



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN USER ACCEPTANCE OF HUMAN
RESOURCE INFORMATION SYSTEM AND
AND EMPLOYEE SATISFACTION**

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Bachelor in Human Resource Development with Honours

2025

The project entitled “**The Relationship Between User Acceptance of Human Resource Information System and Employee Satisfaction**” was prepared by **Joanna Sinang Tan (84149)** and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science (Honours) Human Resource Development

Received for examination by:

Dr Hana binti Hamidi

Date:

9th July 2025

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ABSTRACT

This research paper set out to test the correlation between User Acceptance of Human Resource Information System (HRIS) and Employee Satisfaction among the employees in the public sector. The study included a quantitative approach, and the information obtaining was embraced by delivering Google Forms. In this study, 80 participants took part in the study. Descriptive analysis and Spearman Correlation were used to analyze the data to observe the connection between the adoption of HRIS by the users and the satisfaction of the employees. Based on the Unified Theory of Acceptance and Use of Technology (UTAUT) model (Venkatesh et al., 2003), the investigation examined four main constructs that are Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions. The result indicated that there was a positive significant correlation between Effort Expectancy and Social Influence, and Facilitating Conditions and employee satisfaction. There was however, a weak and non-significant correlation between Performance Expectancy. These findings show that performance expectations are not the most significant factors when it comes to upgrading the satisfaction of the employees than user-friendly systems, social support, and adequate organizational resources. The paper can assist the HR professionals to carry out the HRIS implementation better and enhance employee involvement in the public sector.

ABSTRAK

Kajian ini dijalankan bagi menguji hubungan antara Penerimaan Pengguna terhadap Sistem Maklumat Sumber Manusia (HRIS) dan Kepuasan Pekerja dalam kalangan kakitangan sektor awam. Kajian ini menggunakan pendekatan kuantitatif dan pengumpulan data dilakukan melalui borang soal selidik yang diedarkan menggunakan Google Form. Seramai 80 orang responden telah mengambil bahagian dalam kajian ini. Analisis deskriptif dan Korelasi Spearman telah digunakan untuk menganalisis data bagi melihat hubungan antara penggunaan HRIS oleh pengguna dengan tahap kepuasan pekerja. Berdasarkan model Unified Theory of Acceptance and Use of Technology (UTAUT) oleh Venkatesh et al. (2003), kajian ini menilai empat konstruk utama iaitu Jangkaan Prestasi, Jangkaan Usaha, Pengaruh Sosial, dan Keadaan yang Memudahkan. Hasil kajian menunjukkan terdapat hubungan positif yang signifikan antara Jangkaan Usaha, Pengaruh Sosial, dan Keadaan yang Memudahkan dengan kepuasan pekerja. Namun begitu, hubungan antara Jangkaan Prestasi dengan kepuasan pekerja adalah lemah dan tidak signifikan. Dapatan ini menunjukkan bahawa sistem yang mudah digunakan, sokongan sosial, dan sumber organisasi yang mencukupi memainkan peranan yang lebih penting dalam meningkatkan kepuasan pekerja berbanding jangkaan prestasi semata-mata. Kajian ini dapat membantu para profesional HR dalam melaksanakan sistem HRIS dengan lebih berkesan serta menggalakkan penglibatan pekerja dalam sektor awam.

ACKNOWLEDGEMENT

First and foremost, I would like to praise the Lord and express my deepest gratitude to God for granting me the strength, patience, and perseverance to successfully complete this Final Year Project (FYP). Without His blessings and guidance, I would not have had the resilience to overcome the challenges encountered along the way.

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INTRODUCTION

CHAPTER 1

1.0 Introduction:

This chapter consists of sections introducing the study. It briefly explains the background of the study and describes the problem statement. The main and specific objectives of the study are also stated. Additionally, it includes the research hypotheses, conceptual framework, significance of the study, limitations, and definitions of key terms.

1.1 Background of Study:

Employee satisfaction can be defined as the pleasurable emotional state resulting from the evaluation of one's job as fulfilling or aiding in the attainment of one's job (Dziuba et al., 2020). Employee engagement and contentment offer significant potential for every organisation. Employee happiness might fluctuate over time and between organizations (Jan et al., 2016). Since an individual's work experience determines their level of employee happiness, management procedures, organizational structures and regulations, working conditions, and relationships with coworkers are all crucial (Zhenjing et al., 2022).

As of early 2024, approximately **67.5%** of the global population, or about **5.52 billion people**, are internet users (Kemp, 2024). According to Statista, this marks a steady increase in digital connectivity, reflecting the growing reliance on technology in everyday life. The entirety of the world is under the influence of technology, and it is impossible to escape its use in this era (Rasool et al., 2022). Almost everyone uses many electronic gadgets, which has changed the environment of every workplace (Rasool et al., 2022). Employees can easily utilize and be reached through technologies such as internet, mobile phones, emails, and messages, which can be reviewed at any moment and from any location (Wang et al., 2020).

A Human Resource Information System (HRIS) is a network of interconnected elements working in unison to gather, process, store, and contribute information. This system aids decision-making, coordinating, management, analysis, and visualization of a company's human resource management functions (Gupta, 2013). In addition to automating essential HR procedures like hiring, onboarding, payroll processing, and performance reviews, it has a centralised database that houses all employee data and offers self-service portals that enable staff members to handle their data on their own (Okoronkwo, 2021). Advanced features, such

as AI and analytics offer understanding into workforce patterns, supporting strategic choices. (Wang et al., 2020). HRIS not only streamlines HR functions but also fosters a data-driven, inclusive, and transparent workplace, positioning organizations for long-term success in an increasingly competitive environment (Gupta, 2013).

The connection between employee satisfaction and HRIS lies in the system's ability to address various dimensions that contribute to employee contentment. HRIS simplifies administrative tasks, allowing employees to access their personal records, benefits, and other HR services conveniently and efficiently. This ease of access fosters transparency and builds trust in the organization.

To test whether HRIS is truly effective in enhancing employee satisfaction, its usage can be evaluated using the Unified Theory of Acceptance and Use of Technology (UTAUT) model. This framework analyses the main elements affecting technology adoption, including performance expectancy, effort expectancy, effort expectancy, social influence, and facilitating conditions. By applying this model, organizations can assess employees' acceptance and usage of HRIS, identify potential barriers, and determine whether the system meets their expectations. This evaluation provides a structured approach to measure the impact of HRIS on employee satisfaction and guides organizations in optimizing its implementation to maximize benefits.

1.2 Problem Statement

Employee satisfaction is fundamentally linked to performance expectancy, defined as the degree to which employees believe that using a system like HRIS will enhance their job performance. According to Venkatesh et al. (2003), Employees feel more accomplished and satisfied when they believe that HRIS improves work efficiency by automating repetitive operations, delivering precise and timely information, and facilitating smooth communication. By optimising processes and freeing up staff members to concentrate on strategic duties, HRIS can enhance job results (Satispi et al., 2023). Users may become frustrated and lose faith in the company's technological prowess if the system fails to meet these performance-related expectations (Amer Abuhantash, 2023). Making sure that HRIS produces quantifiable gains in worker performance and proving its worth as a tool for individual and organisational success is the challenge for organisations. Maintaining employee engagement and satisfaction over time requires that HRIS features be in line with organisational objectives and worker needs.

Effort expectancy, referring to the perceived ease of use of a system, is another key determinant of employee satisfaction. Systems that are intuitive and easy to navigate reduce the cognitive burden on employees, enhancing their willingness to adopt and use HRIS effectively (Venkatesh et al., 2003). By minimising errors, reducing down on administrative effort, and guaranteeing effective data access, user-friendly HRIS interfaces improve user experiences (Satispi et al., 2023). In contrast, if employees perceive HRIS as overly complicated or requiring extensive effort to use, it can lead to frustration, decreased satisfaction, and ultimately, resistance to adoption (Alboloushi, 2020). This emphasises how crucial it is to apply user-centred design concepts and give employees sufficient training to aid with system adaptation. To make sure that HRIS continues to be a helpful tool rather than a cause of stress for staff, organisations must also think about regular feedback systems to find usability issues and make the required modifications.

Social influence, which refers to the degree to which employees feel encouraged by significant others—such as peers, managers, or organizational leaders—to use HRIS, also plays a critical role in shaping employee satisfaction. Venkatesh et al. (2003) emphasize that when employees receive strong encouragement and endorsement from influential figures within the organization, they are more likely to perceive HRIS as a valuable and trustworthy tool. Positive social reinforcement can enhance employee confidence in the system's capabilities and its relevance to their roles (Prasetyo & Ariawan, 2023). Scepticism and resistance may result from a lack of obvious support from employees or management, which raises questions about the system's effectiveness. It is crucial to create an encouraging corporate culture where using HRIS is accepted and encouraged as a team effort. This could entail team-based training sessions, leadership actively showcasing the system's advantages, and constant communication to emphasise how crucial it is to reaching common objectives.

Facilitating conditions, encompassing the infrastructure, resources, and support systems provided to enable effective use of HRIS, are crucial in enhancing employee satisfaction. Venkatesh et al. (2003) argue that employees are more likely to engage positively with HRIS when they have access to reliable technical support, proper training, and robust infrastructure, such as stable internet connectivity and well-maintained hardware. Quaosar et al. (2024) highlight that poor facilitating conditions may severely hinder the adoption of HRIS, leading to errors in data processing, delays in task completion, and general dissatisfaction among workers. For instance, insufficient technical support during system failures or inadequate training on advanced features may create barriers that limit the system's perceived

utility. Organizations must ensure that facilitating conditions are continuously monitored and improved to address potential challenges, thereby enabling employees to maximize the benefits of HRIS. Providing clear documentation, help desks, and proactive maintenance can help sustain employee satisfaction and promote long-term acceptance of the system as an asset.

Despite advancements in HRIS, its acceptance and impact on employee satisfaction require further exploration. Testing the user acceptance of a Human Resource Information System (HRIS) is crucial, as it ensures the system is user-friendly, identifies issues early, highlights training needs, allows for customization, saves costs by resolving issues beforehand, and ultimately leads to higher user satisfaction and productivity. The tools employees use at work significantly contribute to their job satisfaction, and HRIS is no exception. Understanding the relationship between user acceptance of HRIS and employee satisfaction can help organizations optimize HRIS for better adoption and satisfaction outcomes. Exploring this relationship can provide critical insights into how HRIS functionalities and user acceptance influence employee well-being and organizational success, leading to a satisfied workforce with higher productivity, lower turnover, and improved organizational performance.

The purpose of this study is to examine the relationship between user acceptance of HRIS and employee satisfaction. There are few studies have established the importance of linking HRIS with employee satisfaction as a satisfied workforce leads to higher productivity, lower turnover, and improved organizational performance. Exploring this relationship further can provide critical insights into how HRIS functionalities and user acceptance influence employee well-being and organizational success.

1.3 Objective of The Study

1.3.1 General Objective

The Relationship Between User Acceptance Use of Human Resource Information System and Employee Satisfaction.

1.3.2 Specific Objective

1. To determine the relationship of performance expectancy on employee satisfaction.
2. To determine the relationship of effort expectancy on employee satisfaction.
3. To determine the relationship of social influence on employee satisfaction.

4. To determine the relationship of facilitating conditions on employee satisfaction.

1.4 Research Hypothesis

H1: There is a significance relationship between performance expectancy and employee satisfaction.

H2: There is a significance relationship between effort expectancy and employee satisfaction.

H3: There is a significance relationship between social influence and employee satisfaction.

H4: There is a significance relationship between facilitating conditions and employee satisfaction.

