thoughts and experiences. This helped to generate rich data that could be used to understand the utilisation of HRIS in the workplace, as well as its impact on employee performance. In his writing, Cresswell (2008) states that primary data answers specific research questions.

Interview guides used in the study contained both closed-ended and open-ended questions. Every interview was scheduled to take approximately 15 to 20 minutes. However, the duration of the interview was mostly dependent on the respondent’s level of understanding of the questions asked. Secondary data was collected from journals, annual operation reports, and the literature of the organisation.

Welman, Kruger and Mitchell (2006), express that a semi-structured interview is a powerful qualitative research method as it facilitates focused and comprehensive data collection. Its primary strengths lie in its flexibility, enabling researchers to adjust or expand questions as needed, and its capacity to clarify any ambiguities in participant responses during the interview. Furthermore, this method embraces an interpretive approach, which simplifies data analysis and enhances the extraction of meaningful insights. It is particularly well-suited for exploring complex issues, as it balances structure with the freedom to delve deeper into nuanced topics (Kruger & Mitchell, 2006).

Ruslin et al. (2022) reinforces the notion by Kruger and Mitchell (2006) that a semi-structured interview enables researchers to gather detailed and meaningful insights from participants while maintaining a clear focus on the study's objectives. Additionally, it offers the flexibility to adapt questions and follow emerging topics, unlike unstructured interviews, which may lack a clear direction or focus, making it easier to remain aligned with the research goals.

Table 4.1: Interview Schedule

Pseudonym	Role of participant	Interview Date
Participant 1	HR Manager	29/05/2023
Participant 2	Production Administrator	31/05/2023
Participant 3	Production Administrator	02/06/2023
Participant 4	Production Manager	05/06/2023
Participant 5	Risk Officer	05/06/2023
Participant 6	Knitter Operator	05/06/2023
Participant 7	Production Manager	07/06/2023
Participant 8	Payroll Administrator	08/06/2023
Participant 9	Cost Accountant	08/06/2023
Participant 10	Accountant	13/06/2023
Participant 11	Training Officer	13/06/2023
Participant 12	HR Officer	15/06/2023
Participant 13	Maintenance Manager	19/06/2023
Participant 14	Junior Planner	19/06/2023
Participant 15	Executive: Manager	23/06/2023
Participant 16	Marketing & Sales Manager	23/06/2023
Participant 17	Keys Accounts Representative	23/06/2023
Participant 18	Imports & Exports Administrator	27/06/2023
Participant 19	Desktop Support	27/06/2023

Participant 20	Logistics Supervisor	29/06/2023
Participant 21	Despatch Clerk	07/07/2023
Participant 22	Production Supervisor	18/07/2023
Participant 23	Production Supervisor	21/07/2023
Participant 24	Weaving Section Manager	21/07/2023
Participant 25	Knitting Section Manager	21/07/2023
Participant 26	Credit Administrator	15/08/2023
Participant 27	Creditors Clerk	18/08/2023
Participant 28	Production Supervisor	18/08/2023
Participant 29	Production Supervisor	18/08/2023
Participant 30	Production Supervisor	18/08/2023

Table 4.1 above showcases the interview schedule utilised by the researcher to conduct interviews with participants. The interview process, as outlined in Table 4.1, spanned approximately four months from 29 May 2023 to 18 August 2023. Despite the extended duration, each interview was efficiently conducted onsite and completed within a concise timeframe of 20 minutes per participant. This staggered approach allowed for flexibility in scheduling, accommodating the availability of various participants with diverse roles within the organisation. By conducting interviews onsite, the researcher fostered a comfortable environment for participants, potentially enhancing their willingness to share insights and experiences. The structured timeframe ensured that the interviews were spread out evenly, preventing overload on both the researcher and the participants. Additionally, the short duration of each interview session optimised efficiency while still allowing for comprehensive data collection.

4.8 Data coding and analysis

Burns and Grove (2003:479) define data analysis as a tool used to organise and reduce data to produce results that need to be interpreted by the researcher. To code and categorise the data gathered from the semi-structured interviews, the study employed the help of Atlas.Ti which is a software that is particularly developed for conducting qualitative analysis of text

data (Friese, 2019). Atlas.Ti is a powerful qualitative data analysis software which aims to help researcher in organising, analysing, and visualising qualitative data. As it codes text, audio, video, and images in real-time, it helps users detect the patterns, themes, and, therefore, insights in the data collected (Friese, 2019). It supports identifying a clear research approach for qualitative research and thus improving the methodological and analytical quality of the analysis. Semi-structured interviews were conducted using a combination of open-ended and closed-ended questions to allow for flexibility in exploring key topics while maintaining focus on specific research objectives. The open-ended nature of most questions encouraged participants to share their experiences, perspectives, and insights freely, while the closed-ended biographical questions helped gather essential demographic data.

Themes were deduced by coding the participants responses with the help of an iterative process to identify recurring concepts. The analysis followed these steps:

Initial Coding*:* Each transcript was read and processed line by line, and then further analysed using the process of open coding to identify the statements of the participants which are profoundly concerned with the integration of HRIS, problems faced and perceived advantages encountered.

Categorisation: Codes were classified at second level themes that were under higher order themes, making sure that response codes that reflected the same concepts were grouped together.

Theme Development: Six broad themes surfaced from the gathered data:

Perceived Strategic Benefits of HRIS: Participants highlighted how HRIS can improve employee performance and provide a competitive edge.

Challenges in HRIS Integration: Various hindrances, including technical and organisational barriers, were identified.

Operational Support for HRIS: The extent of current practices supporting HRIS utilisation was discussed, including the sufficiency of technical support.

Interest in HRIS Utilisation: Willingness and openness to learning how to maximise HRIS potential was a recurring theme.

HRIS as a Strategic Partner: The extent of which strategic employment can continuously improve when a HRIS has been successfully integrated and utilised.

Characteristics and Processes of HRIS Implementation: Additional characteristics, processes, and functions that have a strong impact on the effectiveness of the HRIS.

The study involved validation of the data by reading the transcriptions several times as a way of ensuring an accurate and error-free transcription process, thereby enabling understanding of the individual experiences and perceptions of participants under study. According to Braun and Clarke (2012), Thematic Analysis is an approach that makes use of methods to identify, organise, and infer themes and meaning patterns across a set of data. Thematic Analysis is a flexible and increasingly accessible popular method of qualitative data analysis, hence its suitability for this study (Braun & Clarke, 2012). Coding was employed using inductive analysis. Braun and Clarke (2006) define inductive analysis as a coding data process which does not fit into established coding frames or the analytic notions of the researcher, thereby allowing thematic analysis to be data driven.

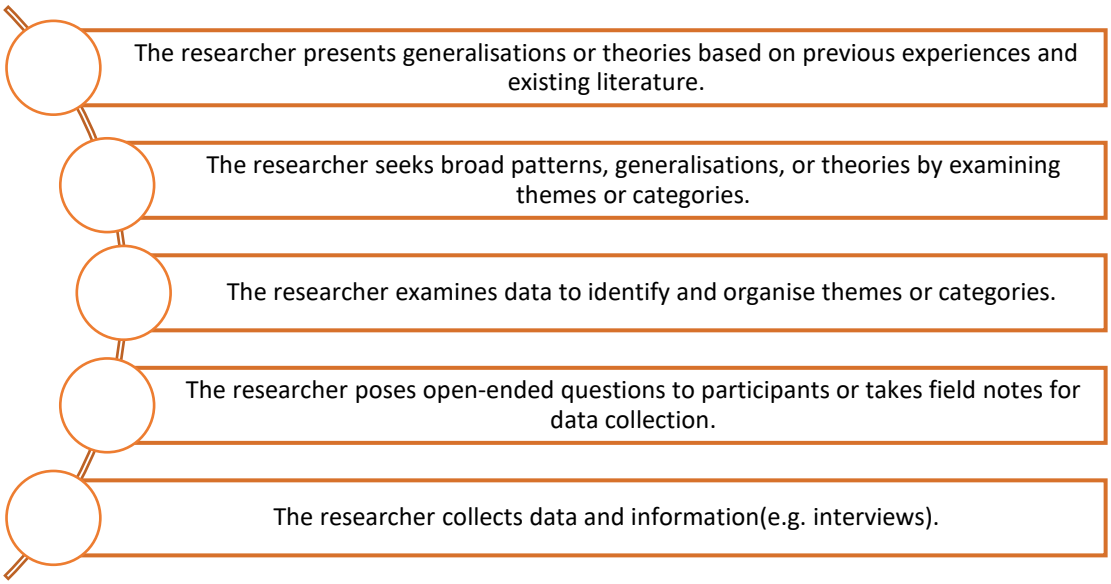

Figure 4.1: *Inductive analysis in qualitative studies (Creswell, 2014)*

4.9 Ethical consideration

Babbie (2010) defines ethical considerations as "guidelines which stipulate the proper conduct of scientific research to ensure high ethical standards by researchers". According to Arifin (2018:30), ethical considerations are highly significant when conducting a qualitative study, especially due to the detailed nature of the process. The ethical issues that were considered for this study included (Leedy & Ormrod, 2010; Greener, 2011; Arifin, 2018):

Voluntary participation and informed content: Participants were sufficiently informed about the study. Consent letters were attained and signed by participants and the organisation

as well. Participants were given the freedom of choice to either accept or decline involvement at any time from the study.

Confidentiality and anonymity: The anonymity and confidentiality of participants were protected by non-disclosure of their personal details in the data collection, analysis, and reporting of the research findings.

Protection: This study did not involve any form of experiments; therefore, participants were protected from any form of psychological or physical harm/discomfort.

Honesty: This study was conducted with honesty and truth. The participants were informed about the purpose of the study and its intended outcomes.

Beneficence: The participating organisation gained from this study by applying the outcomes as guidelines regarding the utilisation of HRISs.

Justice: All the participants were treated with equality (no discrimination) when conducting this study.

Privacy: This study respected participants' right to privacy.

4.10 Chapter Summary

This chapter presented the research methodology of the study. It comprised the philosophical orientation that was employed in the study. The chapter then discussed and justified the research design used and described the population of the study, the data collection method, the instrument, and the nature of the respondents. Data analysis techniques and the analytical models that were applied in the study were presented and supported with relevant evidence.

The philosophy utilised in this research was the interpretivism paradigm, as it explores HRIS comprehensively. The research design was detailed and interpretive case study research since it is widely used in information systems. A qualitative research approach was used for the study as it aligned with the research paradigm chosen for the study. The purposive sampling technique was applied to different research population units, including the executive, middle management, administrative and production employees at the textile factory, thereby forming a sample size of 30 employees. The study utilised a semi-structured interview for data collection and conducted interviews through an interview guide.