1.5 Conceptual Framework

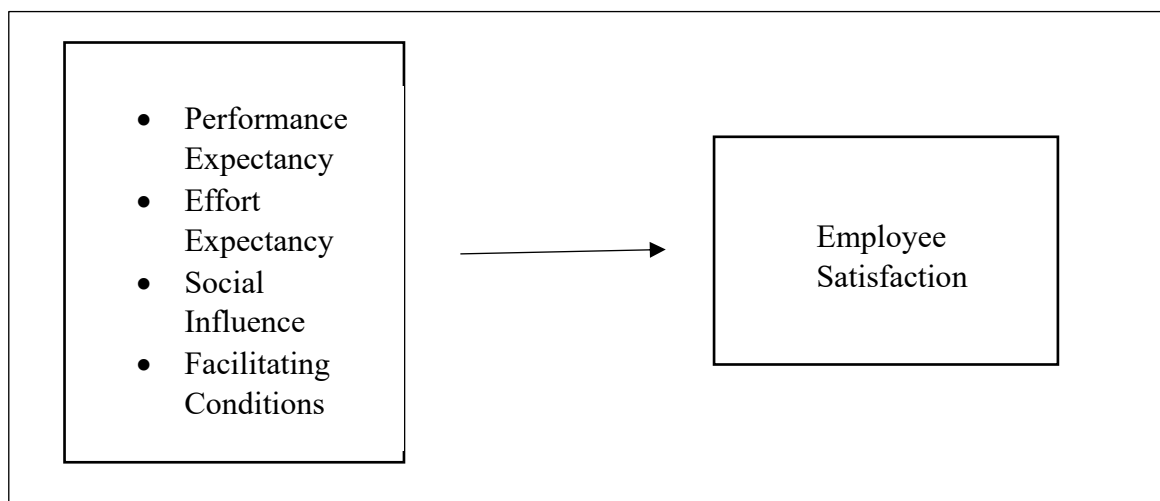


Figure 1: Conceptual Framework

1.6 Significance of The Study

1.6.1 Human Resources (HR) Practitioners

A well-designed HRIS should be user-friendly, highly integrated, and efficient, with features like a one-stop shop for all HR needs, interactive dashboards for real-time information, and smooth navigation to make demanding tasks easier. These upgrades not only increase the

system's usability but also promote employee adoption. Furthermore, HR professionals must prioritize activities that educate and support employees in using the system. Offering planned training sessions, clear user guides, and ongoing assistance can help employees feel more comfortable, confident, and capable in using the system to its maximum potential, resulting in increased engagement and trust in the HR process.

1.6.2 Employees

A well-implemented HRIS can help reduce stress by automating routine tasks, streamlining workflows, and providing easy access to essential information and services. Employees who are trained from the outset to use HRIS effectively are more likely to feel supported and empowered in their roles, fostering greater happiness, engagement, and productivity. By offering continuous training and creating a supportive environment, organizations can ensure that employees not only accept HRIS but also fully benefit from its capabilities.

1.7 Definition of Term

1.7.1 Performance Expectancy

Conceptual definitions:

The extent to which an individual believes that using the system will enhance their job performance. (Venkatesh et al., 2003).

Operational definitions:

Performance expectancy is measured by employees' perceptions of how the Human Resource Information System (HRIS) enhances their productivity, improves task accuracy, and contributes to their overall job performance.

1.7.2 Effort Expectancy

Conceptual definitions:

The level of ease experienced when using the system (Venkatesh et al., 2003).

Operational definitions:

Performance expectancy is based on employees' perceptions of how the Human Resource Information System (HRIS) enhances their productivity, improves task accuracy, and contributes to their overall job performance.

1.7.3 Social Influence

Conceptual definitions:

The extend to which an individual perceives that influence other to think they should use the new system (Venkatesh et al., 2003).

Operational definitions:

Social influence is the extent to which employees feel encouraged or supported by peers, managers, and organizational leaders to use the Human Resource Information System (HRIS).

1.7.4 Facilitating Conditions

Conceptual definitions:

The extend to which an individual believes that the organizations and technical infrastructure is in place to support the use if the system (Venkatesh et al., 2003).

Operational definitions:

Facilitating conditions are based on employees' perceptions of the availability and adequacy of training programs that can provide the knowledge and skills necessary for the effective use of the Human Resource Information System (HRIS).

1.8 Limitation of Study

1.8.1 Time Constraint

This study faced delays in participant responses further compounded these constraints. Many participants were slow to respond, which affected the data collection schedule and delayed the analysis phase. This delay has caused the researcher to have less time to compile and finalized the report.

1.8.2 The Potential for Poor Response Rate

This study's findings have the risk of a low response rate from participants. This is because some respondents may feel uncertain about their answer, potentially can impact the accuracy of the data collected. The length of the questionnaire also may discourage the participants from fully completing it. The participant also may have busy schedules that can delay the participant from completing it fully.

1.9 Summary

To summarize, this study aims to focus on the relationship between The User Acceptance of Human Resource Information System and Employee Satisfaction. In this chapter, it has discussed the background of the study and the problem statement which leads to the general objective and specific objectives. The definitions of the term in this study are also being defined conceptually and operationally. The literature review is then followed up after this chapter.

CHAPTER 2

LITERATURE REVIEW

Introduction

In this chapter, the issue related to the study are being discussed. Furthermore, the theory used in the study and the past finding that are similar to the correct study are also discussed in this chapter. Finally, this chapter will end with a summary.

2.1 Issues Related to the Study

2.1.1 User Acceptance of Human Resource Information System

Performance Expectancy

Performance expectancy, the extent to which employees believe that using HRIS will enhance their job performance plays a crucial role in technology adoption. Technology such as mobile phones, tablets, and laptops has brought remarkable convenience to work tasks by automating processes, increasing accuracy, and enabling data accessibility. This convenience aligns with the expectations that HRIS should reduce administrative burdens and improve task efficiency, ultimately enhancing job performance (Venkatesh et al., 2003). For example, HRIS systems streamline recruitment processes, automate payroll management, and allow employees to access their information independently. These features not only save time but also empower employees, creating a sense of control over their work responsibilities.

However, the increasing reliance on technology in workplace including HRIS has raised employee expectation for better job performance. Employee expectations for better job performance have increased due to the workplace's growing reliance on technology, such as HRIS, but it has also become more difficult to strike a balance between productivity and convenience while using and managing these systems effectively (Hikmawan & Budi Santoso, 2020).

The integration of HRIS into daily work tasks also aligns with the broader shift in workplace expectations brought about by technological advancements. As employees become accustomed to seamless digital interactions in their personal lives, their performance expectations for workplace technologies increase. This alignment creates opportunities for HRIS to deliver enhanced productivity and satisfaction when designed with user-friendly

interfaces and robust functionalities. Organizations must balance these dynamics by ensuring that HRIS is utilized to genuinely enhance productivity without overuse or mismanagement.

Effort Expectancy

Effort expectancy, or the perceived ease of use of HRIS, is another critical determinant of technology acceptance. Employees are more likely to adopt systems that require minimal effort to learn and operate. User-friendly interfaces, clear navigation, and intuitive designs can significantly reduce the cognitive load on employees, allowing them to perform tasks more efficiently (Venkatesh et al., 2003). For instance, an HRIS that offers guided workflows, and contextual help features ensures that employees can quickly navigate the system without extensive training or support. The complexity and lack of user-friendly design in HRIS can lead to employee frustration and resistance, underscoring the need for simplified interfaces, adequate training, and robust technical support to enhance usability and satisfaction.

However, when systems are overly complex or lack sufficient guidance, employees may experience frustration, leading to resistance and dissatisfaction (Sharma, 2014). Challenges underscore the importance of investing in user-centred design and providing adequate training resources to facilitate system usage. Shakir et al, (2024) highlighted that HRIS systems with simplified learning curves not only improve usability but also enhance employee satisfaction by reducing the time and effort required to complete tasks. Organizations should regularly update and optimize HRIS interfaces based on user feedback to maintain high usability standards and adapt to evolving employee needs.

Moreover, the role of technical support is crucial in ensuring positive user experiences. Systems that provide readily accessible help desks or AI-driven chatbots for real-time assistance can mitigate usability challenges, thereby fostering trust and confidence among employees. Effort expectancy directly correlates with the overall satisfaction and productivity of employees, making it a vital aspect for organizations to consider during HRIS implementation.

Social Influence

Social influence, defined as the extent to which individuals perceive that influential others endorse the use of HRIS, this factor plays a crucial role in its acceptance. Organizational leaders and peers act as key influencers in promoting the adoption of new systems. When managers actively endorse HRIS by demonstrating its benefits and incorporating it into their workflows, employees are more likely to perceive the system as valuable and relevant to their roles (Bhatti, 2023).

Peer support also significantly impacts HRIS adoption. Employees who observe their colleagues using the system effectively are more inclined to engage with it themselves, driven by a sense of collective endorsement and confidence in its utility. Bradley (2017) emphasized that creating a culture of collaboration where employees share best practices and experiences with HRIS can strengthen its acceptance across teams. Additionally, organizations can appoint HRIS champions within departments to provide guidance and promote the system's usage.

On the contrary, a lack of visible support from leadership or peers can result in skepticism and resistance to HRIS adoption. Employees may question the system's value or feel uncertain about its role in their tasks. Addressing this requires consistent communication from leadership, showcasing success stories, and engaging employees in the implementation process to cultivate a sense of ownership and trust. Social influence thus serves as a bridge between organizational advocacy and individual acceptance of HRIS.

Facilitating Conditions

Facilitating conditions refer to the resources and support structures available to employees for effective HRIS usage. These include reliable infrastructure, technical support, and training programs that ensure employees have the necessary tools and knowledge to use the system efficiently (Venkatesh et al., 2003). When these conditions are adequately met, employees experience fewer barriers, leading to higher adoption rates and satisfaction.

Shahreki and Lee (2024) highlighted that the smooth functioning of HRIS is mostly dependent on reliable internet access and properly maintained hardware. Furthermore, immediate technical assistance—whether via help lines or AI-enabled troubleshooting—can resolve system problems quickly, reducing workflow interruptions. Ongoing training programs

are equally crucial since they give staff members the skills, they need to use sophisticated HRIS capabilities, which builds competence and confidence.

Inadequate facilitating conditions, however, can hinder system adoption and create frustration among employees. Issues such as system downtimes, lack of training, or unresponsive support services can negatively impact user experiences, reducing trust in the system's reliability Wong et al., (2022). In order to detect and fix usability problems as soon as possible, organisations must proactively address these issues by making investments in strong IT infrastructure, offering continual training, and keeping lines of communication open.

Furthermore, by offering employees individualised experiences that cater to their requirements, the incorporation of advanced tools like user analytics and configurable dashboards can improve facilitating conditions. By ensuring that employees have access to the right tools and support, organizations can maximize the benefits of HRIS and foster a satisfied, productive workforce.

2.1.2 The Importance of Employee Satisfaction

Employee satisfaction

Employee satisfaction is a critical factor influencing workplace performance and organizational success. Satisfaction levels are often shaped by how well employees perceive their roles, responsibilities, and the resources provided to support their work. By automating repetitive duties, increasing transparency in HR procedures, and enabling employees to access their personal data and handle responsibilities on their own, HRIS significantly contributes to improving employee happiness in today's competitive workplace.

A well-implemented HRIS contributes to efficiency and convenience, enabling employees to concentrate on the more strategic and rewarding facets of their roles. For example, systems that streamline leave applications, payroll management, and performance reviews not only save time but also enhance the employee experience. According to Srivastava et al., (2021), have shown that employees who perceive HRIS as useful and effective report higher satisfaction levels due to reduced administrative burdens and improved task accuracy.

Employee satisfaction is also influenced by the level of support and resources available for using HRIS effectively. Facilitating conditions, such as dependable infrastructure and frequent training, are essential to guaranteeing that the employees can take use of the system's

capabilities. Yona and Meilani (2024) emphasized that organizations that invest in these aspects are more likely to maintain a satisfied and engaged workforce. Consequently, HRIS serves as a critical tool for fostering a positive work environment and enhancing overall job satisfaction.

2.2 Research Theory

2.2.1 The Unified Theory of Acceptance and Use of Technology (UTAUT) model

The Unified Theory of Acceptance and Use of Technology (UTAUT) model is a complete theory that can be used in understanding the adoption of technology in an organization. The UTAUT model states that intention of using a technology is determined by four influential constructs including performance expectancy, effort expectancy, social influence, and facilitating conditions (Venkatesh et al., 2003). Performance expectancy is the consideration of the future benefits on the utilization of the technology whereas effort expectancy is the ease of use. Social influence implies the impact of peers and superiors on the decision of an individual to use the technology. Facilitating conditions are considerations of the accessibility of resources and support systems required in employing the technology successfully.

The applicability of the UTAUT model to the HRIS adoption is the fact that it determines the behaviour and attitudes of employees with regards to the system. According to the research conducted by Kaygusuz et al., (2016), introduction of HRIS is not always driven by organizational culture and degree to which the system fits the requirements and expectations of the employees. The model can be used to help organizations to determine obstacles to adoption and come up with methods that can be used to promote user satisfaction as well as system performance.

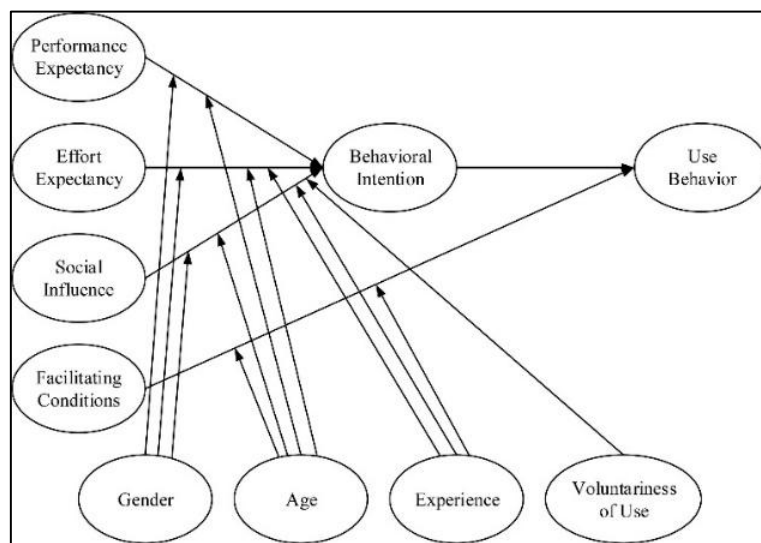


Figure 2: The Unified Theory of Acceptance and Use of Technology (UTAUT) model

2.3 Research Gap

While previous studies, such as by Aime Noutsu et al. (2017) have stated that the role of analytics and AI tools in enhancing the functionality of Human Resource Information System (HRIS), their focus have been limited to general observation without exploring deeply into the specific impact of advanced features on employee satisfaction and long-term engagement. Modern HRIS increasingly includes features like predictive analysis, AI-powered tools, but their specific impact on employee experience, decision making, and motivation remains largely unexplored. This gap shows that it is important because organizations are adopting advanced HRIS features to enhance productivity and meet employee expectations. However, there is limited studies on hoe technologies may affect employee's view of the usefulness, ease of use, and satisfaction of Human Resource Information System (HRIS).

While the review acknowledges broad factors such as performance expectancy, effort expectancy, social influence, and facilitating condition, there is a gap in understanding how these factors can manifest in different organizational settings. Industry specific and organization specific such as company size, sector, and organizational culture can imfluence how Human Resource Information System (HRIS) implemented compared to the smaller firms due to their diverse workforce, complec HR needs and greater resources for system customization and support (Al-Harazneh & Sila, 2021). Similarly, public-sector organizations, which often operate stricter regulatory requirements and budget constraints, may adopt Human Resource Information System (HRIS) differently from private sector companies that focus on innovation and efficiency (Kaygusuz et at., 2016). Therefor, by exploring how these factor can influence Human Resource Information System acceptance within various organizational contexts is important for tailoring the Human Resource Information System to meet specific needs and can enhance employees engagement across different industries.

2.4 Past Similar Findings

There are few studies have explored the connection between HRIS user acceptance and employee satisfaction, providing insights into factors influencing this relationship. Al-Harazneh and Sila (2021) investigated how ease of use and effectiveness in streamlining HR processes enhance employee satisfaction. Their findings highlighted that user-friendly HRIS design and access to self-service portals significantly improve user satisfaction. Workers valued

how these features reduced their need on human resources employees and saved them time by enabling them to handle personal information, benefits, and other HR-related duties on their own.

Similarly, Aimé Noutsa et al., (2017) identified performance expectancy as a crucial determinant of HRIS adoption. They found that advanced features, such as analytics and AI tools, improved employees' perceptions of HRIS usefulness, leading to greater satisfaction. Employees valued the ability to access detailed analytics and predictive tools that helped them in decision-making processes.

Al-Khowaiter et al., (2015) focused on the Role of Social Influence, Usefulness and Ease of Use for Determining the Mandatory Use of a Human Resource Information System. They discovered that managerial support and peer encouragement significantly impacted employees' willingness to use HRIS. Employee adoption of HRIS was more likely when managers actively supported the system and illustrated its advantages. Peer support also fostered a positive atmosphere where staff members felt more at ease and secure utilising HRIS, which increased adoption and satisfaction.

Additionally, Kamarozaman and Razak (2021) stressed the role of facilitating condition in enhancing user's continuance intention in HRIS satisfaction. Continual training and dependable infrastructure were essential for improving employees' HRIS experience. Workers who had access to regular training sessions, well-maintained hardware, and reliable internet connectivity expressed greater levels of pleasure.

Ammupriya and Preetha (2022) underscored the Effect Of Hris Adoption On Job Satisfaction Mediated By Employee Motivation. They proved that user experiences were enhanced by HRIS interfaces that were easy to use and had low learning curves. If HRIS was simple to use and took little effort to learn, employees were more likely to use it and be satisfied with it. The study discovered that employees were more frustrated with complicated and challenging-to-understand HRIS interfaces, which had a negative impact on their level of satisfaction and willingness to utilise the system on a regular basis.

These findings collectively validate the importance of UTAUT constructs in understanding the relationship between HRIS user acceptance and employee satisfaction. They align with the current research focus and provide a foundation for examining how organizations can optimize HRIS implementation to foster satisfaction and engagement among employees.

2.5 Summary

This chapter has explored the issue that are related to the study, including User Acceptance of Human Resource Information System (HRIS) components such as Performance Expectancy, Social Influence, Facilitating Conditions, as well as the important of employee satisfaction. Then, The Unified Theory of Acceptance and Use of Technology (UTAUT) model has been discussed in this chapter. In addition, several past similar findings on work-life integration that have been addressed towards the end of this chapter. The next chapter delves into the methodology.

CHAPTER 3

METHODOLOGY

Introduction

This chapter describes the methodology used in this research. This research is carried out using quantitative method. The research design, the process of sampling, instrument used, pilot testing, reliability and validity, ethics of the study, procedure for data collection and data analysis of this research are clearly stated in this chapter.

3.1 Research Design

The main purpose of this research is to examine the relationship between user acceptance of Human Resource Information System and Employee Satisfaction. This study will solely utilize the quantitative method.

A descriptive research design, is categorized under non-experimental research, is employed in this study. Descriptive research involves collecting data on events and subsequently organizing, tabulating, illustrating, and interpreting the gather information (Glass & Hopkins, 1984). This design measures a given sample to describe its demography through specifying the variables used in the study (Lowhorn, 2007).

3.2 Population, Sample and Sampling Procedure

The population involved in this study are employees working in government agency. The focus is on to understand the relationship between user acceptance of Human Resource Information System and employee satisfaction. The target population includes employees across different departments to capture diverse perspectives.

A Convenience sampling will be used, where participants are selected based on their willingness and availability to participate in the study. A sample size of 80 will be determined based on the total number of employee population which is 108. The sampling procedure involve identifying the population, determining the sample size, develop the sampling frame

and using convenience sampling method to select participants based on their willingness to participate in the study.

3.3 Research Instrument

The instrument selected of this research is a combination of close-ended questionnaires. The questions have been adapted from various relevant sources that are related to this study. This instrument is used to gather relevant information needed to determine the relationship between User Acceptance of Human Resource Information System and Employee Satisfaction. The primary reason of choosing questionnaire as the instrument for this research is to easily collect the data from the respondents as they can be collected straight after they completed filling up the questionnaires. The questionnaire was typed in both English and Malay to ensure better understanding for all the respondents.

Section	Variables	Item of Questionnaire
A	Demographic Information	• Gender • Age • Length of Service
B	User Acceptance of Human Resource Information System	Each sub-variables consists of item scale: • Performance Expectancy (10 item-scale) • Effort Expectancy (10 item-scale) • Social Influence (10 item-scale) • Facilitating Conditions (10 item-scale)
C	Employee Satisfaction	Employee Satisfaction (10 item scales)

Table 5: Structured Questionnaire Form

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
(SD)	(D)	(N)	(A)	(SA)
1	2	3	4	5

Table 6: Five-point Likert Scale

3.4 Pilot Testing

A pilot testing is done to ensure that the potential respondents understand the questions and the response options in line with the researcher's intention to enable the respondents to answer them well (Perneger, Courvoisier, Hudelson & Gayet-Ageron, 2014). This questionnaire also includes an open-ended questions section for the respondents to further elaborate their thoughts in regard to this study. It is also a way of pilot testing of the chosen research instrument, which is the close-ended questionnaire in this case.

The questionnaires allocated to a group of 30 participants employed in the manufacturing factory for the pilot testing of this study. Each respondent received a briefing from the researcher on each question (Perneger, Courvoisier, Hudelson & Gayet-Ageron, 2014).

Following the collection of the questionnaires, the data were input into the Statistical Package for Social Sciences (SPSS) Software for analysis. To ensure the questionnaires' relevance and reliability for this study, a reliability test was performed. It is expected that the Cronbach's alpha value will surpass 0.7, indicating that the questionnaire is highly reliable and suitable for achieving the research objectives. The result of the reliability test is as follows, which indicated that the questionnaire is reliable to be used for the actual data collection.

3.5 Validity and Reliability

In this study, the validity and reliability of the questionnaires are tested through the pilot testing, which involves feedback from the respondents. The robustness, repeatability and rigorousness of the questions are being tested for its validity and reliability. The validity questions is tested to ensure the study will accurately reflect the information expected from the respondents.

Besides that, the reliability of the questionnaire is tested to ensure it is accurate and can be re-used to obtain similar results. According to table 3, Cronbach's Alpha values between 0.7 and 0.9 are generally deemed satisfactory, indicating acceptable levels of reliability. Values below 0.7 are considered poor and unsatisfactory, suggesting inadequate internal consistency.

The Cronbach Alpha value, as illustrated in Table 3, is directly correlated with the internal consistency of the questionnaire, implying that a higher Cronbach Alpha number

signifies stronger internal consistency. According to table 3, after the test is conducted, the questionnaire should achieve a score greater than 0.7 to be regarded as valid and trustworthy. Consequently, it can be classified as good or outstanding.

Cronbach Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor

Table 7: Cronbach Alpha Coefficient

3.6 Ethics of the Study

There are ethical issues that need to be addressed out this study. First, obtaining permission from the human resources department is important as it help to ensure that this study is authorized and all the data collection from the employee are conducted with the company's knowledge and approval.

A consent letter that consists of the information about the research topic and the objectives of the study will be attached together with the expected outcomes explained on the Google Form is distributed to the respondents as a proof of permission to participate in this study.

Furthermore, the respondents' anonymity is guaranteed to maintain their privacy rights. The information collected from the questionnaire will be kept confidential and solely used for academic purposes. Additionally, straightforward and clear language is employed to aid the respondents in comprehending and answering the questions.