Chapter 5: Data Analysis and Interpretation of Results

5.1 Introduction

This research study aimed to identify the factors hindering the effective integration and utilisation of HRIS as well as the contribution towards strategic employee performance at the textile factory in the Western Cape. The Technology Acceptance Model (TAM) underpins this research, guiding the interpretation of how employees perceive and interact with the Human Resource Information System (HRIS) in their organisation. Data was analysed utilising thematic analysis and inductive analysis to offer an inclusive discussion of the factors that hinder HRIS integration and utilisation and the source behind the decreased strategic employee performance at the organisation. Thirty (30) employees consented to participate in the study. Pseudonyms for Participants 1 to 30 were used for purposes of identification and to guarantee the anonymity of the participants. The findings were categorised under different themes as stipulated below and verbatim quotations were written in italics.

5.2 Biographical information of participants

The demographic information of the employees who participated in the study is listed in Table 5.1 below. Table 5.1 includes information such as the pseudonym, roles of the participants, years of experience, gender, racial grouping, and the education level of the participants.

Table 5.1: Demographic features of the employees

Pseudonym	Role of participant	Seniority in current position (Years)	Gender	Racial group	Education Level
Participant 1	HR Manager	10-15	Female	Coloured	Btech: Human Resource Development
Participant 2	Production Administrator	5-9	Male	Black	Btech: Industrial Engineering
Participant 3	Production Administrator	5-9	Male	Black	ND: Industrial Engineering
Participant 4	Production Manager	1-4	Male	Coloured	ND: Mechanical Engineering
Participant 5	Risk Officer	5-9	Female	Black	ND: Industrial Engineering

Participant 6	Knitter Operator	5-9	Male	Coloured	Grade 10
Participant 7	Production Manager	1-4	Male	Coloured	Btech: Operations Management
Participant 8	Payroll Administrator	1-4	Female	Coloured	Diploma: Human Resource Management
Participant 9	Cost Accountant	5-9	Female	White	ND: Cost and Management Accounting
Participant 10	Accountant	Less than 1	Male	Coloured	Bachelors: Accounting
Participant 11	Training Officer	5-9	Female	Coloured	Certificate: Human Resource Management
Participant 12	HR Officer	5-9	Female	Coloured	Btech: Human Resource Management
Participant 13	Maintenance Manager	1-4	Male	White	N6 National Certificate
Participant 14	Junior Planner	5-9	Male	Coloured	Grade 11
Participant 15	Executive: Manager	1-4	Male	White	Higher Certificate: Business Management
Participant 16	Marketing & Sales Manager	1-4	Male	White	National Senior Certificate
Participant 17	Keys Accounts Representative	5-9	Male	Coloured	ND: Management
Participant 18	Imports & Exports Administrator	15+	Female	Coloured	Certificate: International Freight Management and Administration for Importers and Exporters
Participant 19	Desktop Support	1-4	Male	Coloured	National Senior Certificate

Participant 20	Logistics Supervisor	10-15	Female	Coloured	Grade 11
Participant 21	Despatch Clerk	Less than 1	Male	Black	National Senior Certificate
Participant 22	Production Supervisor	15+	Male	Coloured	Grade 11
Participant 23	Production Supervisor	1-4	Male	Coloured	National Senior Certificate
Participant 24	Weaving Section Manager	15+	Male	Coloured	N1 National Certificate
Participant 25	Knitting Section Manager	10 - 15	Male	Coloured	Grade 9
Participant 26	Credit Administrator	5-9	Female	Coloured	National Senior Certificate
Participant 27	Creditors Clerk	15+	Female	Coloured	National Senior Certificate
Participant 28	Production Supervisor	15+	Male	Coloured	National Senior Certificate
Participant 29	Production Supervisor	15+	Male	Coloured	Grade 10
Participant 30	Production Supervisor	10-15	Male	Coloured	National Senior Certificate

Table 5.1 shows a wide spectrum of employees from various job functions which allowed for a more realistic representation of their familiarity with effective integration and utilisation of HRIS in strategic employee performance at the textile factory. The distribution below provides some insight into the various job functions at the textile factory which were accounted for in this study:

- HR Manager 3.3%
- Production Administrator 6.7%
- Production Manager 6.7%
- Risk Officer 3.3%
- Knitter Operator 3.3%
- Payroll Administrator 3.3%
- Cost Accountant 3.3%

- Accountant 3.3%
- Training Officer 3.3%
- HR Officer 3.3%
- Maintenance Manager 3.3%
- Junior Planner 3.3%
- Executive: Manager 3.3%
- Marketing & Sales Manager 3.3%
- Keys Accounts Representative 3.3%
- Imports & Exports Administrator 3.3%
- Desktop Support 3.3%
- Logistics Supervisor 3.3%
- Despatch Clerk 3.3%
- Production Supervisor 16.7%
- Weaving Section Manager 3.3%
- Knitting Section Manager 3.3%
- Credit Administrator 3.3%
- Creditors Clerk 3.3%

Most of the employees at the textile factory were predominantly male. Male employees accounted for 66.7% of the participants in this study. Table 5.1 above also shows that 73.3% of the participants were Coloured. This is likely a product of the location of the textile factory. The Western Cape consists of the following population: Coloured (8.2%), Indian/Asian (2.7%), White (7.3%), and Black (81.4%) (Census. StatsSA, 2022). This distribution provided some insight into the racial distribution at the textile factory.

5.3 Theme Development and Analysis

This chapter presents the analysis and interpretation of the data collected during the study. The Technology Acceptance Model (TAM) reinforces this research, guiding the interpretation of how employees perceive and interact with the Human Resource Information System (HRIS) at the textile factory. The analysis includes participants' profiles, emergent themes, and a broader discussion of the HRIS integration process, which was explored through multiple dimensions.

The key questions guiding this study were:

What are the factors that affect the integration and utilisation of Human Resource Information Systems?

5.3.1 Sub-questions:

- SQ1: What are the factors that hinder the HRIS integration and utilisation at the textile factory?
- SQ2: What impact does the HRIS integration and utilisation have on strategic employee performance?
- SQ3: What are the factors of HRIS that contribute towards employee performance?

The remainder of this chapter is organised into the following themes:

- Employee familiarity with HRIS integration and utilisation.
- Employee challenges with the integration and utilisation of HRIS.
- Employees' Perception of HRIS Benefits.
- Technical Support and Infrastructure.
- HRIS as a Strategic Partner in Organisational Effectiveness.
- Characteristics and Processes influencing HRIS Implementation.

5.4 Employee familiarity with HRIS integration and utilisation

Integrating an HRIS is a dynamic process that evolves over time, often involving multiple stages of development, training, and adaptation. Effective integration can significantly improve strategic employee performance by automating tasks that were previously manual, thus allowing employees to focus on more value-added activities. The key to successful integration lies in comprehensive training and ongoing support. Without proper training, employees may feel overwhelmed by the new system, leading to resistance to change and underutilisation of the HRIS.

The first theme aimed to gather background information that would assist in understanding the extent of employees' familiarity with effective integration and utilisation of HRIS to promote strategic employee performance in the workplace and their respective job functions. This theme was formulated based on the AI coding shown in Figure 5.1 below. When it comes to integrating and utilising HRIS, employee familiarity plays a significant role. It is important for employees to be well-versed in HRIS and able to effectively utilise it for improved HR processes and overall organisational performance (Stone, 2005). As previously mentioned, the researcher posed the question, "Do you believe that the effective integration and utilisation of an HRIS will improve strategic employee performance? If so, how?" Responses from the participants were as follows:

> ***Participant 1: "****Yes, you can easily access information and don't waste any time to go to the payroll office, to request information, or discussing forms, which ultimately makes you more productive, and would improve your performance. I think there will*

be less frustration, because when you need the information, it will be readily available to you with ease and if there is any inaccurate information regarding your employment history, you can update it online, and it can be corrected immediately. You can also manage your leave effectively."

***Participant 3**: "Yes, I think so, there will be a centralised storage of data of employees, HR will have easy access to information to support decision making, talent management and performance improvement initiatives, reduce admin burdens and minimise errors. You can improve analytics and reporting like data collection is going to help to analyse trends, patterns, KPI's, identify areas of improvement and areas of personal development opportunities of employees."*

***Participant 7**: "Yes, I do believe that it will improve strategic employee performance. Like any other system, especially in today's time and work environment, systems are becoming an important and critical part of the business. So, systems make things quicker, faster, more accurate, information is more available to everyone, instead of working with an outdated and manual systems, documentation or hard copies that slow down the process of communication, of getting things done, of making information available readily and live to make decisions quicker, so that we can we be effective. Yes, it does streamline the process, it does take most of the red tape, it does eliminate inefficiencies because you will have access to live information to be able to make decisions and systems help with that. It is easy to manage and prompts you to input data when it is required instead of waiting on people, a document or a process that must be handed to you."*

***Participant 22**: "Yes, there will be automation of HR processes, you can facilitate data-driven decision-making, streamline performance management, attract and retain top talent, provide targeted training and development and increase employee engagement."*

Employees' familiarity with HRIS is crucial due to the streamlined and automated HR processes it offers (Stone, 2005). HRIS establishes a centralised database for efficient management of essential employee information, from personal details to employment history and performance records. Proficient use of HRIS by employees allows seamless information updates, access to relevant documents, and the initiation of requests like leave applications or expense reimbursements. This automation eliminates manual paperwork, relieving administrative burdens and enabling HR professionals to focus on strategic initiatives

(Hendrickson, 2003). Ultimately, employee proficiency in HRIS enhances operational efficiency and empowers individuals to manage their HR-related tasks effortlessly.

In addition to process optimisation, being well-versed in HRIS enables employees to independently manage their details and perform routine tasks. This autonomy is facilitated through self-service features, allowing employees to access their HR-related information, edit personal details, and efficiently handle administrative duties (Walker, 1999). With HRIS, employees can make updates and requests without solely depending on HR staff, fostering a sense of ownership over their information. This not only empowers individuals but also diminishes the time needed for routine tasks, contributing to increased efficiency (Stone, 2005).

Moreover, the incorporation of HRIS improves organisational communication and cooperation (Hendrickson, 2003). Through the provision of real-time information access and the promotion of transparency, HRIS supports efficient communication between HR and employees, as well as among colleagues. This enhanced communication capability ensures the prompt and precise sharing of information, including updates on policies or company-wide announcements. Consequently, it nurtures a feeling of solidarity and involvement within the organisation (Holland, 1999).