3.7 Data Collection Procedure

This research is based on the data collected by using Google form. The data collected for this study are among the working in manufacturing factory.

Firstly, the Google Form questionnaire will be prepared, and the link will be sent via email to the designated representative. The representative will then distribute the link to the respondents. The respondents will be given some time to complete the Google Form. After the data collection, the responses will be gathered and compiled for comprehensive data analysis. The result will be examined and interpreted for discussion and conclusions, incorporating normality tests to ensure the data's suitability for further statistical examination.

3.8 Data Analysis Procedure

3.8.1 Spearman Correlation Coefficient

Spearman Correlation Coefficient is one of those computerized tests that are non-parametric, which quantifies both the direction and the magnitude of the monotonous correlation between two ranked variables. This research project applies the Spearman Correlation Coefficient in order to analyze a correlation between user acceptance of the Human Resource Information System (HRIS) and Employee Satisfaction. All the data concerning the hypothesis is processed by the Statistical Package of the Social Sciences (SPSS), where the Spearman Correlation Test is run to determine the strength and direction of the relationship between the variables.

Size of correlation	Interpretation
$\pm.90$ to ± 1.0	Very high positive/negative correlation
$\pm.70$ to $\pm.90$	High positive/negative correlation
$\pm.50$ to $\pm.70$	Moderate positive/negative correlation
$\pm.30$ to $\pm.50$	Low positive/negative correlation
$.00$ to $\pm.30$	Negligible correlation

Table 4: Rule of Thumb for interpreting Spearman's correlation value

3.9 Summary

This chapter has discovery methodology that used in this study which is a quantitative research design. Convenience sampling has been employed to select participant based in the willingness of the participant. The instrument that used in this study is closed-ended questionnaire (Google Form Survey). A pilot testing is done on 30 respondents that differs from the actual sample. The procedure of data collection and data analysis have been discussed in detail.

CHAPTER FOUR

FINDINGS

Introduction

In this chapter, the study will interpret and analyse the results of the study. The opening part gives the demographic character of the respondents, then the significant results arise. The analysis of the relationship between the variables in this study will use Spearman Correlation Coefficient that will be used to either accept or reject the alternate hypothesis. The final section is the summary of the key findings.

4.1 Demographic of the respondents

4.1.1 Gender

<i>Gender</i> <i>Jantina</i>				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Female / Perempuan	41	51.2	51.2	51.2
	Male / Lelaki	39	48.8	48.8	100.0
	Total	80	100.0	100.0	

Table 9: Gender of respondents

Based on table 9, majority of respondents are females with 41 respondents (51.2%) and 39 respondents (48.8%) are male.

4.1.2 Age

<i>Age</i> <i>Umur</i>				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	20 - 25	27	33.8	33.8	33.8
	26 - 30	49	61.3	61.3	95.0
	36 - 40	2	2.5	2.5	97.5
	41 - 45	2	2.5	2.5	100.0
	Total	80	100.0	100.0	

Table 10: Age of respondents

Table 10 shows that the frequency and percent of the respondents' age group. There are 27 respondents (33.8%) who are 20 to 25 years old. 49 respondents (61.3%) who are 26 to 30 years old, 2 respondents (2.5%) from 36 to 40 years old and 41 to 45 years old.

4.1.3 Years of working

Years of working
Tempoh perkhidmatan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 years / 1 - 5 tahun	73	91.3	91.3	91.3
	11 -15 years / 11 - 15 tahun	4	5.0	5.0	96.3
	6 - 10 years / 6 - 10 tahun	3	3.8	3.8	100.0
	Total	80	100.0	100.0	

Table 11: Years of working

Based on table 11, majority of respondents have work for 1 to 5 years, which is 73 respondents (91.3%), 4 respondents (5.0%) have work for 11 to 15 years, and 3 respondents (3.8%) have work for 6 to 10 years.

4.2 Reliability Test:

To assess the internal consistency of the measurement items, Cronbach's Alpha reliability test was conducted.

4.2.1 Performance Expectancy

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.722	10

Table 12: Reliability test for Performance Expectancy

Table 12 result indicates a Cronbach's Alpha value of 0.722 for the 10 items. According to reliability standards, a Cronbach's Alpha value above 0.7 is generally considered acceptable (George & Mallery, 2003). This suggests that the scale used in this section is reliable and has good internal consistency, meaning the items are measuring the same underlying construct consistently. Therefore, the items used to measure Performance Expectancy are considered reliable.

4.2.2 Effort Expectancy

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.712	10

Table 13: Reliability test for Effort Expectancy

Table 13 indicates a Cronbach's Alpha value of 0.712 for the 10 items. According to reliability standards, a Cronbach's Alpha value above 0.7 is generally considered acceptable (George & Mallery, 2003). This suggests that the scale used in this section is reliable and has good internal consistency, meaning the items are measuring the same underlying construct consistently. Therefore, the items used to measure Effort Expectancy are considered reliable.

4.2.3 Social Influence

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.702	10

Table 14: Reliability test for Social Influence

Table 14 indicates a Cronbach's Alpha value of 0.702 for the 10 items. According to reliability standards, a Cronbach's Alpha value above 0.7 is generally considered acceptable (George & Mallery, 2003). This suggests that the scale used in this section is reliable and has good internal consistency,

meaning the items are measuring the same underlying construct consistently. Therefore, the items used to measure Social Influence are considered reliable.

4.2.4 Facilitating Conditions

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.783	10

Table 15: Reliability test for Facilitating Conditions

Table 15 indicates a Cronbach's Alpha value of 0.783 for the 10 items. According to reliability standards, a Cronbach's Alpha value above 0.7 is generally considered acceptable (George & Mallery, 2003). This suggests that the scale used in this section is reliable and has good internal consistency, meaning the items are measuring the same underlying construct consistently. Therefore, the items used to measure facilitating conditions are considered reliable.

4.2.5 Employee Satisfaction

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.708	10

Table 16: Reliability test for Employee Satisfaction

The result indicates a Cronbach's Alpha value of 0.708 for the 10 items. According to reliability standards, a Cronbach's Alpha value above 0.7 is generally considered acceptable (George & Mallery, 2003). This suggests that the scale used in this section is reliable and has good internal consistency, meaning the items are measuring the same underlying construct consistently. Therefore, the items used to measure employee satisfaction are considered reliable.

4.3 Mean Scores

4.3.1 Performance Expectancy (PE)

Descriptive Statistics

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MEANPE	80	4.6150	.015	.269	-1.276	.532
Valid N (listwise)	80					

Table 17: Mean Score for Performance Expectancy (PE)

Table 17 shows the descriptive statistics for the Performance Expectancy variable, based on 80 respondents, show a mean score of 4.6150 on a 5-point Likert scale. This indicates that, on average, respondents agreed or strongly agreed that using the system would improve their job performance.

4.3.2 Effort Expectancy (EE)

Descriptive Statistics

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MEANEE	80	4.5825	-.139	.269	-.955	.532
Valid N (listwise)	80					

Table 18: Mean Score for Effort Expectancy

Table 18 shows the descriptive statistics for effort expectancy variable, based on 80 respondents, show a mean score of 4.5825 on a 5-point Likert scale. This indicates that, on average, respondents agreed or strongly agreed that using the system would be easy and require minimal effort.

4.3.3 Social Influence (SI)

Descriptive Statistics

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MEANSI	80	4.5963	.154	.269	-.977	.532
Valid N (listwise)	80					

Table 19: Table 18: Mean Score for Social Influence (SI)

Table 19 presents the descriptive statistics for the social influence variable. The mean score is 4.5963, indicating that respondents generally agreed or strongly agreed that people around them such as supervisors and peers influence their use of the system.

4.3.4 Facilitating Conditons (FC)

<i>Descriptive Statistics</i>						
	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MEANFC	80	4.5787	-.032	.269	-.888	.532
Valid N (listwise)	80					

Table 20: Mean Score for Social Influence (FC)

Table 20 displays the descriptive statistics for facilitating conditions. The mean value is 4.5787, showing that most respondents agreed or strongly agreed that they had the resources and support needed to use the system.

4.3.4 Employee Satisfaction (ES)

<i>Descriptive Statistics</i>						
	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MEANES	80	4.5513	.055	.269	-.807	.532
Valid N (listwise)	80					

Table 21: Mean Score for Employee Satisfaction (ES)

Table 21 displays the descriptive statistics for employee satisfaction. The mean value is 4.5513, showing that on average, most respondents agreed or strongly agreed that they were satisfied with their employment and workplace

4.4 Spearman Correlation Analysis:

The statistical tests were used to test all the research hypotheses. The only Statistical test which is applied is the Spearman Correlation where the Statistical Package for the Social Sciences (SPSS) computer program is applied. Spearman correlation is a non parametric measure of the strength and direction of association that will relate between two variables that are measured or at least measured in an ordinal scale (Laerd Statistic, n.d)

4.4.1 Assumption for Spearman

1. There needs to be a monotonic relationship between the two variables. A monotonic relationship occurs when either the two variables increase in value together or the value of one variable increase and the other value of variable value decreases.

2. The two variables are to be measured on an ordinal, interval or ratio scale. The idea of Spearman correlation works on ranking so the data should be able to be ranked, so that it is meaningful.

4.4.2 Performance Expectancy (PE) and Employee Satisfaction (ES)

H1: There is a significance relationship between Performance Expectancy (PE) and Employee Satisfaction.

<i>Correlations</i>			MEANES	MEANPE
Spearman's rho	MEANES	Correlation Coefficient	1.000	.192
		Sig. (2-tailed)	.	.087
		N	80	80
	MEANPE	Correlation Coefficient	.192	1.000
		Sig. (2-tailed)	.087	.
		N	80	80

Table 22: 2-Tailed between MEANPE and MEANES

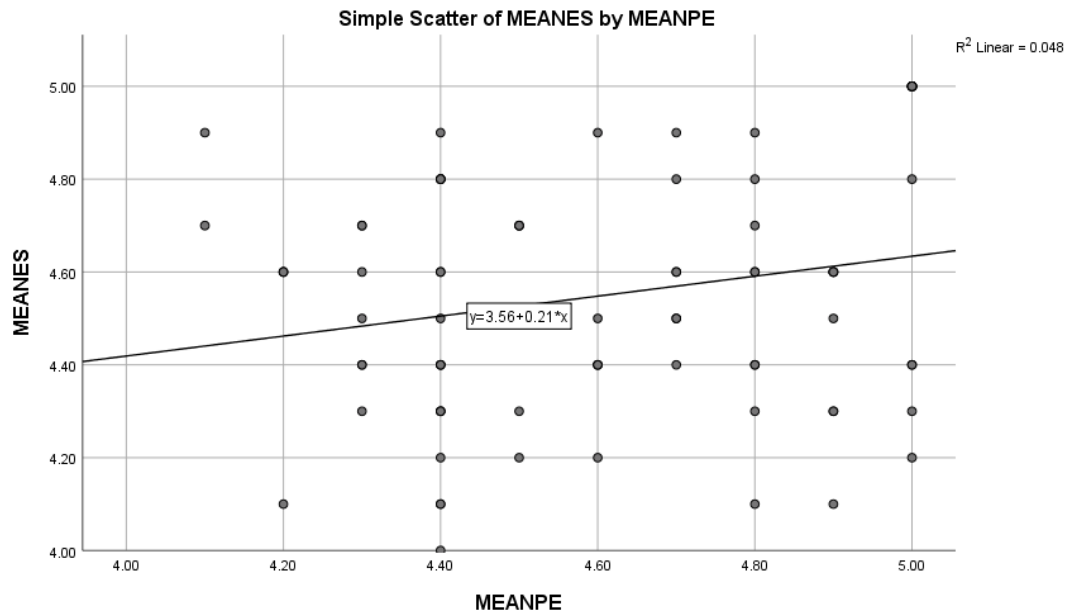


Figure 2: Scatter Plot of MEANPE by MEANES

According to Table 22 and Figure 2, the correlation value between Performance Expectancy (PE) and Employee Satisfaction is 0.192. This value implies that the strength of the positive relationship is very weak, implying that the higher the expectations of the employees on the performance of the system, the higher the satisfaction of the employees but this relationship is very small. In addition, the value of significance ($p = 0.087$) is greater than the customary alpha of 0.05, which means that the correlation is not statistically significant. That is, it cannot be concluded that PE has a meaningful relationship with employee satisfaction in this case.

This statistical result is supported visually by the scatter plot given in Figure 2. The points are scattered far about the line of best fit, which shows that there is a weak and inconsistent relationship, even though there is a slight upward trend in the data. Moreover, the value of $R^2 = 0.048$ means that performance expectancy can explain only 4.8 percent of the variance in employee satisfaction.

This finding is contrary to the first hypothesis that stated that Performance Expectancy would be a major predictor of Employee Satisfaction. The hypothesis was based on the Expectancy Theory proposed by Vroom (1964) that individuals have the motivation to put efforts when they feel that their efforts would result in high performance and eventually desirable outcomes. When these results are in line with the personal and professional aspirations of the employees, they are supposed to increase job satisfaction. Thus, theoretically, the increased performance expectancy (the belief that the use of the HRIS would enhance the performance) was expected to be associated with the increased satisfaction with the work and the system itself.

The Unified Theory of Acceptance and Use of Technology (UTAUT) created by Venkatesh et al. (2003) singles out Performance Expectancy as being among the best predictors of behavioral intention to use a system. Within the framework of HRIS, the system that is viewed as helpful and performance-enhancing is expected to be more easily adopted and valued by the employees, which may affect their satisfaction with the system and their working experience. Thus, the absence of a meaningful correlation in the current research is unexpected and provoking.

There are a few reasons that can be attributed to the lack of strength of this relationship. To begin with, the results might have been influenced by the limitations of measurement. The survey items that were employed to measure performance expectancy (PE) and satisfaction may not have been able to capture the full scope and depth of these constructs particularly when the items were too general or they did not capture the actual work situations of the respondents. The lack of congruence between the constructs measured and the experiences of the employees in their lives may weaken the power of any relationship observed.

Second, the sample characteristics might have affected the result. As an example, the expectations of the respondents about the performance of the system may not have a significant influence on their job satisfaction in case they belonged to administrative or support functions where the HRIS has little direct influence on performance. Or, in the case that employees already had low expectations of technological systems based on prior experience or inherent system restrictions, a properly functioning HRIS may not make much of a difference in employee satisfaction.

Next, the association between Performance Expectancy (PE) and satisfaction might be moderated or overridden by contextual organizational factors, including workplace culture, managerial support, or training availability, or previous exposure to HRIS. As an example, an employee may feel that the system would enhance performance, but the system may not be used to the full extent due to lack of proper training or encouragement by the management, thus the system may have no significant impact on satisfaction.

In conclusion, the results show that there is a weak and statistically insignificant correlation between Performance Expectancy and Employee Satisfaction, but they also demonstrate the complexity of user-system relationship in an organizational context. Future research ought to take into consideration more refined measurement instruments, moderating and mediating variables, and sub-groups of the workforce to gain a better understanding on the relationship between the expectations of the system and the results of satisfaction.

4.4.3 Effort Expectancy (EE) and Employee Satisfaction (ES)

H2: There is a significance relationship between Effort Expectancy (EE) and Employee Satisfaction (ES).

Correlations

			MEANEE	MEANES
Spearman's rho	MEANEE	Correlation Coefficient	1.000	.256*
		Sig. (2-tailed)	.	.022
		N	80	80
	MEANES	Correlation Coefficient	.256*	1.000
		Sig. (2-tailed)	.022	.
		N	80	80

*. Correlation is significant at the 0.05 level (2-tailed).

Table 23: 2-Tailed between MEANEE and MEANES

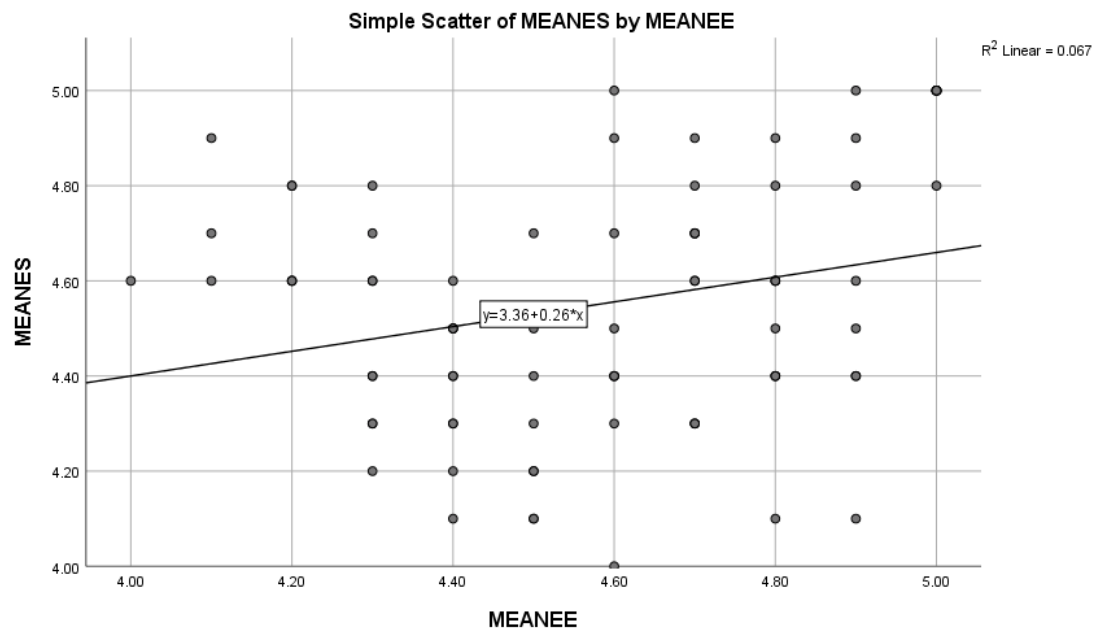


Figure 3: Scatter Plot of MEANEE by MEANES

According to Table 23 and Figure 3, the correlation coefficient of Effort Expectancy (EE) and Employee Satisfaction (ES) is 0.256. This value shows that there is a weak to moderate positive

correlation, i.e. the more employees find the system easier to use, the more they are likely to be satisfied with their job and work tools. Notably, the significance level ($p\text{-value} = 0.022$) is less than the standard alpha value of 0.05, which indicates that the correlation is statistically significant. This gives enough empirical support to Hypothesis 2 (H2) which had earlier on predicted that Effort Expectancy would significantly relate positively with Employee Satisfaction. Even though the relationship is not very strong, it is statistically significant, which proves that the perceptions of employees regarding the usability of the system have a significant contribution to the level of their satisfaction.

Figure 3 shows the scatter plot of Effort Expectancy (MEANEE) and Employee Satisfaction (MEANES). Even though the line of best fit indicates a small positive trend ($y = 3.36 + 0.26x$), the data points are spread out significantly around the line, suggesting a weak and inconsistent correlation. The R^2 value of 0.067 shows that effort expectancy can only explain 6.7 percent of the variance in employee satisfaction. Such low explanatory power indicates that effort expectancy has a small impact on employee satisfaction

This observation is consistent with the Unified Theory of Acceptance and Use of Technology (UTAUT) proposed by Venkatesh et al. (2003) that also states Effort Expectancy as one of the core determinants that shape the intention to use new technologies. Effort Expectancy is the extent to which an individual feels that the use of a certain system is not going to be effortful. In the case of Human Resource Information Systems (HRIS), this implies that when workers feel that the HRIS is easy to use, learn and operate, it increases their desire to use the system and influences their satisfaction with the system and their overall work experience positively.

From a psychological perspective, systems deemed intuitive and user-friendly reduce cognitive demands and frustration. This, in its turn, promotes positive emotional reactions, the increased feeling of control, and the decrease in the resistance to the adoption of technology. On the other hand, the perceived challenges or time-consuming aspects of the systems may lead to stress, errors, and discontent, which can negatively affect employee morale and overall productivity

The finding of the present study concerning the connection between Employee Expectancy (EE) and Employee Satisfaction (ES) confirms the past observations in the literature. As an example, Aim e Noutsu et al. highlighted that the ease of interaction and user-friendly system features were important factors that affected user satisfaction and HRIS acceptance. When systems are created keeping the user experience in mind with advanced, accessible, and role-specific functionalities, employees will be less likely to see them as a hindrance to their daily work but as useful tools that facilitate the work. Not only does this lead to increased acceptance, but also job satisfaction due to more efficient workflow and less administrative work.

Additionally, the finding of this study highlights the significance of designing the system according to the needs and capabilities of users. An efficient and user-friendly HRIS minimizes the

learning process, and employees with different technological skills can learn to use the system and enjoy its benefits. The more users feel competent and able to use the system without relying too much on technical assistance or extensive manuals, the more it enhances their general confidence and well-being at work.

The implications of this finding are especially practical to organizations that intend to implement or upgrade HRIS platforms. Organizations must focus on acquiring or developing systems that are user-friendly, have clear interface, logical workflow and consistent navigation. User experience can be significantly enhanced with features such as mobile accessibility, user-friendly dashboards, and streamlined data input. Additionally, providing comprehensive onboarding courses, user-friendly guides, and ongoing technical support can lessen initial hesitations toward adoption and promote long-term satisfaction

In addition to the system, it is necessary to develop a positive atmosphere. HR and managers should strengthen the culture of employees who feel free to ask questions and provide feedback regarding their user experience. The feedback can be used to make iterative changes to the system and training materials so that the platform can be kept in line with the expectations of the employees as time goes by.

To sum up, the correlation between Effort Expectancy and Employee Satisfaction in the current research is classified as weak to moderate, but the statistical significance of the correlation proves the fact that perceived ease of use is a significant element of employee satisfaction. The finding adds to the mounting evidence that favours user centered design and usability as crucial concerns in the successful deployment of HRIS.

4.4.4 Social Influence (SI) and Employee Satisfaction (ES)

H3: There is a significance relationship between Social Influence (SI) and Employee Satisfaction (ES).

Correlations

			MEANSI	MEANES
Spearman's rho	MEANSI	Correlation Coefficient	1.000	.279*
		Sig. (2-tailed)	.	.012
		N	80	80
	MEANES	Correlation Coefficient	.279*	1.000
		Sig. (2-tailed)	.012	.
		N	80	80

*. Correlation is significant at the 0.05 level (2-tailed).

Table 24: 2-Tailed between MEANSI and MEANES.