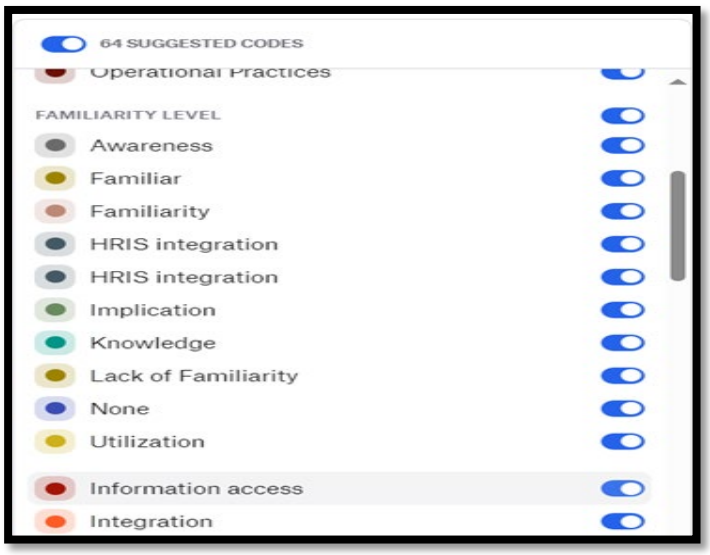

Figure 5.1: AI coding – Familiarity Level

5.5 Employee challenges with the integration and utilisation of HRIS

The second theme aimed to identify the challenges associated with the integration and utilisation of HRIS. Participants identified challenges which include resistance to change, lack of training support, outdated systems, security and privacy concerns, and the need for support from stakeholders and senior management. This theme was formulated based on the AI

coding shown in Figure 4.2 below. As formerly noted, the researcher posed the question "What are some of the factors you think hinder/challenge the integration and utilisation of the HRIS?" Some of the participant's responses included:

> **Participant 1**: "*There was no smooth rollover from PSIber to Sage, at the end of the tax year, and the system wasn't set up accurately. The system was not able to view data in HR pertaining to employment equity, which is bad, as this is very important data needed to be analysed. With PSIber, you could export the information onto the Department of Labour's format. Now we must do everything manually, such as the step of data analysis. Obviously, with leave, there was a lot of inaccuracies in the figures and the employment equity report is a legal report that needs to be submitted accurately. The implementation of the system as the focus was on launching only the payroll side, so now the two departments (HR and Payroll) are not integrating with each other."*

A seamless shift from PSIber to Sage is imperative for ensuring precise data, particularly concerning tax compliance (Ukandu, 2015). Inaccurate financial information not only exposes the organisation to legal repercussions but also jeopardizes stakeholders' trust in the accuracy of financial reporting. A smooth transition minimises the risk of errors, safeguarding the company's adherence to tax regulations and bolstering the integrity of financial records. This, in turn, fosters transparency and accountability, and reinforces the organisation's credibility with stakeholders, ensuring a reliable and compliant financial reporting framework (Ukandu, 2015).

> ***Participant 2: "****With the current team, only 30% of staff have access to the system, no training was provided to introduce the system to employees and some employees do not have access to PCs or wi-fi."*

> ***Participant 3:*** *"Firstly, resistance to change from the employees and management as well, insufficient training support, data quality and inaccuracies, and organised culture and buy-in, that could include security and privacy concerns as well as compatibility."*

> ***Participant 7:*** *"The educational level of people who don't have formal qualifications, resistance to change, introduce a system that fits the needs of the business and can integrate with other systems and proper IT infrastructure."*

> ***Participant 11****: "I don't have access to the system – unable to pull reports."*

Participant 12: *"There is a lack of training, and no proper training structure as pre- and post-training is required. Only the payroll section was rolled out."*

Participant 15: *"Buy-in from stakeholders and employees, and resistance to change."*

Participant 18: *"There was inaccurate information on the system in terms of leave balances."*

Participant 19: *"There is a lack of training support and formal education, some employees are computer illiterate."*

More than 10 respondents indicated that training was not provided on how to operate the system.

Ensuring organisational success in the face of challenges requires the implementation of well-defined HRIS strategies, effective change management, and continuous system maintenance (Ukandu, 2015). Embracing practices like a clear HRIS strategy, efficient change management, robust data management, process automation, and continual system maintenance empower the organisation to optimise these advantages. Through such initiatives, the organisation can harness the full potential of HRIS, fostering efficiency, adaptability, and overall success in its operations (Ukandu, 2015).

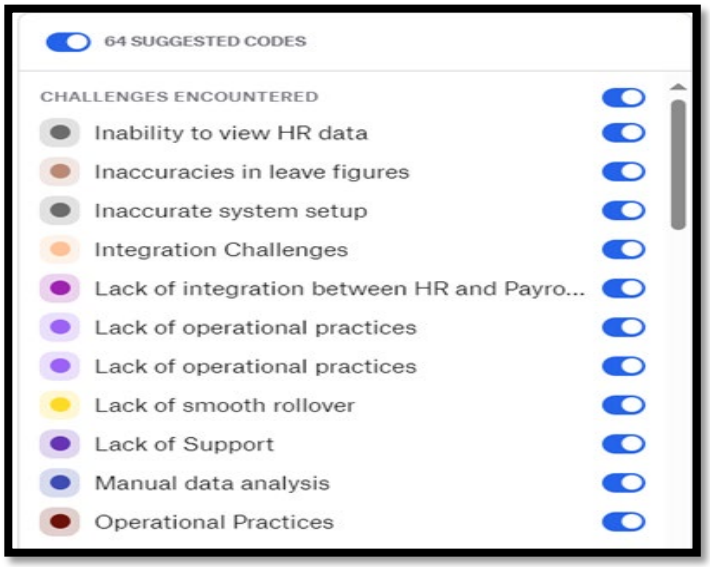

Figure 5.2: AI coding – Challenges Encountered

5.6 Employees' Perception of HRIS Benefits

The third theme aimed to investigate employees' views on the advantages that HRIS integration and usage can bring to the organisation. This theme was formulated based on the AI coding shown in Figure 4.3 below. As previously stated, the researcher posed the question "Can the effective integration and utilisation of the HRIS provide the organisation with a competitive edge? If so, how?"

> **Participant 1:** "*I think it would, in the sense that we would always have accurate information on the system, we would have a live database for all employees. When audits are done, it is automated. We wouldn't have to rely on a person and the filing system to make sense of the information, but it would be a generic system that everybody knows how to use, and all the information is always available. So, I think in terms of access to information or even with a new hire, induction can be done online and all the personal documents such as provident fund and medical aid are easily accessible. There's a level of administration that will be eliminated from a job and although we don't like it, I do think it will give us a competitive edge."*
>
> **Participant 4:** "*Yes, by developing and training our current employees to become better, potential benefits will be in recruitment, employee qualifications, and professional development, that would benefit the business."*
>
> ***Participant 10:*** *"Yes, you will be able to accurately analyse information and make financial provisions- leave."*
>
> ***Participant 11:*** *"Yes, will be in the same league as other companies, the system is web-based – can access it anywhere and it is user-friendly."*
>
> ***Participant 15:*** *"Yes, there will be improved service delivery offered to employees, improved organisational culture, and the business is digitally aligned."*
>
> ***Participant 28:*** *"The adoption of HRIS provided various industries with the tools and capabilities to optimise their HR operations, increase efficiency and drive strategic employee performance.".*
>
> ***Participant 30:*** *"Yes, by increasing operational efficiency, enabling data-driven decision-making, retaining top talent, improving employee engagement, and ensuring compliance with regulations. The organisation can leverage these benefits and gain competitive advantage."*

The findings of the study were categorised by the researcher into three codes: Efficiency, Productivity, and Convenience, all of which illuminated the aspects of HRIS features that contributed to making processes more manageable and streamlined (Naidu, 2015). HRIS plays a crucial role in enhancing efficiency by simplifying tasks, thereby diminishing the need for manual labour, and minimising the occurrence of errors. The introduction of automated workflows amplifies productivity, freeing up HR professionals to concentrate on strategic endeavours rather than being entangled in routine administrative duties (Naidu, 2015).

Naidu (2015) defines the Convenience aspect as the ease with which information can be accessed. HRIS ensures effortless access to employee data, facilitating well-informed decision-making processes. Moreover, this convenience extends to employees who can access and update their data seamlessly, fostering a sense of independence and empowerment. In essence, the Efficiency, Productivity, and Convenience facets of HRIS underscore its transformative role in not only simplifying HR processes but also in creating an environment conducive to informed decision-making and individual autonomy (Naidu, 2015).

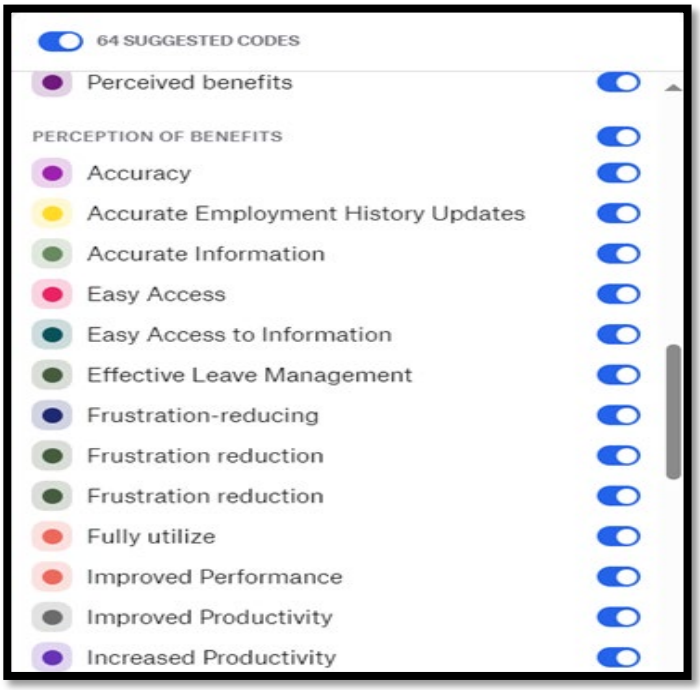

Figure 5.3: AI coding – Perception of Benefits

5.7 Technical Support and Infrastructure

This theme aimed at identifying whether the infrastructure in the company was enough to support the effective implementation and utilisation of HRIS. This theme was formulated based on the AI coding shown in Figure 4.4 below. As formerly mentioned, the researcher asked respondents to express what they thought about the current infrastructure, whether it

was able to support the integration and utilisation of the HRIS, and posed the question, “Do you feel the current technical support for the integration and utilisation of the HRIS is sufficient?”