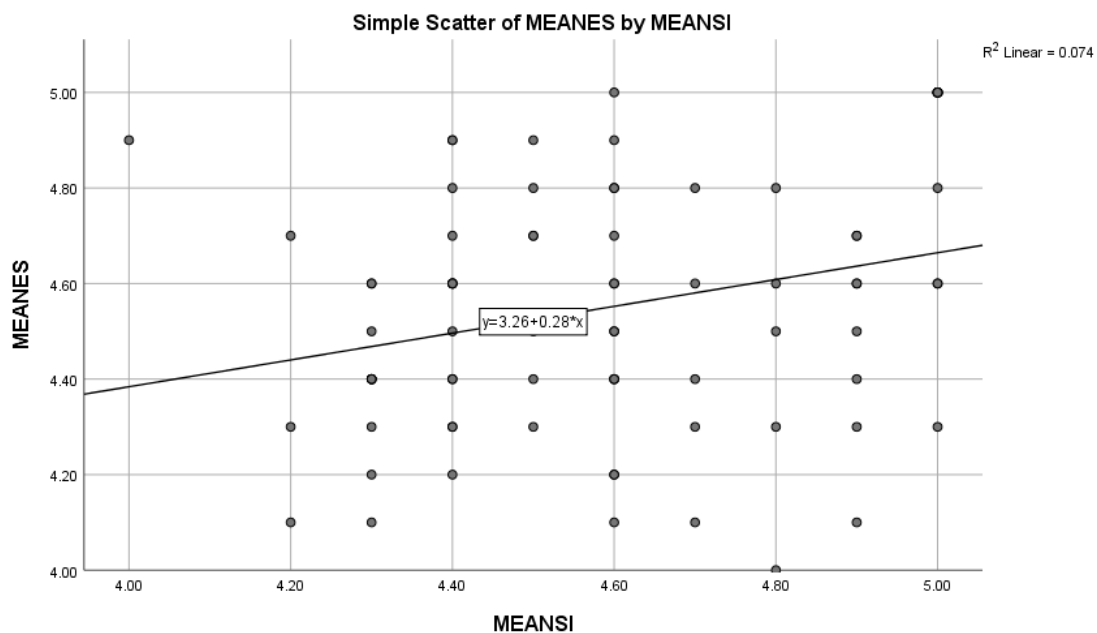


Figure 5: Scatter Plot of MEANSI by MEANPE

According to Table 24 and Figure 5, the correlation coefficient between Social Influence (SI) and Employee Satisfaction (ES) is 0.279, which is weak to moderate positive relationship. This relationship is not strong, but it is statistically significant, and this is evidenced by the p-value of 0.012 which is far below the standard value of 0.05. This statistical significance implies that the relationship is unlikely to have been by chance and, therefore, it has enough evidence to support Hypothesis 3 (H3),

which hypothesized that Social Influence is positively associated with Employee Satisfaction. The findings suggest that employees who feel socially pressured, encouraged, or normatively expected by their colleagues, managers, or the management to use the HRIS will be more inclined to develop greater job and system satisfaction.

Figure 5 shows the scatter plot of Social Influence (MEANSI) and Employee Satisfaction (MEANES). The line of best fit ($y = 3.26 + 0.28x$) has a slight positive trend but the data points are scattered far apart on the line, which is a sign of weak and inconsistent relationship. The R^2 value of 0.074 implies that social influence can only explain 7.4 percent of the variance in employee satisfaction.

This observation is in line with the Unified Theory of Acceptance and Use of Technology (UTAUT) model developed by Venkatesh et al. (2003), which points at Social Influence as one of the four fundamental determinants of behavioral intention to use technology. Social Influence in the context of organizational systems such as HRIS is the degree to which people think that important others such as supervisors, coworkers or influential people expect them to use the system. Social cues and expectations are especially influential in collectivist cultures or hierarchical organizations, which may determine the behavior of technology use. When the HRIS usage is actively promoted and advocated by the respected individuals in the workplace, the employees will be more likely to develop a positive attitude to the system, which, in its turn, can positively affect their overall satisfaction and engagement.

Additionally, the finding of this study emphasizes the fact that implementation of HRIS is not only a technical process but also a social process. The existence of a positive and supportive social context, in which colleagues are ready to support one another, and the management is a good example of using the system, may increase the perception of the technology legitimacy and relevance. This will in turn increase the level of comfort, confidence and readiness of the employees to interact with the HRIS. The finding can also be aligned with the results of Al-Khowaiter et al., who pointed out that the managerial advocacy and peer encouragement are the two factors that can considerably increase the levels of HRIS adoption rates and user satisfaction. Their research showed that where social expectations in the use of technology are well spelt out and supported by the behavior of other individuals in the organization, employees are more likely to feel empowered and motivated to conform to the expectations.

Social influence can also be used to lessen uncertainty and resistance to change by offering social proof and direction, which is a psychological perspective. The fear can be reduced by seeing that other people, particularly those who are seen as competent or influential, are using the HRIS successfully and that this is a sign of the value and utility of the system. This social validation in turn leads to increased acceptance and satisfaction as the employees feel that they are doing the right thing by following the example of their peers and supervisors.

These findings have a high practical implication to organizational leaders and change management teams. Organizations must develop a culture of work that appreciates and reinforces the use of the system as a common norm to encourage employee satisfaction and an effective utilization of the HRIS. The commitment of leadership is essential- when senior managers use and promote the HRIS regularly, it conveys an important message regarding its significance. Such top-down support can be supplemented by bottom-up initiatives like peer-led workshops, the identification of so-called system champions within the staff, and the ability of the users to exchange best practices and success stories. Such attempts contribute to the creation of a positive feedback loop where the use of the system is not only anticipated but also praised, which promotes the increased involvement.

Moreover, communication strategies are important. Social influence can be further increased by regular messages that focus on the overall benefits of the system, as well as testimonials or endorsements by respected employees. Other incentives that can encourage more people to use the HRIS more effectively include recognition programs that reward the effective use of the HRIS or the exemplary use of the system. Moreover, the social influence can be even stronger when employees are involved into the implementation process at early stages, e.g. consultations, pilot testing or focus groups, which can enhance the sense of ownership and adherence to the group norms.

To sum it up, the correlation between Social Influence and Employee Satisfaction is classified as weak to moderate, but it is still statistically significant and theoretically important. The results support the notion that social forces in an organization, including leadership style, peer influence, and culture, are critical in influencing the attitude of employees towards technology. Therefore, the success of HRIS implementation and employee satisfaction is not only related to the technical quality of the system but also to the quality of social networks and cultural acceptability of using the system.

4.4.5 Facilitating Conditions (FC) and Employee Satisfaction (ES)

H4: There is a significance relationship between Facilitating Conditions (FC) and Employee Satisfaction (ES).

Correlations

			MEANES	MEANFC
Spearman's rho	MEANES	Correlation Coefficient	1.000	.327**
		Sig. (2-tailed)	.	.003
		N	80	80
	MEANFC	Correlation Coefficient	.327**	1.000
		Sig. (2-tailed)	.003	.
		N	80	80

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

Table 25: 2-Tailed between MEANFC and MEANES

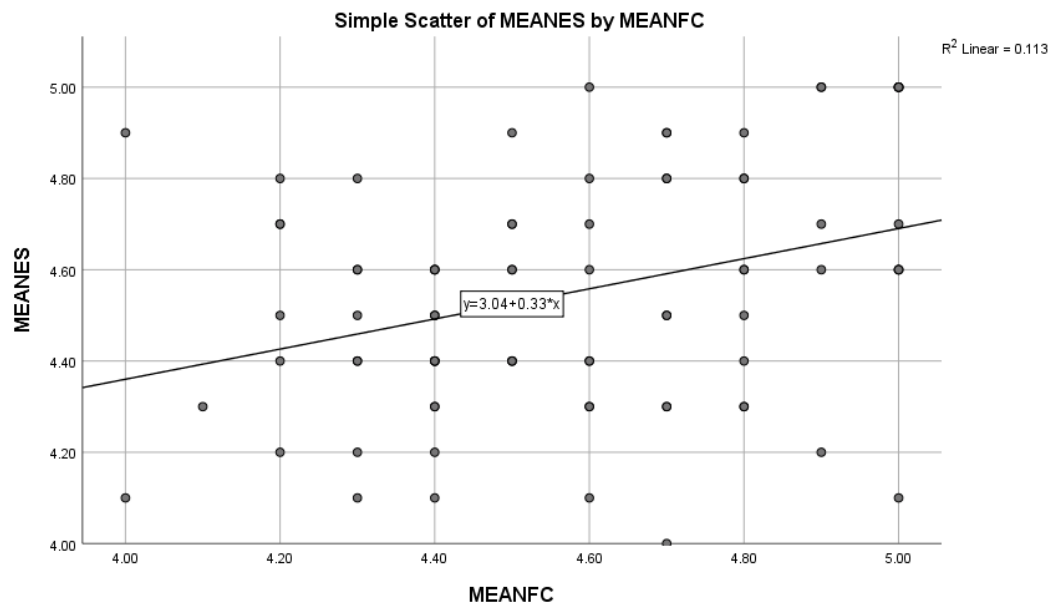


Figure 6: Scatter Plot of MEANFC by MEANES

According to Table 25 and Figure 6, the correlation coefficient between Facilitating Conditions (FC) and Employee Satisfaction (ES) is 0.327. This value shows a moderate positive correlation which means that the higher the employees feel that there are more support structures and resources available to aid them in using the Human Resource Information System (HRIS), the more satisfied they are with their work and system respectively. Besides, the significance level (p -value = 0.003) is much lower than the 0.05 and 0.01 levels, which indicates that the relationship is significant at the 0.01 level. This is an indication of a significant confidence in the finding and gives great empirical evidence to Hypothesis 4 (H4) which is that Facilitating Conditions positively and significantly affect Employee Satisfaction in the context of HRIS usage.

The scatter plot shown in Figure 6 shows the correlation between Facilitating Conditions (MEANFC) and Employee Satisfaction (MEANES). The equation of the line of best fit is $y = 3.04 + 0.33x$ which has a slight positive trend, showing that there is a positive correlation between the two variables. But the data points are quite scattered around the line, which indicates a certain lack of consistency in the relationship. $R^2 = 0.113$ means that facilitating conditions can explain only 11.3 percent of variation in employee satisfaction.

This observation highlights the paramount significance of the organizational preparedness, continuous technical assistance, and sufficient resources in the process of determining the experiences of employees with HRIS. The relationship between Facilitating Conditions and Employee Satisfaction is the strongest of all the variables tested in this study and this further supports the argument that support mechanisms are crucial to the success of a system and employee satisfaction. Such findings coincide with the findings of Kamarozaman and Razak (2021) who stated that consistent training, availability of helpdesk services, and stable technical infrastructure are among the most important facilitating factors of effective HRIS adoption and satisfaction. Their study highlights that even the most advanced, feature-loaded HRIS systems can fall short of expectations if employees lack the tools, knowledge, and support necessary to use the system effectively.

The same observation is also well supported by the Unified Theory of Acceptance and Use of Technology (UTAUT) which was developed by Venkatesh et al. (2003). Facilitating Conditions within the UTAUT framework are described as: the extent to which a person believes that an organizational and technical infrastructure is in place to support the use of the system. These conditions encompass different factors like functional IT support, availability of learning resources, accessibility of systems, hardware/software compatibility and workflow integration. When employees feel that these supportive conditions are strong and reliable, then their work with the system is smoother, more effective and less cognitively challenging. This subsequently leads to increased confidence in the use of the system, less stress on the tasks to be done and overall job satisfaction. On the other hand, in the case of poor facilitating conditions such as when the training is not sufficient, the system errors are common, or the

support is slow, employees might get frustrated or disengaged, which has a negative impact on their experience with the system and their job satisfaction.

In addition, the study adds to an emerging literature that considers technological change not only as a problem of systems, but as a people problem. The use of advanced digital tools is not sufficient; organizations should make sure that their staff is empowered and trained to use those tools efficiently. Facilitating Conditions are the transition between technological innovation and human ability so that technology does not become a barrier to productivity and satisfaction. In this respect, they are functional and psychological: functional because they make the operation and support smooth, and psychological because they decrease anxiety, create confidence and make the user trust the system more.

These findings have a very important practical implication to HR leaders, IT departments and organizational decision-makers. To achieve the best results in terms of HRIS investment and to guarantee long-term employee involvement and satisfaction, companies should focus on the creation and preservation of effective facilitating structures. This involves coming up with and implementing elaborate training packages, having an accessible and competent helpdesk support, having frequent system updates and maintenance, and ensuring that all the required hardware and software are easily accessible and easy to use.

Moreover, it is advisable to take an initiative in the facilitation of conditions. Organizations must not wait until problems occur and then act, but they must conduct frequent employee feedback, usability testing, and readiness checks prior to a system rollout or upgrade. The employees must be part of these processes so that their voices can be heard and their problems taken care of. The possibility to solve problems independently can also be increased by having clear documentation, tutorials, and peer support networks, which will help the employees feel more satisfied and empowered during the user experience.

To sum up, the present research offers strong evidence that Facilitating Conditions is a crucial factor of Employee Satisfaction in the HRIS usage scenario. The statistical and practical strength of the connection emphasizes the importance of robust support systems, infrastructure readiness, and continuous investment in user empowerment. Companies that implement a strategic and employee centred approach to system facilitation have much better chances of succeeding in their digital HR transformation endeavours in the long term since satisfied employees are not only more likely to use the system efficiently but also to accept further technological changes with a more positive attitude and open mindset.

CHAPTER FIVE

SUMMARY, DISCUSSION ON THEORY, IMPLICATION, RECOMMENDATIONS, LIMITATIONS AND CONCLUSION

Introduction

This chapter discusses about overall summary of the research which are discussion of the main finding with the presence of related issues and past similar findings, discussion of the theory that have been used, recommendations, implications and conclusion of the research.

5.1 Summary of the research

This research is conducted to achieve the general research objective which is The Relationship Between User Acceptance Use of Human Resource Information System and Employee Satisfaction. The effectiveness of the result is tested by using five factors which are Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, and Employee Satisfaction. All these factors are tested to find whether there is a relationship between user acceptance of Human Resource Information System (HRIS) and employee satisfaction.

The first chapter of this research is started with the background of the research, where the researcher explains about the growing importance of Human Resource Information Systems (HRIS) in modern organizations and how user acceptance of such systems can influence employee satisfaction. The research objective was The Relationship Between User Acceptance Use of Human Resource Information System and Employee Satisfaction, where the independent variable is user acceptance of Human Resource Information System (Performance expectancy, effort expectancy, social influence, and facilitating conditions) and the dependent variable is employee satisfaction. There are four research hypotheses in this study to prove there are relationships between the variables. The researcher also illustrated the conceptual framework for the better understanding. The significance of the study was also elaborated that it focuses on human resources (HR) practitioners and employees. The definitions of terms are also included in this chapter which are Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions. Lastly, the researcher includes the limitations of the study which are time constraint and the potential for poor response rate in this research.

The next chapter is to discuss the literature review. Issues related to user acceptance of human resource information system and the importance of employee satisfaction in the workplace. Then, the research has used the theory from Venkatesh (2003) which is The Unified Theory of Acceptance and Use of

Technology (UTAUT) model in this research. Besides, the past similar findings also have been reviewed to help the readers can see the relationship between the variable in this research.

The third chapter is methodology. The researcher uses quantitative research, with a total of 80 respondents from public sector who are volunteer to participate in this research. The sampling technique is convenience sampling. The instrument that has been use in this research is combination of close-ended questions and is adapted from various sources that are related in this study. The questions typed in both English and Malay language to ensure the understanding for all respondents. The questionnaire also has been distributed by using google forms. Then, pilot testing has been done, and the Cronbach's alpha value have surpassed 0.7, which show that it is valid and reliable. For the ethics of the study, the research has prepared a consent letter and attached together with the google form before distributing it. The data collection procedure has been followed, which is the researcher prepare the questionnaire and send it to the designated representative. Lastly, the collected data was analysed by using Statistical Package for the Social Sciences (SPSS) and analyzed with Spearman Correlation Test.

The chapter four discussed the main finds, where the process of analysis has been shown. The data is analyze to test the research hypotheses and person correlation coefficient. The result shows that all the independent variables have significant relationship with employee satisfaction. A median also have been used to determine the average of each item while the mean and SD were also reviewed as the overall view of the section of the questionnaire.

The last chapter will explain about theory discussion in relation to the research objective which is The Unified Theory of Acceptance and Use of Technology (UTAUT) model. The implication and recommendations will be explained. Lastly, the limitations if the study and the final summary also will be explained.

5.2 Discussion of Theory

This study is based on the Unified Theory of Acceptance and Use of Technology (UTAUT) which was proposed by Venkatesh et al. (2003). UTAUT is an all-inclusive model to comprehend technology adoption and user behavior in an organizational setting. It integrates the components of eight earlier models of technology acceptance and is now well-known as a predictive and explanatory tool of user intention and actual use behavior. Within the framework of the present study, the UTAUT was used to investigate and describe the role of the employee acceptance of the Human Resource Information System (HRIS) in the general job satisfaction of the employees. This model was used to determine the connection between four fundamental constructs Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), and Facilitating Conditions (FC) and Employee Satisfaction (ES).

Through the application of UTAUT, this study sought to provide a systematic and theoretically based method of determining the factors of HRIS acceptance that are most effective in determining the level of satisfaction among employees. This puts the study under a wider scope of literature that takes user acceptance as a significant determinant of success or failure of technological systems in organizations. All the constructs in UTAUT have specific roles: Performance Expectancy is the extent to which employees think that the system will assist them to perform better in their jobs; Effort Expectancy is how easy the system is to use; Social Influence is how strongly employees feel that important others want them to use the system; and Facilitating Conditions are the organizational and technical support that are provided to enable effective use of the system.

The findings of this study revealed that among the four UTAUT constructs, Facilitating Conditions (FC) showed the strongest positive correlation with Employee Satisfaction (ES). This outcome supports the theory's assertion that access to appropriate resources, technical support, training, and infrastructure are key enablers for successful technology adoption and satisfaction. When employees feel supported by their organization—through responsive IT teams, user training, and reliable systems—they are more confident and capable in using HRIS. This reduces frustration and system-related stress, leading to higher satisfaction. This finding is strongly reinforced by the work of Kamarozaman and Razak (2021), who emphasized that consistent organizational support and the provision of training opportunities significantly contribute to a positive HRIS experience.

Moreover, both Effort Expectancy (EE) and Performance Expectancy (PE) were identified to be positively related to employee satisfaction, but in a moderate way. This is in line with the assumption of UTAUT that users will find it easier to adopt and have satisfaction with a system that is easy to use and is seen as useful to their day to day job activities. The less cognitively challenging and more intuitive a system is, the more probable it is to promote the usage and produce the positive user experience. Similarly, once employees feel that the HRIS helps them to perform their job better, work more efficiently and save time, their satisfaction with the system and the overall job situation grows. These results are in line with previous studies that have shown that convenience and performance utility are the key drivers of technology adoption and satisfaction at the workplace.

Interestingly, although Social Influence (SI) demonstrated the lowest correlation of all UTAUT constructs, the correlation was still significant. This implies that social influences like peer pressure, managerial support and organizational conventions continue to have a say in employee satisfaction—though not as pronounced as more practical issues like usability and system support. Where digital transformation is being implemented in an organization, visible leadership support and peer modeling may contribute to a culture of system use, although it is not enough in itself to ensure satisfaction, unless combined with functionality and ease of use. The somewhat less correlation can also be an indication

of independence of users in judging systems on the basis of their own experience, rather than social influence, especially in settings where there is a high level of digital literacy and independence.

In conclusion, the results of this research confirm the main premises of the UTAUT model and prove its relevance to the HRIS implementation situation. The model was able to demonstrate the impact of user acceptance constructs on employee satisfaction effectively, thus forming a good theoretical background on which the empirical findings could be interpreted and used to make practical recommendations. The high predictive correlation between the facilitating conditions and satisfaction supports the notion that technological systems cannot thrive in a vacuum, they must be integrated into an enabling ecosystem. Likewise, the roles of performance and effort expectancies emphasize the need for careful, user centered design that considers the alignment between system capabilities and user needs and skills

Practically, the organizations that want to introduce or improve HRIS must concentrate on the optimization of facilitating conditions by providing the availability of sufficient resources, technical support, and training. In addition, HR and IT departments can work together to create HRIS platforms that are easy to use and that fit within the workflow of the employees in addition to creating a positive social environment that promotes the use of the system by modeling its use by leaders and peer support. Such a holistic strategy has the potential to improve the user experience, the level of technology acceptance and eventually lead to better employee satisfaction and organizational performance.

5.3 Implication of the study

5.3.2 Human resources (HR) practitioners

The findings have some significant and practical implications to Human Resources (HR) practitioners, especially in enhancing Human Resource Information Systems (HRIS) adoption, use and effectiveness in organizations. With the growing scope of HRIS in the contemporary HR operations, an insight into the factors determining the employee satisfaction and engagement with the system is important to the implementation and long-term sustainability.

Among the most recognizable findings presented by this research is the fact that the impact of the Facilitating Conditions (FC), including the technical support, the reliability of the system, and the sufficient infrastructure, has a considerable effect when it comes to the satisfactory rate among the employees about the HRIS. This implies that the existence of sound organizational support systems is not only supplementary but also inimitable in terms of guaranteeing a favorable HRIS experience. HR practitioners should thus be strategic and incremental on how they would facilitate the system by making sure that the employees always have access to support services like help desks, onsite technical

support and user manuals. Also, frequent and flexible training programmes should be introduced according to the needs of different user groups based on the different level of digital literacy, position in the company, and needs of the department. The continuous investment in the support and maintenance of the system, its periodic update, and mobile access are also invaluable to keep up with the changes in employee expectations and environments, particularly that of the hybrid or remote work environment.

In addition, the paper highlights significant contributions of Performance Expectancy (PE) as well as Effort Expectancy (EE) in determining employee satisfaction and system acceptability. This, in practice, suggests that the employees will be more willing to accept the HRIS, in case they feel it is useful to improve their performance at the workplace and can be used without expending too much mental effort. Human resource practitioners need to take an initiative to tackle these aspects by making the HRIS functional to daily activity, very user friendly, and simplified. Manual tasks can be automated and essential processes streamlined and thus help in making the journey of users much easier and that too in a significant way. Further evidence to this, HR teams ought to routinely carry out usability tests and collect feedback on areas of pain with employees and further hope that such information can be used to effectively coordinate with the system developers who can also be asked to perform the desired system updates as well as solutions. Practical and scenario training activities could be initiated so that the employees learn not only how to operate the system, but also why it will help them in their work.

Along with technical and usability requirements, the study also addresses such issues as social influence and the role of peer recommendations and management support on employee attitude about HRIS. Whereas the social influence proved to be the weakest of the constructs and its statistically significant degree of relationship with employee satisfaction testifies to no more significant role of culture and interpersonal dynamics, they cannot be ignored. This is why HR practitioners are urged to establish the peers mentoring programs, in which the people who are early adopters or more skilled users would be able to help others with some informal mentoring, or by means of a formal buddy system. Management acceptance is also paramount- the leadership should encourage and practice the HRIS throughout, as this expresses a strong note on the significance and efficacy of the HRIS. To increase a more inclusive and positive HRIS usage culture, the internal campaigns, success stories, as well as employee testimonials can be applied to make the technology as a regular part of organizational routine.

In addition to the operational value to the daily operations, the research highlights the transformative capability of HRIS to enable a data-led HR. HRIS systems are more than administrative systems and are rich sources of up to date data and analytics that may help make evidence based decisions. It is recommended that HR practitioners take the full advantage of the analytical capacity of HRIS to guide the most significant HR policies, including talent acquisition, staffing planning, understanding employee engagement, training efficiency, and performance monitoring. A data-centric approach will help the HR departments to become strategic, go beyond transactional tasks and be a part

of the organizational growth and competitiveness. Besides, a visual representation of the data insights, in simpler and easy-to-act-upon dashboards, can also make line managers feel able to make decisions and act in alignment with the HR objectives.

In conclusion, the research provides in depth information that can assist HR professionals to reduce the distance between technology and worker experience. The suitability of HRIS and its long term sustenance is not merely influenced by the virtue of the system but also its acceptance, and reception and support in the culture of the organization. In this regard, a comprehensive implementation scheme consisting of technical preparedness, user-friendly design, social support, and a good use of systems information ought to be promoted by HR practitioners. This will not only raise levels of employee satisfaction but also increase the levels at which the HR operates as well as align the HR operations with business objectives as well as how digitally mature the organization is.