Participant 1: *“Yes, however, the individuals that are managing the infrastructure are not on board to support the integration and utilisation of the HRIS. We could improve by providing uncapped wi-fi. Only certain individuals have access to certain things such as wi-fi and computers, I think this may be due to trust issues. Internally there is no technical support due to capacity constraints. However, there is external technical support on the Sage call centre.”*

Participant 3: *“Yes, we do have the IT infrastructure, but the IT team is too private, they need to improve on their service delivery and sort out the access issue, by getting licenses.”*

Participant 4: *“No, we have the wrong IT people, and we are managed by KAP who have a lot of IT policies.”*

Participant 6: *“Yes, but they’re achieving the bare minimum, and could be better.”*

Participant 7: *“No, it doesn’t. The IT infrastructure only supports certain individuals. There is limited technical support, and the turnaround time is slow.”*

Participant 10: “*Yes, we have a current IT infrastructure that can support the integration and use of the HRIS, but we have slow wi-fi.”*

Participant 12: “*I’m able to connect from home****.*** *Yes, the current technical support is sufficient but not efficient due to shared service and access is limited.”*

Participant 18: *“No, the IT infrastructure needs to be improved and/or updated. The current technical support is not sufficient, you need to log a ticket.”*

Participant 19: *“Yes, the current technical support is sufficient (internally), however, you need to constantly follow up with consultants for external technical support.”*

Participant 22-30: *“No, due to limited capacity.”*

The HRIS often involves the retrieval and transmission of substantial data volumes, encompassing employee documents, payroll details, and other personnel-related information. However, the reliability of Wi-Fi connectivity plays a pivotal role in determining the speed at which users can access these critical resources. Unstable Wi-Fi connections can lead to delays in HR processes, potentially impacting decision-making. Despite this, many HRIS platforms facilitate seamless collaboration and communication among human resource practitioners, managers, and employees through real-time information sharing.

Efficient IT support is crucial, particularly for functions such as self-service portals, online training modules, and interactive performance management tools within HRIS. These features heavily depend on a strong and reliable infrastructure. Any inefficiencies or disruptions in the IT infrastructure can impede these communication channels, leading to a reduction in the overall efficiency of HR processes and compromising their effectiveness. Thus, the establishment of a dependable and efficient IT support system is essential for optimising the functionalities of HRIS platforms. It plays a pivotal role in sustaining the seamless flow of communication within an organisation, ensuring that HR processes operate smoothly, and supporting the organisation in achieving its strategic objectives.

Figure 5.4: AI coding – Technical Support and Infrastructure

5.8 HRIS as a Strategic Partner in Organisational Effectiveness

This theme aimed at evaluating the level of strategic employment at the textile factory which could boundlessly improve when the HRIS was well implemented. HRIS is essential as a strategic partner in the organisation because it facilitates data-driven decision-making that enhances talent management and operational efficiency. By streamlining HR functions, HRIS enables the organisation to align its workforce strategies with overall business objectives, ultimately driving performance and growth (Dileep, 2012).

Participant 6: "*You spend less time doing things that can be done automatically."*

Participant 7: *"Systems make things quicker, faster, more accurate."*

The abovementioned statements imply that by automating organisational processes, employees can dedicate their time and energy to critical tasks which benefits decision making. Such rationalisations of workflow are most effective in the textile industry where organisational efficiency might determine competitive edge.

However, the study also finds that the implementation of HRIS is hampered by a lack of training and organisational communication which demonstrates a lack of engagement between key leaders and the everyday users of the system. The lack of operational practices to support the integration as reported by the participants below demonstrates the fact that strategic fit required for successful implementation of HRIS is missing in terms of rollout.

Participant 7: *"Only top management is informed about systems being rolled out."*

Participant 8*: " Insufficient training provided."*

The integration of HRIS as a strategic partner involves more than just implementing new technology; it requires a commitment to continuous learning and adaptation as well as embracing the usefulness of implementing HRIS for monitoring vital information to aid in decision-making processes. This underlines the need to create a climate of learning where end-users are well-prepared to make optimum utilisation of the system

Participant 10: *"It is easy to monitor information."*

In addition, participants mentioned that the organisation already had a key feature supporting the integration of HRIS when they established good IT infrastructures. Hence, the Human Resource Information System also needs to upgrade to stay relevant. Having considered the feedback altogether, it would be important for the organisation to first appraise its current internal IT resources and structure for the new integrated HRIS implementation. The appraisal should include not only facilities but also the means that should ensure sufficient technical assistance, which several of participants criticised for the absence and insufficiency of the existing support.

Participant 9*: "Technology is evolving."*

5.9 Characteristics and Processes influencing HRIS Implementation

Although the thematic analysis of HRIS integration has revealed several potential areas of concern and opportunity in the textile industry. This theme explored other characteristics, processes, and functions that have a strong impact on the effectiveness of the HRIS. Thus, it was appropriate to consider the participants' captured information to embrace the factors promoting or hampering the achievement of the integration and use of HRIS.

5.9.1 Change Management Practices

Effective change management practices are crucial for organisations to navigate transitions smoothly and minimise resistance from employees (Kotter, 1996). By fostering a culture of adaptability, these practices ensure that changes are implemented successfully, ultimately enhancing organisational resilience and performance (Hiatt, 2006).

Aforesaid, change management is a key factor within organisations to identify the factors that enhance the adoption of HRIS. It was more common to hear employees complain that no support and little training was offered when they moved to the new system. Which implies that many employees are still working without being aware of the HRIS, let alone, knowing how to make the best use of it. This will result in resistance among the staff and minimise the effectiveness of the HRIS in the organisation. When adequate change management practices are put in place, for instance providing enough training opportunities, and open communication systems, the change process will be more accepted by employees.

Participant 2: *"Only 30% of staff have access to the system."*

5.9.2 Usability and Graphic Design

Usability and graphic design are essential for creating intuitive user experiences, as they enhance user satisfaction and engagement by making interfaces more accessible and visually appealing (Nielsen, 2000). Effective graphic design not only improves usability but also communicates brand identity, ultimately influencing users' perceptions and interactions with a product (Lidwell et al., 2010).

The ease of use and layout of the HRIS deter and influence the usage of the system. It can be deduced that the design of easy-to-use web interface may improve the way of accessing data, minimise tedious bureaucratic procedures and result in increased

productivity among employees. Another implementation factor that should be considered by organisations is the aspect of user interface, where the simplified interface should easily be understood and implemented by the user.

Participant 3: *"Easy access to information to support decision making."*

5.9.3 Data Security and Privacy Issues

Data security and privacy are vital for safeguarding personal and sensitive information, thereby preventing identity theft and unauthorised access (Solove, 2010). Additionally, robust data protection measures are essential for organisations to comply with legal requirements and to foster consumer trust in an increasingly digital landscape (Regan, 1995).

Since the use of digital systems is gaining momentum within organisations, issues of data security and privacy are considered critical. The comments of the participants show that the general concern is expressed about such matters. These worries must be answered by wagon strong security measures and giving their employees necessary trainings in terms of data protection. It means achieving better outcomes through the increased clarity around data protection and fostering trust among the workers which will result in the easier implementation of the HRIS.

Participant 3: *"Resistance to change from the employees and…data quality and inaccuracies…. that could include security and privacy concerns."*

5.9.4 Database integration with Other Systems

Database integration is essential for ensuring seamless data flow between systems, which enhances operational efficiency and supports informed decision-making (Ponniah, 2010). Furthermore, integrated databases facilitate real-time access to information, allowing organisations to respond swiftly to changing market conditions (Rainer & Turban, 2008).

Another factor also especially important is the integration capability of the human resource information system in the existing systems of the organisation. Participant 1 rued some of the hurdles experienced during the transition from the previous system, PSiber, to Sage. This goes to show that lack of integration leads to poor accessibility of data and workflow hence a blow to effective delivery of HR services. The major

issue that organisations should ensure is the HRIS compatibility to the existing organisational systems and flow of information to avoid disruption whenever implementing this system.

> ***Participant 1:*** *"The system was not able to view data in HR pertaining to employment equity, which is bad."*

5.9.5 Altered Workplace Culture

An altered workplace culture that emphasizes inclusivity and adaptability is crucial for fostering employee engagement and retention, as it empowers individuals to contribute their unique perspectives (Schein, 2010). Moreover, such a culture promotes innovation and collaboration, enabling organisations to navigate challenges and remain competitive in a rapidly changing business environment (Kotter, 2012).

The implementation of an HRIS can change organisational culture in its deeper sense when it comes to people. As for the performance management issues, this outlined the possibility of data availability to enhance the performance of the organisation, to make people more responsible for their actions. This way, simple automation of various processes and allowing employees access to up-to-date information helps create conditions that promote performance optimisation. As with any other culture change, this one may bring about increased employee morale as staff witness the advantages of efficiency, and better access to information.

> ***Participant 4:*** *"It will make the data readily available and quicker to use to performance manage employees."*

5.9.6 Sustaining Strategic Decision Making

Sustaining strategic decision-making is crucial for organisations to adapt to dynamic environments and maintain a competitive edge, as it enables effective resource allocation and risk management (Kotter, 2012; Mintzberg et al., 1998). Moreover, consistent strategic decisions ensure alignment with the organisation's vision and enhance stakeholder engagement, fostering a cohesive approach to achieving long-term goals (Kaplan & Norton, 2001; Freeman, 1984).

HRIS for analytics can go a long way in offering useful solutions that can be used in strategic decision making. Appropriate application of HRIS analysis can contribute to management processes and efforts in talent management. HRIS should be used by

organisations to analyse its features to understand workforce trends and performance indicators to make decision that supports the organisation's objectives.

> ***Participant 3:*** *"Data collection is going to help to analyse trends, patterns, KPIs, identify areas of improvement."*

5.9.7 Feedback Mechanisms and Continuous Improvement

Feedback mechanisms are essential for fostering continuous improvement within organisations, as they enable the identification of strengths and weaknesses, facilitating informed decision-making and adaptive strategies (Deming, 1986; Argyris & Schön, 1996). By integrating feedback into processes, organisations can enhance performance, drive innovation, and ensure that strategies align with evolving stakeholder needs (Kaplan & Norton, 2001; Senge, 1990).

Feedback mechanism for enhancing the organisational development of HRIS should be established to make it more effective. Participants expressed that there is poor communication, and weak support systems in the organisation. However, to realise improved performance of the HRIS in future, organisations should integrate effective feedback processes through which employees can report problems or offer feedback on the HRIS and access support. This not only enforces positive changes of personnel proactivity for improvement but also helps employees be more involved in the development of the HRIS.

> ***Participant 1:*** *"Internally there is no technical support due to capacity constraints."*

5.10 Summary of the chapter

Participants demonstrated a strong level of interest in potential benefits, focusing on efficiency, productivity, convenience, and easier access to information. Positive sentiments towards HRIS are also consistent with the industrywide desire of organisations to streamline their human resources operations as a way of achieving effectiveness and strategic development in employees' roles. However, the study also revealed vital issues that hinder successful adoption and use of HRIS. This related to training issues, such as lack of sufficient support for study abroad programmes and weaknesses in system rollovers as well as the absence of extensive technical support, limited access, and concerns about the capacity of IT infrastructure added another dimension to how complicated it was to implement or sustain HRIS within the organisation. Notably, the participants identified clear HRIS strategies, sound

change management and ongoing system maintenance as key components of achieving maximum benefits from using HRIS. Overall, these findings support the necessity of a comprehensive approach to tackle both technology and organisational issues for successful HRIS implementation and alignment with the broader organisational objectives.

The narratives presented above underscore a prevailing trend among employees, displaying a widespread awareness of the advantageous integration and utilisation of HRIS to enhance strategic employee performance. While employees generally possessed a foundational understanding of the benefits associated with employing an HRIS, notable variations in their familiarity with the system were observed. This divergence in familiarity stemmed from diverse factors, including computer literacy, access to the system, prior exposure to the same system in previous work environments, and the receipt of adequate training for system utilisation. Ascertaining employees' familiarity with HRIS integration and utilisation emerged as a pivotal aspect, with implications for the organisational decision-making process regarding the implementation of such systems and their subsequent impact on organisational success.

The participants in the study exhibited a substantial level of interest in the potential benefits offered by HRIS, with a particular emphasis on improving efficiency, boosting productivity, enhancing convenience, and facilitating easier access to information. This positive sentiment aligns with the broader industry trend where organisations strive to streamline their human resources operations as a strategic avenue for achieving effectiveness and fostering the developmental growth of employees in their roles. Despite this optimism, the study brought to light critical challenges that function as impediments to the successful adoption and utilisation of HRIS.

Key issues revolved around training inadequacies, including insufficient support for study abroad programs, weaknesses in system rollovers, and a lack of extensive technical support. Moreover, concerns about limited access and doubts about the capacity of the IT infrastructure added another layer of complexity to the implementation and sustainability of HRIS within organisations. Importantly, the participants identified clear HRIS strategies, robust change management practices, and ongoing system maintenance as pivotal components essential for maximising the benefits derived from HRIS usage. These findings collectively highlight the imperative of adopting a comprehensive approach that addresses both technological and organisational challenges to ensure the successful implementation of HRIS, aligning it effectively with broader organisational objectives.

Chapter 6: The interpretation of Findings and Recommendations

6.1 Introduction

In this chapter, the findings of the study are discussed according to the various themes identified by the researcher, and recommendations are provided.

6.2 Theme 1: Employee Familiarity with HRIS Integration and Utilisation

The first theme of the research study aimed at establishing employees' familiarity with the effective integration and utilisation of HRIS. This aspect held significant importance in determining the potential success of HRIS implementation within the organisation. The outcomes indicated that participants acknowledged the value of being well-versed in HRIS, recognising its pivotal role in enhancing strategic employee performance. The findings underline the critical link between employees' familiarity with HRIS and the perceived contributions it can make towards fostering effective strategic performance in the workforce.

Participants in the study expressed optimistic sentiments regarding the potential benefits associated with the integration of HRIS. They emphasized the significance of improved access to information, enhanced time efficiency, and a reduction in bureaucratic processes as primary advantages. Practical benefits, such as the efficient management of leave and the prompt correction of inaccuracies, were acknowledged for their positive impact on productivity (Srivastava, Dev & Bajaj, 2021). Additionally, participants recognised the advantages of centralising employee data, facilitating streamlined decision-making processes, talent management, and initiatives aimed at improving performance. This collective acknowledgement highlights the perceived value of HRIS in contributing to various aspects of organisational efficiency and effectiveness.

These insights emphasize the importance of not only implementing HRIS but also ensuring that employees possess a comprehensive understanding of its functionalities. As indicated by participants' responses, familiarity with HRIS empowers employees to proactively manage their own information, fostering a sense of independence in accomplishing routine tasks. This aligns with the notion that a well-integrated HRIS serves as a self-servicing tool, granting employees the capability to access and control their HR-related information autonomously (Srivastava, Dev & Bajaj, 2021).

The implication here is that a successful HRIS implementation goes beyond merely streamlining organisational processes; it instigates a transformation towards employee empowerment and autonomy in managing HR-related matters. This dual approach, encompassing both effective implementation and fostering employee familiarity, guarantees

the maximisation of HRIS capabilities. Consequently, it leads to the establishment of a more efficient and employee-centric organisational environment. By empowering employees to manage their HR-related affairs independently, HRIS becomes a catalyst for a cultural shift, promoting a sense of ownership and responsibility. This holistic integration not only enhances organisational efficiency but also cultivates a workplace atmosphere where employees are actively engaged and have greater control over their HR interactions, ultimately contributing to a more dynamic and empowered organisational setting.

6.3 Theme 2: Employee Challenges with HRIS Integration and Utilisation

Participants in the study identified several key challenges within the textile factory that significantly impact the efficacy of HRIS. These challenges include various aspects of the integration process and subsequent utilisation, shedding light on the intricate issues faced by employees as they navigate the system. The recognition of these challenges emphasizes the need for a comprehensive understanding of the difficulties integral in HRIS implementation, ultimately calling for strategic interventions to address these challenges and ensure a smoother and more effective adoption of HRIS within the organisational framework. This exploration of challenges not only informs potential improvements in the HRIS integration process but also serves as a foundation for developing tailored solutions to enhance the overall experience and efficacy of HRIS utilisation within the textile organisation.

As indicated by Kashive (2011), a key challenge that emerged was the resistance to change from both employees and management. Specifically, when transitioning from one HRIS system to another, complications arose concerning data accuracy and the integration of two departments. The absence of a seamless rollover during system implementation led participants to express concerns about inaccuracies in pivotal reports, including employment equity. The study highlights that successful HRIS integration centres on well-managed change, securing employee buy-in, and ensuring a smooth transition process. Recognising these challenges sheds light on the critical factors that play a pivotal role in the effectiveness of HRIS integration, emphasizing the need for strategic approaches that address resistance to change, ensure a seamless transition to mitigate potential pitfalls, and enhance overall integration success. The insights provided by the study contribute to a nuanced understanding of the complexities involved in HRIS implementation and highlight the significance of careful management and stakeholder engagement to navigate challenges effectively.

Insufficient training support emerged as another significant challenge signalled by participants. Insufficient structures for proper training and limited rollout of only the payroll

section created challenges in employees' ability to fully grasp and use it (Kashive, 2011). Several of the participants underlined that training was crucial in getting rid of difficulties with data quality, accuracy, and general comprehension of how the system would work. In addition, the participants pointed out challenges related to the educational qualifications of some employees and highlighted that training programs should be designed based on diverse educational backgrounds. This theme also highlighted the importance of implementing a solid IT infrastructure and support. Old systems, slow Wi-Fi and inadequate tech support were posed as concerns which imply that the ability of HRIS largely depends on how technologically equipped the organisation is. A proper IT infrastructure facilitates the effective data transmission, accessibility, and overall performance of HRIS (Kashive, 2011).

6.4 Theme 3: Employees' Perception of HRIS Benefits

Participants displayed a positive outlook regarding the potential benefits, emphasizing crucial aspects deemed instrumental for organisational success. The positive sentiments expressed by employees indicate their recognition of the transformative impact HRIS can have on various aspects of organisational functioning.

The participants' perception of key aspects suggests a heightened awareness of the significant role HRIS can play in contributing to the overall success and efficiency of the textile factory. This positive perception aligns with the broader industry trend, where organisations increasingly view HRIS as a strategic tool for streamlining operations, enhancing productivity, and fostering a more effective and agile workforce. The study's insights into employees' perceptions contribute valuable information about the perceived benefits of HRIS integration, shedding light on the factors that employees consider pivotal for organisational success in the context of a textile factory:

I. Efficiency Gains: Automation was recognised as a tool to minimise administrative tasks, lower the amount of manual work, and make sure information is correct (Chauhan, Sharma & Tyagi, 2011). The sentiment was that HRIS makes tasks easier, enabling those working in the field of human resources to focus on strategic initiatives rather than administrative duties.
II. Improved Analytics and Reporting: Improved analytics and reporting were another highlighted benefit. The HRIS's centralised storage of employee data enables informed decision-making, talent management initiatives and performance improvement plans. The ability to analyse trends, patterns, KPIs, and areas of improvement was thought to be a significant strength towards the success of an organisation (Chauhan, Sharma & Tyagi, 2011).

III. Streamlined Processes: Participants highlighted that HRIS leads to simplified organisational processes. It reduces inefficiencies, simplifies communications, and speeds up decision-making by providing real-time access to live information (Chauhan, Sharma & Tyagi, 2011). Addressing the problem of red tape and ensuring that accurate data can be easily accessed in time was regarded as a key to improving overall organisational performance.

IV. Competitive Edge: The belief that the organisation can gain a competitive advantage through effective integration and use of HRIS was seen repeatedly in participants' feedback. Accurate information, easy accessibility and better service delivery would be considered factors that could distinguish the organisation from other entities using old-fashioned or manual systems.

6.5 Theme 4: Technical Support and Infrastructure

There was an apparent difference between participants' individual views on the ability of the current infrastructure to accommodate HRIS integration in the textile factory. Some participants recognised the presence of the present IT infrastructure; however, there were certain challenges that they noted. Problems like slow Wi-Fi were mentioned, providing an insight into how it could affect the speed of data retrieval and communication allies. This implies that poor Wi-Fi could negatively impact HR processes, by hampering their decision-making and overall productivity.

However, multiple participants raised issues regarding adequate and viable technical support. Recurrent themes include limited capacity, sluggish turnaround times and enhanced IT infrastructure needs. Participants pointed out that such a system should encompass reliable technical support, especially when referring to enabling features like self-service portals; online training modules and interactive performance management tools (Ibrahim & Ali, 2023).

The benefits underline the fact that HRIS functionality depends on a sound infrastructure and adequate technical support links. Often, HRIS typically involves the retrieval and sending of large volumes of data. Thus, efficient IT support is particularly important for tasks such as payroll, prospective staff details, and employee papers among others (Ibrahim & Ali, 2023). Since these critical communication channels can be disrupted if inadequacies are present concerning technical support, this may mean that the usefulness of many HR processes will decrease and reduce the effectiveness of common features of an HRIS.

6.6 Theme 5: HRIS as a Strategic Partner in Organisational Effectiveness

HRIS as a strategic partner refers to the role of HRIS in not only managing administrative tasks but also supporting long-term organisational goals. Through the automation of routine processes, HRIS allows HR professionals to focus on strategic decision-making, improving efficiency and enhancing organisational performance (Kavanagh & Johnson, 2017). It enables data-driven decision-making, providing insights that support workforce management and planning (Bondarouk & Ruël, 2009). However, successful integration as a strategic partner requires training and engagement across all levels of the organisation to ensure optimal utilisation (Ngai & Wat, 2006).

The implementation of HRIS can significantly enhance an organisation's strategic capacity when executed effectively. The feedback from participants underscores that a well-implemented HRIS facilitates the automation of routine tasks, allowing employees to focus on higher-value activities. Participants highlighted the potential for HRIS to optimise workflow which in turn enhances decision-making processes. Such efficiencies are particularly crucial in competitive industries like textiles, where operational effectiveness can be a decisive factor in maintaining a competitive edge.