5.3.3 Employees

On part of the employees the results of this study have beneficial and practical implications that can help employees a great deal in their overall behaviour with the Human Resource Information System (HRIS) and facilitate their job satisfaction and interest in the job. Among the most obvious lessons is the fact that in cases employee feel that the HRIS is helpful to their employment duties and that the software is not complex in operation, they stand a better chance to use the system actively, repeatedly and without fear of rejection. It demonstrates the essentiality of user-focused system design and therefore how HRIS interface must be logically self-explanatory, graphically coherent, as well as streamline to its corresponding employee work processes. Unintuitive, complicated or messy systems can create user frustration, put off use and lead to errors, which ultimately have an impact on the effectiveness of the system, and often lead to poor employee satisfaction. Hence, to guarantee the success of the final product, employees should be engaged in the formative stages of system development or customization either in focus groups or during usability tests.

Besides that, the research highlights how HRIS experiences can be influenced by both the organizational support, training, and technical assistance. On the part of an employee, the presence of clear user manuals, instructional videos and frequently asked questions are crucial in making their way around the system. It is also vital that there exist responsive technical support teams or helpdesks that can help solve problems on the fly without causing interruption of work thus minimizing stress. Employees may be further empowered through training, which is personalized or job-specific, as this increases competence and confidence in the use of the system. Employees will be more willing to tap the full capabilities of the system when they are not left on their own to figure things out thus making

usage quality and satisfaction high. In that regard, on-going support cannot be perceived as a single occasion of onboarding but rather an inseparable part of the daily working routine.

Furthermore, the study also shows that employees can take more control over several features of their employment once having access to a convenient, open, and clear HRIS system. When all information related to leave balances, records of attendance, salary pay slips, training timetables, performance appraisals, benefits and promotions is accessed centrally, there is greater feeling of autonomy and empowerment among the employees. They will not have to depend much on HR officials in making out basic inquiries that further slows down the process of decision making concerning personal career and thus acts as a quick management tool. This increased openness makes way to trust in HR process making sure that the employees feel informed, respected and treated other psychological correlates to job satisfaction, organizational commitment, and employee well-being.

Moreover, according to the results, social influence especially influence of peers and supervisors seems to have a motivational role in employee readiness to accept and use the HRIS in a hundred percent manner. When employees see that their co-workers utilize the system effectively or they hear good and positive reviews of its usefulness, they are bound to come up with a good attitude towards the technology. In a similar way, appropriateness and a demonstration that the organization is committed when it comes to proactive use of HRIS and enables its department managers and heads to communicate and encourage the use of the system as they do so, mark a legitimization. These socializations aid in making the use of HRIS as one of the routines of work as well as building the sense of purpose and connectedness with company objectives. This may be particularly desirable in an organization whose work culture is team-based or collectivistic in nature where employees are inclined to follow the example of behaviour set by people immediately around them.

Importantly, the development of a team-building and supportive atmosphere related to the utilization of HRIS might also create the feeling of belonging and learning together. To give an example, the transfer of knowledge can be facilitated, and anxiety during the onboarding process might be minimized through the peer mentoring or the buddy model, in which users with more experience help their newer colleagues. The informal communities of practice or user groups may be used as the means of exchanging the tips, problem solving, and the updates regarding the features provided and, thus, raising the engagement and the sense of possession of the system on the part of the employees. Employees also become compliments of culture of continuous improvement when they believe that their ideas are not only welcomed but also implemented in decision making as a way of helping them become the active participants in driving technological change.

Overall, the study shows that indeed to the employees the HRIS is not simply a digital tool, but is a means whereby their daily experiences, dealings and perceptions of the organizational fairness and effectiveness are impacted. It is by facilitating the ease of usage, strong support systems, clear processes,

and the socially positive workplace, the organizations can enable the employees to use HRIS confidently and contentedly. Thus, the result of a well-supported use of HRIS by the employees is higher chances of independence, lack of frustration, increased productivity, and a good fit into the organizational values all of which prove to be the key elements to a long-term job satisfaction and success in the respective organization.

5.4 Recommendations

The findings of current research could help to provide some recommendations for the organization and future research. The following are some recommendations obtained based on the current research findings.

5.4.1 Organizations

First, the organizations ought to focus on offering unending training and development to employees as a way of improving their digital skills. Such trainings must be customized towards the various levels of users, in such a way that all the new and experienced employees would be able of navigating and using the HRIS.

Second, organizations need to factor in the design of system-friendly designs to help in enhancing user acceptance. A simple interface and navigation model may also simplify the usage of HRIS and enhance the degree of engagement and high satisfaction among employees. Information on usability problems and where to make improvements can be gathered by asking employees, i.e. through surveys or focus groups.

5.4.2 Future Researcher

In future, other variables that are believed to be contributing factors in acceptance of HRIS and employee satisfaction should be examined to provide a more comprehensive and broader window into factors that lead to an effective system adoption. As an example, organizational culture is the critical factor influence on the attitude and ended acceptance to technological change amongst the employees. A culture of innovation, constant learning, and participation by the workforce would be more prone to facilitate an effective adoption of HRIS. Traditional culture on the other hand might be a barrier to the adoption of the new systems no matter how well they work.

5.5 Limitations of the study

The findings of the current research should be interpreted considering certain limitations that may have affected the results. The following are some key limitations identified based on the scope, methodology, and data used in this study. Acknowledging these limitations is essential for providing context to the findings and guiding future research efforts.

5.5.1 Time Constraint

The first weakness of the study was the short duration that was allocated to data collection, analysis, and reporting. Since this study was implemented during the period of one semester at college, the researcher had to work under a time pressure, and it limited the possibility of further conducting field work, interviewing more people or even further survey. The study, therefore, mainly depended on quantitative data obtained because of distributing one survey. The extended period of the research would have given an opportunity to investigate the topic further with the triangulation of the data by the means of the qualitative approach to enhance the results and bring more context.

5.5.2 The Potential for Poor Response Rate

The fact that a relatively low response rate was received by the targeted respondents was also another major limitation. Although several follow-ups were done, the survey response was not as many as would be expected. This reduced the number of the sample and possibly influenced the representative nature of the findings. Non-response bias where the opinion of people who do not respond may have a significant difference with the people who respond may be caused by poor response rate. Consequently, the results are subject to limitations since they may not austere portray views and experiences of all employees at the organization or across the industry. Future research is advised to use stronger data acquisition methods, including personal interviews, or the possibility of distribution through a variety of channels via email, face-to-face, and online.

5.6 Conclusion

In this study, the most significant prerequisite was to investigate the connection between the acceptance of Human Resource Information Systems (HRIS) and employee satisfaction with a sample that includes the working employees who actively use HRIS websites of the organizations. The research in question attempted to comprehend the role of certain factors that determine user acceptance namely Performance Expectancy (PE), Effort Expectancy (EE), Social to influence overall satisfaction of employees who depend on HRIS to access, manage and communicate with HR-related information and services.

The results of the study indicated that all four investigated aspects of the Unified Theory of Acceptance and Use of Technology (UTAUT) were significantly related to the employee satisfaction, just that the relationship was not pronounced across all the parameters. These findings support the notion that acceptance of HRIS is a multidimensional undertaking, which is as defined by functionality and usefulness of the system, ease of use, social angulation, and the presence of sufficient support structures. This helps in the theoretical structure as well as empirical thickness in the current discussions regarding the use of digital adoption within the management of human resources.

The importance of HRIS as a strategic tool in any organization deemed efficient is no longer a privilege or an option innovation and has found itself on the pathway of strategic operations incorporated by the digital work environment that is rapidly transforming the work environment in terms of procedure streamlining, data integration, and real time decision making. HRIS allows access to all key HR activities like payroll, leave management, training records, performance appraisal, and management of employee data, and hence has huge potential to enhance HR delivery of services and employee experience. But, as this paper will make clear, to be successful the implementation cannot just stop at putting in the system and into the human experience of using the system.

Employee satisfaction is one of the issues that must be at the epicentre of the HRIS implementation strategy. Not only does a high degree of satisfaction with HRIS add to improved usage of systems but it also leads to a range of broader consequences, which include a greater degree of job engagement, less frustration, a higher level of autonomy, and more organizational commitment. When the HRIS is seen as an aid to the accomplishment of their job, simple to operate, and with a sufficient degree of technical support and training, a large part of the employees will be more inclined towards a positive attitude towards the system, and thus, towards the organization. Conversely, systems that are hard to use, have no support, or are seen as irrelevant to everyday activities can be easily a cause of frustration, resistance, dissatisfaction, as well as decreased productivity.

The importance of the study is in the potentials of the practical implementation of the results, especially in the case of the HR manager, designers of systems designed to provide solutions to organizations, and the leaders of other organizations in which the implementation and management of HRIS platforms are administered. The research will offer evidence-based information that can be used in the formulation of HR policies, establishment of changes management practices as well as improvement of systems design. Knowing what motivates employees to be satisfied about HRIS, organizations can develop people centered methods of training, system configuration, support procedures, as well as communication activities. Not only do they facilitate easier practice but also contribute to the cultivation of trust and satisfaction among the workers as far as technological changes are concerned.

In addition, the results can be used in future scholarly studies, and it is therefore expected that someone could come up with another study that would be interested in pursuing similar aspects of digital HRM and this would include the usability of the system, the organizational culture, the difference between the generational acceptance or non-acceptance of the technology involved, and the long term effects of HRIS on behavior in the workforce. Further development of this research may comprise qualitative studies that allowed to capture the narration and experiences of the workers and offered a better understanding of the emotional and psychological sides of the utilization of technology in HR settings.

With the influence of the successful development of technologies, including artificial intelligence, cloud-based platforms, and self-service portals, the sphere of HR is still changing, and it is important that the company can provide that the changes in technology are consistent with the needs, abilities and preferences of each employee. The results of the present study prove the notion that digital solutions should not only support operation aims but should also add value to employee experience, thus presenting a more facilitating, productive, and empowering working atmosphere.

In conclusion, this research underscores the importance of integrating employee feedback and satisfaction metrics into the design and deployment of HRIS. It reminds us of that technology alone cannot drive success, but people do. Therefore, organizations that invest in both the technical robustness of HRIS and the human experience of its users are more likely to achieve sustained success in their digital transformation journey.

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Appendix



The Relationship Between User Acceptance of Human Resource Information System (HRIS) and Employee Satisfaction.

Dear Respondent,

My name is Joanna Sinang Tan, a final-year student pursuing a Bachelor of Human Resource Development (Hons) at Universiti Malaysia Sarawak (UNIMAS). I am currently conducting a research study as part of my final year project titled:

"The Relationship Between User Acceptance of Human Resource Information System (HRIS) and Employee Satisfaction."

I am inviting you to participate in this study by answering the following questionnaire. All information collected will be kept strictly confidential and used solely for academic purposes. Your participation is completely voluntary, and you may withdraw at any time

Appendix 1: Google form

22 April 2025

Anderson Roy Diana ak Abas
Penolong Pegawai Tadbir
Jabatan Pengangkutan Jalan Cawangan Miri
KM 6, Jalan Miri – Bintulu
98000 Miri
Sarawak

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Joanna Sinang Tan (84149)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Relationship Between User Acceptance of Human Resource Development System (HRIS) And Employee Satisfaction"</i>
Penyelia	: Dr Hana binti Hamidi
No.Telefon Penyelia	: 082-581568
E-mel Penyelia	: hhana@unimas.my
No.Telefon Pelajar	: 014-5776304
E-mel Pelajar	: 84149@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,


Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

s.k – Ketua Penolong Pendaftar, FSKPM