However, the study reveals that the strategic potential of HRIS implementation is often undermined by insufficient training and communication within organisations. There is a disconnect between leadership and the everyday users of the system at the textile factory. This lack of engagement can lead to a workforce that feels unprepared and unsupported. Furthermore, insufficient training leads to feelings of inadequacy among users, which can slow down system adoption and integration. This indicates that the textile factory may be lacking the operational practices necessary to ensure a strategic fit for successful HRIS implementation.

To fully realise the benefits of HRIS as a strategic partner, the organisation must foster a culture of continuous learning and adaptation. The ease of monitoring information with HRIS, indicates that such a system can enhance decision-making. This emphasizes the importance of creating a supportive environment where end-users are equipped to utilise the system effectively.

The participants also pointed to the existence of strong IT infrastructure as a crucial factor in facilitating the integration of HRIS. There is a need for HRIS to be regularly updated to remain relevant. This suggests that the textile factory should first evaluate their current IT resources and infrastructure before implementing a new HRIS. Adequate facilities and technical support are essential components that can significantly influence the success of HRIS integration.

Several participants criticized the existing technical assistance, citing its absence or insufficiency as a barrier to effective system utilisation.

6.7 Theme 6: Characteristics and Processes Influencing HRIS Implementation

The findings surrounding the implementation of Human Resource Information Systems (HRIS) highlight several critical characteristics and processes that significantly impact the effectiveness and success of these systems. Key factors such as change management practices, usability, and data security significantly impact system effectiveness (Kavanagh & Johnson, 2017). Ensuring system compatibility with existing databases and promoting workplace culture transformation are necessary for seamless HRIS integration and utilisation (Stone & Deadrick, 2015). These elements, along with continuous feedback mechanisms, help promote strategic decision-making and operational efficiency (Marler & Fisher, 2013). These insights reveal that HRIS implementation is not merely a technical endeavor; rather, it embodies a comprehensive transformation.

6.7.1 Change Management Practices

A key finding indicates that change management practices are essential for successful HRIS integration. Participants noted a prevalent sentiment of dissatisfaction regarding insufficient support and training during the transition to new systems. It was noted that a minority of staff had access to the HRIS which illustrates a gap in employee engagement and knowledge. This lack of familiarity can lead to resistance among staff, undermining the potential benefits of HRIS. Effective change management, including robust training and open communication, is crucial in fostering acceptance of new systems and ensuring that all employees can utilise HRIS efficiently.

6.7.2 Usability and Graphic Design

Another prominent characteristic influencing HRIS implementation is the usability and graphic design of the system. Feedback from participants, emphasized the importance of an intuitive interface for accessing information. A user-friendly design that can significantly enhance employees' ability to navigate the system, minimizing bureaucratic hurdles and improving productivity. By prioritizing usability, the organisation can facilitate greater engagement and efficiency among employees, enabling them to harness the full potential of HRIS.

6.7.3 Data Security and Privacy Issues

As organisations increasingly adopt digital systems, the significance of data security

and privacy cannot be overstated. Concerns voiced by participants regarding data protection highlight the necessity for robust security measures. Addressing these concerns through comprehensive training and clear communication about data protection fosters trust among employees. A secure environment is essential for encouraging the effective use of HRIS, ultimately contributing to smoother implementation and acceptance of the system.

6.7.4 Database Integration with Other Systems

The integration capabilities of HRIS with existing organisational systems also emerged as a critical factor. There were challenges faced by employees during the transition from one system to another, noting the limitations in accessing essential HR data. Ensuring compatibility and seamless integration with existing databases is vital for maintaining workflow efficiency and effective delivery of HR services. The organisations must prioritise this aspect to avoid disruptions that can hinder HRIS functionality.

6.7.5 Altered Workplace Culture

The cultural implications of HRIS implementation are profound. It was observed that data availability can enhance organisational performance by promoting accountability among employees. The transition to HRIS can reshape workplace culture by facilitating greater access to information and automating various processes, thus fostering a culture of efficiency and responsibility. This cultural shift can enhance employee morale as they witness the benefits of improved processes and data accessibility.

6.7.6 Sustaining Strategic Decision Making

The capability of HRIS to support strategic decision-making is another crucial characteristic. HRIS can aid in collecting and analysing data, thereby identifying trends and areas for improvement. By leveraging HRIS for analytics, the textile factory can make informed decisions that align with their strategic objectives, enhancing overall performance.

6.7.7 Feedback Mechanisms and Continuous Improvement

Lastly, the establishment of feedback mechanisms for HRIS is vital for continuous improvement. The inadequacy of technical support within the textile factory,

emphasizes the need for an effective feedback loop. Implementing processes that allow employees to voice concerns and suggestions about HRIS can drive enhancements and foster a proactive culture focused on improvement.

6.8 Discussion Summary

In summary, the research provides insight into the entertaining landscape of relations concerning the implementation and use of Human Resource Information Systems (HRISs) at the textile factory. While HRIS holds promise for employees, it is crucial to acknowledge that successful integration is reliant on addressing several challenges.

Notably, resistance to change emerges as a significant obstacle, alongside the importance of providing adequate training and technical support. These challenges highlight the multifaceted nature of HRIS implementation, emphasizing the need for a comprehensive approach that not only recognises its potential benefits but also navigates the complexities involved. By understanding and addressing these challenges, organisations can pave the way for a smoother and more effective integration of HRIS, thereby optimising its potential contributions to organisational success within the specific context of a textile factory.

Such findings are important as more organisations tend to rely on technology for their HR processes; this implies the necessity of having a comprehensive approach in which both technological problems and human aspects should be considered. Through the adoption of the suggested approaches, these obstacles can be eliminated and HRIS employees can be strengthened to produce positive outcomes for organisational achievements against the backdrop of a fast-paced contemporary business. Effective HRIS integration is a broader initiative than just an IT implementation effort as successful implementation represents the strategic alignment of information technology structures with organisational strategies and fostering favourable organisational culture conducive to change and innovation.

6.9 Recommendations

I. Comprehensive Training Programs: As for the problems of employee familiarity and change resistance, a transformative training program should be established at scale. Training should be continuous and targeted at ensuring that employees are aware of HRIS functionalities. This can include not only technical orientations but also seminars on the advantages of HRIS, and how this aligns with organisational goals.

II. Change Management Strategies: To ensure a successful transition, implement effective change management strategies that help mitigate resistance. HRIS integration should have apparent reasons communicated to the employees, show

them benefits and involve them in this process. Set up a change management team that will deal with concerns from gathering feedback to ensuring smooth transitions.

III. Strategic HRIS Planning: Develop a successful HRIS strategy that is consistent with organisational goals. A plan of action for implementing this should also be developed subsuming technical support infrastructure enhancements, and long-term system maintenance. Thus, a strategic approach guarantees that HRIS is incorporated into the larger organisational map to optimise its contributions to employees' performance.

IV. Enhanced Technical Support: Invest in enhancing technical support competencies, including resolution of issues like long processing times and weak capacity. This can include hiring more IT employees, refining support structures or processes and timely reactions to technical issues. A good technical support system becomes particularly important in the smooth operation of HRIS features as well as overall efficiency.

V. Infrastructure Upgrades: Review and improve the current IT infrastructure, taking on board participants' concerns. Make sure that network capabilities have enough capacity for HRIS operations allowing fast and effective information retrieval. Good infrastructural facilities are equally necessary for the seamless integration and use of HRIS, which guarantees organisational success.

VI. Continuous Improvement: Implement a continuous improvement system and constantly evaluate the success of HRIS integration. Solicit for feedback, allow employees and stakeholders to suggest areas and then apply incremental alterations. Hopefully, a dynamic approach to configuring HRIS ensures that the system remains aligned with the changing needs of an organisation.

Chapter 7: Evaluation of Research

7.1 Introduction

This chapter provides an evaluation of the research conducted on the integration and utilisation of Human Resource Information Systems (HRIS) within the textile industry. It synthesizes the findings, discussing their contributions to existing theories, methodologies, and practical applications in organisational settings. The chapter also acknowledges the limitations of the study, particularly regarding sample size and industry focus, while proposing avenues for future research that could enhance the understanding of HRIS integration across diverse contexts. Furthermore, a summary of all the thesis chapters is provided.

7.2 Contributions to Theory, Methodology, and Practice

This research contributes to the existing literature on HRIS integration by highlighting the importance of employee attitudes and readiness for technological change. It expands on the theoretical framework of change management in the context of HRIS implementation by providing empirical evidence that illustrates the connection between employee sentiments and successful technology adoption. Methodologically, the study's qualitative approach and interpretive case study design provide a robust foundation for understanding HRIS integration from multiple perspectives. The findings offer practical recommendations for organisations in the textile industry seeking to implement HRIS, emphasizing the need for comprehensive training programs, effective change management strategies, and ongoing technical support. Practically, the recommendations derived from this research comprehensive training programs, effective change management strategies, and ongoing technical support serve as a guide for organisations in the textile industry seeking to implement HRIS. These understandings are invaluable for practitioners aiming to foster a supportive environment that encourages technology adoption.

7.3 Limitations and Future Studies

Despite these contributions, this research is not without limitations. One limitation is the relatively small sample size of 30 participants, which may not fully represent the diverse perspectives across different manufacturing organisations. Additionally, the focus on a single industry may limit the generalisability of the findings to other sectors.

Future research could expand on this study by including a larger and more diverse sample across various manufacturing sectors to enhance the generalisability of the results. Longitudinal studies could also provide insights into the long-term impacts of HRIS integration on organisational performance and employee satisfaction. Furthermore, exploring the role of

organisational culture in shaping employee attitudes towards HRIS could offer a deeper understanding of the contextual factors that influence successful technology adoption.

7.4 The Researcher's Final Remarks

The integration of HRIS in manufacturing firms has the potential to bring about significant benefits. The positive sentiments expressed by employees towards the benefits of HRIS indicate a readiness to accept and embrace technological advancements. This is a positive sign for any organisation wishing to implement HRIS, as it suggests that employees are open to change and willing to adapt to new ways of working.

However, the process of integrating HRIS in manufacturing firms is not without its challenges. This research has identified several obstacles that need to be overcome for successful implementation. One of the key challenges is the resistance to change that employees may exhibit. Change can be uncomfortable and disruptive, and the organisation needs to address these concerns to gain employee buy-in and support.

Another challenge faced by the textile factory when integrating HRIS is the lack of adequate training programs. For the successful integration and utilisation of HRIS, employees need to be trained on how to use the system effectively. This includes providing them with the necessary technical skills as well as educating them on the benefits of HRIS. Without proper training, employees may not be able to fully utilise the system, leading to inefficiencies and frustration.

In addition to training, change management also plays a crucial role in the successful integration of HRIS. The organisation needs to have effective change management strategies in place to ensure that employees understand the reasons behind the implementation of HRIS and are actively engaged in the process. This involves clear communication, involvement of employees in decision-making, addressing any concerns or resistance that may arise and providing ongoing support to ensure that employees fully understand and embrace the new system. Change management is not a one-time event, but an ongoing process that requires continuous monitoring and adjustment.

Technical support and infrastructure are also important considerations when integrating HRIS at the textile factory. The organisation needs to have a robust technical support system in place to address any issues or problems that may arise during the implementation process. Technical support should be easily accessible and readily available to employees. This includes having dedicated IT staff who are knowledgeable and responsive and who are

available to assist employees with any technical difficulties they may encounter. Furthermore, the infrastructure of the organisation should be able to support the implementation of HRIS, which includes having the necessary hardware and software in place.

Findings of the research were linked to strategic employee performance as follows:

Employee Familiarity with HRIS Integration and Utilisation: Familiarity with HRIS played a critical role in enhancing employee performance. Employees who were well-acquainted with HRIS were more likely to leverage its features for efficient HR processes, leading to improved productivity (Stone, 2005). Familiarity enabled employees to manage their information autonomously, reducing dependency on HR personnel and streamlining administrative tasks (Walker, 1999). This self-sufficiency fostered a sense of ownership and accountability, ultimately enhancing overall performance and engagement in the workplace (Hendrickson, 2003).

Employee Challenges with the Integration and Utilisation of HRIS: Challenges such as resistance to change and lack of training directly hindered effective HRIS utilisation, which could impede employee performance. If employees were not adequately trained, their ability to leverage the system’s capabilities diminished, leading to frustration and decreased productivity (Ukandu, 2015). Additionally, outdated systems and integration issues between departments could create inefficiencies that detracted from employee performance, as they could struggle to access essential information or complete tasks in a timely manner (Ukandu, 2015).

Employees’ Perception of HRIS Benefits: Employees' perceptions of HRIS benefits influenced their motivation and engagement levels. When employees recognised that HRIS could facilitate better communication, performance tracking, and career development opportunities, they were more likely to engage with the system proactively, enhancing their performance (Holland, 1999). Positive perceptions of HRIS not only encouraged utilisation but also fostered an environment where employees felt supported in their growth, contributing to strategic organisational objectives (Stone, 2005).

Technical Support and Infrastructure: Adequate technical support and infrastructure were crucial for sustaining HRIS integration, as they ensured that employees could access and utilise the system effectively. Without proper support, employees could encounter obstacles that hindered their performance, leading to dissatisfaction and disengagement (Hendrickson, 2003). A robust infrastructure reinforced the value of HRIS as a strategic tool for enhancing employee performance.

HRIS as a Strategic Partner: HRIS acts as a strategic partner by automating routine processes, enabling HR professionals to focus on strategic decision-making, improving efficiency, and enhancing organisational performance (Kavanagh & Johnson, 2017). It supports data-driven decision-making, providing insights that enhance workforce management and planning (Bondarouk & Ruël, 2009). However, for HRIS to fully function as a strategic partner, continuous training and engagement are necessary across all organisational levels (Ngai & Wat, 2006). The automation of tasks allows employees to focus on more critical activities, increasing organisational efficiency, especially in industries like textiles where competitive edge is vital.

Change Management Practices: Change management is a critical factor in enhancing HRIS integration. Participants indicated that limited training and communication during HRIS rollouts led to resistance and reduced effectiveness. For example, Participant 2, shared that a small percentage of employees had access to the system, thereby limiting its impact. Implementing change management strategies such as comprehensive training and open communication can help employees better accept and utilise the system, improving performance.

Usability and Graphic Design: The ease of use and intuitive design of the HRIS significantly influence its adoption and effectiveness. Participant 3 pointed out that easy access to information is crucial for decision-making. Thus, a user-friendly interface can streamline processes, reduce bureaucracy, and boost productivity by making data more accessible to employees.

Data Security and Privacy Issues: With the increasing reliance on digital systems, data security and privacy have become paramount. Concerns about data security can hinder the adoption of HRIS. For instance, Participant 3 expressed apprehension about moving to secure data systems. Organisations must address these concerns by implementing strong security measures and providing training on data protection, which will foster trust and encourage the effective use of HRIS.

Database Integration with Other Systems: HRIS must integrate smoothly with existing organisational systems to avoid disruptions and inefficiencies. Participant 1, highlighted difficulties during the transition from one system to another, stressing the importance of compatibility. Ensuring seamless integration will enhance data accessibility and support efficient delivery of HR services.

Altered Workplace Culture: The implementation of HRIS can influence workplace culture by promoting accountability and transparency. Participant 4, noted that access to real-time data

encourages employees to take ownership of their performance, nurturing a culture of responsibility and performance optimisation.

Sustaining Strategic Decision-Making: HRIS offers valuable insights for strategic decision-making by analysing trends, patterns, and performance indicators. Participant 3 emphasized the role of data in identifying areas of improvement, which supports effective talent management and organisational growth. By leveraging HRIS analytics, organisations can make informed decisions aligned with their strategic objectives.

Feedback Mechanisms and Continuous Improvement: Establishing effective feedback mechanisms is essential for enhancing HRIS implementation. Several participants expressed dissatisfaction with the lack of support and communication within their organisation. Participant 1 highlighted the absence of technical support. Incorporating continuous feedback processes will enable employees to report issues, suggest improvements, and feel more involved in the system's development, ultimately contributing to better system utilisation and employee performance.

These themes collectively demonstrate the importance of HRIS in not only improving day-to-day HR operations but also in supporting strategic organisational objectives. However, successful HRIS integration requires addressing challenges related to training, system design, and change management to fully realise its potential.

Subsequently, employee performance is influenced by various factors, including the work environment, laws, union actions, organisational culture, and the performance appraisal system. These could either motivate employees or hinder their performance (Bach, 2000: 254-258).

An additional significant challenge for the textile factory was evaluating employee performance. It was crucial to understand how well employees performed their tasks and what skills they had (Ivancevich,1990:120).

HRIS can help reduce costs and provide better access to information for both HR managers and employees. However, measuring the effectiveness of these systems can be challenging due to external factors, so user satisfaction is often used to gauge success.

Furthermore, different features of HRIS can impact key areas like information sharing and employee collaboration.

Bailey (1983) noted that using HR information systems (HRIS) could lower costs related to handling information and reduce the number of employees needed. It allowed employees to check their own information easily and gave HR managers quick access to important data, enabling them to analyse information, make decisions, and communicate without always needing help from HR professionals.

Measuring the success of HRIS can be tricky because factors outside the system could complicate things. As a result, user satisfaction is often used to gauge how well the system worked.

Hussain et al. (2006) found that there are differences in how small and medium-sized businesses and large companies used HRIS. Even though HR professionals are trained to use these systems, they often had less experience compared to people in other fields.

Dianna et al. (2006) explored how certain features of HRIS affect key performance areas, such as how well information flows, how people interacted, how much control users felt, and how the system was recognised.

Based on the challenges identified in this research, several recommendations can be made to ensure the successful integration of HRIS at the textile factory. First and foremost, the organisation should prioritise the implementation of comprehensive training programs. These programs should not only focus on technical skills but also on educating employees on the benefits and advantages of HRIS. Training should be ongoing and regularly updated to keep up with technological advancements.

Furthermore, the textile factory should view HRIS not just as a technology mechanism, but also as a catalyst for organisational development. HRIS has the potential to revolutionise the way the organisation operates, leading to increased efficiency, productivity, and employee satisfaction. By embracing HRIS and implementing the necessary strategies and support systems, the textile factory can accelerate its development and reap the benefits of this technology.

The integration of HRIS at the textile factory presents both opportunities and challenges. While employees' positive sentiments towards the benefits of HRIS are promising, strategic intervention is necessary for successful implementation. This includes comprehensive training programs, effective change management strategies, and ongoing technical support and infrastructure improvements. By focusing on these areas, the textile factory can harness the power of HRIS and accelerate its development towards a more efficient and productive future.

Therefore, it is essential to investigate the opportunities and potential challenges that may occur for HRIS integration to be successful in any organisation, especially in manufacturing organisations. Research has revealed that employees' positive sentiments regarding the benefits of HRIS indicate their preparedness to embrace technological advancements.

By prioritising these perspectives and implementing the proposed approaches, the organisation can accelerate its progress towards a future where HRIS plays an indispensable role in fostering efficiency, productivity, as well as employee satisfaction and engagement.

7.5 Conclusion

Chapter 1 introduced the study by providing background information on Human Resource Information Systems (HRIS) and their significance in enhancing organisational performance. It discussed the challenges faced by organisations in implementing and utilising HRIS effectively, with a focus on the textile factory's experience. The chapter highlighted the importance of HRIS integration and utilisation for improving strategic employee performance and overall organisational productivity. Additionally, the chapter outlined the South African Textile Manufacturing Sector and concluded with the aim, objectives, and research questions of the study, emphasizing the need to identify factors hindering HRIS integration and utilisation as well as their impact on strategic employee performance. Finally, it discussed the limitations and delimitations of the research, setting the stage for further investigation into HRIS implementation challenges and solutions.

Chapter 2 provided a comprehensive review of literature related to the integration and utilisation of Human Resource Information Systems (HRIS) to enhance employee and organisational performance. Furthermore, the conceptual framework of HRIS was discussed. Key components such as HR database management, employee self-service, recruitment and onboarding, performance management, training and development, compensation and benefits, and compliance were highlighted. These components are essential for effective HRIS implementation and contribute towards organisational success. Additionally, the chapter also outlined steps for successful HRIS implementation, such as determining HRIS requirements, researching and choosing an HRIS provider, and ensuring employee acceptance of the system.

Chapter 3 introduced the Technology Acceptance Model (TAM) as the theoretical framework for examining the integration and use of HRIS in the workplace. The model identified two variables; perceived usefulness and perceived ease of use as key factors in the acceptance and usage of a technology as and when it comes to HRIS in an organisation. The chapter highlighted the relevance of the TAM to the current study and the need for future research to

explore the nuances of technology acceptance in varied contexts, providing deeper understanding and strategies for enhancing HRIS integration across industries. The chapter also presented HRIS theories for understanding HRIS integration and utilisation, including the Technology Acceptance Model (TAM), the Diffusion of Innovations Model (DOI), the Socio-Technical Systems (STS) Theory, the Unified Theory of Acceptance and Use of Technology (UTUAT) Model and the Institutional Theory. Then, the chapter explored HRM Theories on HRIS Integration and Utilisation.

Chapter 4 focused on the methodology used in the research, outlining the framework for data collection, analysis, and study design. It discussed the research paradigm, which in this case was interpretivism, allowing for a comprehensive narrative of the situation. The chapter explained the research approach, which was qualitative, aiming to study cultural and social phenomena focusing on text. The research design chosen was detailed and interpretive case study research, suitable for analysing HRIS Integration and use in an organisation. The chapter also discussed the research methods and processes, including the research population, sampling method, and data collection instruments. It explained the use of semi-structured interviews for data collection. Data analysis was done using the Atlas.Ti program and Thematic Analysis. The chapter concluded with a discussion on ethical considerations, which ensured voluntary participation, confidentiality, and protection of participants.

Chapter 5 provided a summary of the study's findings, focusing on participants' attitudes and perceptions towards HRIS integration and use. Participants expressed a prominent level of interest in the potential benefits of HRIS, such as efficiency, productivity, convenience, and improved access to information. This enthusiasm reflects a broader industry trend of organisations seeking to streamline human resources operations for strategic development. However, the study also identified significant challenges, including training issues, limited technical support, and concerns about IT infrastructure capacity. Participants emphasized the importance of clear HRIS strategies, effective change management, and ongoing system maintenance for maximising HRIS benefits. Overall, the findings underscore the need for a comprehensive approach to address both technological and organisational challenges for successful HRIS implementation and alignment with organisational objectives.

Chapter 6 discussed the interpretation of the research findings and recommendations, focusing on themes related to employee familiarity with HRIS integration and utilisation, challenges faced by employees, employees' perceptions of HRIS benefits, technical support, and infrastructure issues, HRIS as a strategic partner and characteristics and processes, of HRIS. Furthermore, recommendations were provided:

I. **Employee Familiarity with HRIS Integration and Utilisation**: Participants recognised the value of being well-versed in HRIS, acknowledging its role in enhancing strategic employee performance. Familiarity with HRIS empowered employees to manage their information, fostering independence in routine tasks.

II. **Employee Challenges with HRIS Integration and Utilisation**: Challenges included resistance to change, training inadequacies, and technical support issues. Successful HRIS integration required addressing these challenges to ensure a smooth transition and effective utilisation.

III. **Employees' Perception of HRIS Benefits**: Participants perceived HRIS as beneficial for efficiency gains, improved analytics, and reporting, streamlined processes, and gaining a competitive edge. HRIS was seen as a tool to minimise administrative tasks and enable strategic initiatives.

IV. **Technical Support and Infrastructure**: Participants highlighted challenges with IT infrastructure, including slow Wi-Fi and limited technical support. A robust IT infrastructure and adequate technical support are essential for effective HRIS utilisation.

V. **Discussion Summary**: Successful HRIS integration requires addressing challenges such as resistance to change, inadequate training, and technical support issues. A comprehensive approach that includes training programs, change management strategies, and infrastructure upgrades was crucial.

VI. **Recommendations**: Recommendations included implementing comprehensive training programs, effective change management strategies, strategic HRIS planning, enhanced technical support, infrastructure upgrades, and continuous improvement.

Chapter 7 synthesized the research findings, discussing their contributions to existing theories, methodologies, and practical applications in organisational settings. Furthermore, the limitations and future research as well as a summary of all the thesis chapters was provided.

i. **Methodology:** This research employed a qualitative strategy to explore employees' experiences and perceptions regarding HRIS integration in the textile industry. Data was collected through semi- structured face-to-face interviews with a purposive sample, and thematic analysis was utilised to identify patterns and themes in line with the Technology Acceptance Model (TAM), incorporating participant characteristics to better understand the HRIS phenomenon.

ii. **Methodological Contribution:** Using qualitative methods enriched the existing quantitative findings by providing deeper insights into users' experiences with HRIS integration, which can often be overlooked in quantitative studies. This approach also

improved the methodologies for conducting qualitative research in the context of technology adoption.

iii. **Theoretical Contribution:** Incorporating the Technology Acceptance Model into the study of HRIS integration enhanced our understanding of technological acceptance within organisational settings. This integration provided valuable insights into how employees perceive and adopt new technologies in their work environments.

iv. **Practical Contribution:** The findings of this study will be beneficial for organisations looking to implement or improve their HRIS. By highlighting the factors influencing user acceptance, practitioners will be better equipped to take the necessary steps for effective HRIS integration, enabling organisations to develop targeted training and support interventions that enhance user interaction and satisfaction with the system.

v. **Limitations and future research:** A major limitation of this study is the small sample size of 30 participants, which may not capture the full range of perspectives from different textile manufacturing organisations. Furthermore, concentrating on a single industry could restrict the applicability of the findings to other sectors; future research should aim to include a larger, more diverse sample across various manufacturing sectors to improve the generalisability of the results.

vi. **Researcher's Final Remarks:** The study emphasized the importance of addressing challenges and implementing effective strategies to ensure successful HRIS integration. HRIS has the potential to revolutionise organisational operations and enhance employee performance when implemented effectively.

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APPENDICES

APPENDIX A: Data Collection Instrument

Cape Peninsula University of Technology

Faculty of Business and Management Sciences
Ethics Informed Consent Form

CONSENT TO PARTICIPATE IN A RESEARCH STUDY

Category of Participants (tick as appropriate):

Staff/Workers	**X**	*Teachers*		*Parents*		*Lecturers*		*Students*	
Other (specify)									

You are kindly invited to participate in a research study being conducted by Melody Buzuzi from the Cape Peninsula University of Technology. The findings of this study will contribute towards (tick as appropriate):

An undergraduate project		*A conference paper*	
An Honours project		*A published journal article*	**X**
A Masters / Doctoral thesis	**X**	*A published report*	

Selection criteria
You were selected as a possible participant in this study because you are:

(a) Indirectly or directly affected by the integration and utilisation of the HRIS software at the organisation.

The information below gives details about the study to help you decide whether you would want to participate.

Title of the research: The integration and utilisation of HRIS in strategic employee performance at a textile factory in the Western Cape.

A brief explanation of what the research involves:
Purpose of the Research: To address the issues hindering the integration and utilisation of HRIS at a textile factory, leading to decreased strategic employee performance at the organisation.

Research Method: The study is qualitative and will utilise one-on-one interviews since they facilitate personal communication and allow further information gathering with respondents.

Potential Benefits: HRIS gives information track records such as retention, performance evaluation, attrition, payroll, demographics, recruitment, applicant/employee qualifications and professional development. Furthermore, HRIS acts in the regulation of organisational management methods and enhances the overall performance of the organisation.

Statement of Confidentiality: The study data will be coded and will not be linked to your name. Your identity will not be revealed while the study is being conducted or when the study is reported or

published unless explicit consent is provided. To ensure anonymity and confidentiality, all study data will be collected by myself, stored in a secure place, and not shared with any other person without your consent.

Procedures

If you volunteer to participate in this study the following will be done:

1. Describe the main research procedures to you in advance, so that you are informed about what to expect;
2. Treat all interviewees with respect by arriving on time for all the interview schedules and well prepared;
3. Conduct an introduction with the interviewee to break the ice;
4. All the interviewees will be asked for permission to record the interviews and also take some notes where applicable;
5. In a case where there is no clarity, the interviewees will be allowed to ask for confirmation or clarity of words/sentences/phrases to ensure the accuracy of the data collected;
6. Participants will be told that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs;
7. Participants will be given the option of omitting questions they do not want to answer or feel uncomfortable with;
8. Participants will be told that questions do not pose any realistic risk of distress or discomfort, either physically or psychologically, to them;
9. At the end of each interview, all the interviewees will be thanked for their time and information provided for this study;
10. Participants will be debriefed at the end of their participation (i.e. give them a brief explanation of the study).

You are invited to contact the researchers should you have any questions about the research before or during the study. You will be free to withdraw your participation at any time without having to give a reason.

Kindly complete the table below before participating in the research.

Tick the appropriate column		
Statement	Yes	No
1. I understand the purpose of the research.		
2. I understand what the research requires of me.		
3. I volunteer to take part in the research.		
4. I know that I can withdraw at any time.		
5. I understand that there will not be any form of discrimination against me as a result of my participation or non-participation.		
6. Comment:		

Please sign the consent form. You will be given a copy of this form on request.

Signature of participant	Date

Researchers

	Name:	Surname:	Contact details:
1.			
2.			
3.			

Contact person:	
Contact number:	Email:

APPENDIX B: Interview Questions

Biographical Details:

Please tick (✓) the appropriate blocks

Gender	Male	Female	Other		
Role of Participant	Administrator (HR/IT/Finance)	Manager	Executive: Manager	Other	
Seniority in current position	Less than 1 year	1-4 years	5-9 years	10-15 years	15+ years

Questions:

1. Do you believe that the effective integration and utilisation of an HRIS will improve strategic employee performance? If so, how?
2. What are some of the factors you think hinder/challenge the integration and utilisation of the HRIS?
3. How are these hindering/challenging factors addressed within the organisation?
4. What current operational practices support the integration and utilisation of the HRIS?
5. Given the HRIS's perceived benefits, will you be willing and interested to learn how to fully utilise the system?
6. Can the effective integration and utilisation of the HRIS provide the organisation with a competitive edge? If so, how?
7. In your experience, how are other organisations in the industry performing after adopting an HRIS?
8. Please explain if you think the current IT infrastructure is able to support the integration and utilisation of the HRIS.
9. Do you feel the current technical support for the integration and utilisation of the HRIS is sufficient?
10. What is the process for adequate after-hours technical support for the current HRIS?

Thank you for answering these questions. Your contribution is highly appreciated.
😊

APPENDIX C: DesleeMattex (Pty Ltd Approval Letter

DESLEE MATTEX
DesleeMattex (Pty) Ltd
Coleman Street
Elsies River, 7490

PO Box 113, Elsies River, 7480

Tel: +27 (0)21 590 1800
Fax: +27 (0)21 590 1804

25/07/2022

Dear Research Ethics Committee,

RE: Permission to conduct research at Desleemattex (Pty) Ltd: "The Adoption and Utilisation of HRIS to enhance Strategic Employee Performance at a Textile Factory in the Western Cape"

This letter serves to grant Melody Buzuzi permission to gain access to our employees and or other intended respondents for her Masters of Human Resource Management research studies.

Thank you for allowing us the opportunity to engage in your envisaged research.

If you have any further queries, please do not hesitate to contact the undersigned.

Kind regards,

Alistair Marr
Executive: Managing
alistairm@desleemattex.co.za
021 590 1834

APPENDIX D: Ethics Certificate

Cape Peninsula University of Technology

P.O. Box 1906 | Bellville 7535
Symphony Road Bellville 7535
South Africa
Tel: +27 21 4603291
Email: fbmsethics@cput.ac.za

Office of the Chairperson Research Ethics Committee	FACULTY: BUSINESS AND MANAGEMENT SCIENCES

The Faculty's Research Ethics Committee (FREC) on **18 October 2022**, ethics **APPROVAL** was granted to **Melody Buzuzi (216010799)** for a research activity at the Cape Peninsula University of Technology for **Master of Human Resource Management.**

Title of project:	**The integration and utilisation of HRIS to enhance strategic employee performance at a textile factory in the Western Cape** Supervisor (s): Mrs. Taryn Kroukamp

Decision: APPROVED

	7 November 2022
Signed: Chairperson: Research Ethics Committee	**Date**

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines, and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

Clearance Certificate No | 2022 FBMSREC 060