



Faculty of Cognitive Sciences and Human Development

**THE IMPACT OF HUMAN RESOURCES INFORMATION SYSTEMS
(HRIS) IMPLEMENTATION FACTORS ON EMPLOYEE
ACCEPTANCE IN THE PUBLIC SECTOR OF SARAWAK: A UTAUT
APPROACH**

Andy Raymond

Bachelor in Human Resource Development with Honours

2025

**THE IMPACT OF HUMAN RESOURCES INFORMATION SYSTEMS (HRIS)
IMPLEMENTATION FACTORS ON EMPLOYEE ACCEPTANCE IN THE PUBLIC
SECTOR OF SARAWAK: A UTAUT APPROACH**

ANDY RAYMOND

This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
(2025)

The project entitled ‘The Impact of Human Resources Information Systems (HRIS) Implementation Factors on Employee Acceptance in the Public Sector of Sarawak: A UTAUT Approach’ was prepared by Andy Raymond and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

Received for examination by:

(Ts. Dr Mohammad Nur Azhar bin Mazlan)

Date:

15th July 2025

Grade

ACKNOWLEDGEMENTS

First, I want to thank God for giving me the strength, patience, and direction I needed to accomplish this Final Year Project.

I would like to express sincere thanks to my supervisor, Ts. Dr Mohammad Nur Azhar bin Mazlan, for his ongoing support, important ideas, encouragement, and helpful suggestions during this research. His advice was important for me to keep focused and motivated.

My sincere thanks to the lecturers at the Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak (UNIMAS), who have provided me with the knowledge and skills I need to complete this academic journey.

I am also grateful to my family and friends for their support, encouragement, and understanding during my final year project, especially during the challenging stages of this research project.

Lastly, I would like to thank all the respondents who were willing to participate in the survey. Their time and input are greatly appreciated and essential to the completion of this research.

TABLE OF CONTENTS

LIST OF TABLES	vii
LIST OF FIGURES.....	viii
ABSTRACT	ix
ABSTRAK.....	x
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.2 Background of the Study.....	1
1.3 Statement of the Problems	3
1.3.1 Employee’s Lack of Technological Skills	3
1.3.2 Technological Complexity	4
1.3.3 Lack of Peer and Supervisor Support.....	5
1.3.4 Lack of Infrastructure Support.....	5
1.4 Research Objective	6
1.4.1 General Objective.....	6
1.4.2 Specific Objectives.....	6
1.4.3 Research Hypothesis	6
1.4.4 Conceptual Framework.....	7
1.5 Definition of Terms.....	7
1.5.1 Performance Expectancy	7
Conceptual Definition.....	7
Operational Definition.....	8
1.5.2 Effort Expectancy.....	8
Conceptual Definition.....	8
Operational Definition.....	8
1.5.3 Social Influence.....	9
Conceptual Definition.....	9
Operational Definition.....	9
1.5.4 Facilitating Condition.....	9
Conceptual Definition.....	9
Operational Definition.....	10
1.6 Significance of Research.....	10
1.6.1 Theoretical Contributions	10
1.6.2 Practical Implications for Policymakers.....	11
1.6.3 Practical Implications for Organisational Leaders	11
1.6.4 Broader implications for developing regions.....	12

1.7 Limitation of Research.....	12
1.7.1 Geographical	13
1.7.2 Data Collection Method.....	13
1.7.3 Cross-Sectional Design.....	13
1.7.4 Infrastructure Variability.....	13
1.8 Summary	14
CHAPTER 2	15
LITERATURE REVIEW	15
2.0 Introduction	15
2.1 Independent Variables	16
2.2 Dependent Variable.....	17
2.3 Related Theory	17
2.4 Past Research Related to IVs and DV	18
2.4.1 Performance Expectancy to Employee Acceptance of HRIS	18
2.4.2 Effort Expectancy to Employee Acceptance of HRIS.....	20
2.4.3 Social Influence to Employee Acceptance of HRIS.....	21
2.4.4 Facilitating Conditions to Employee Acceptance of HRIS	22
2.5 Summary	25
CHAPTER 3	26
METHODOLOGY.....	26
3.0 Introduction	26
3.1 Research Design	27
3.2 Research Instrument	27
3.3 Validity and Reliability	29
3.4 Pilot test.....	30
3.5 Research Subject.....	31
3.6 Research Population	32
3.7 Sampling Procedure.....	32
3.8 Demographic Characteristics of the Sample	32
3.9 Research Procedure.....	33
3.10 Data Collection Technique	34
3.11 Analysis of Data.....	34
3.12 Summary	35
CHAPTER 4.....	36
RESEARCH FINDINGS AND DISCUSSION.....	36
4.0 Introduction	36
4.1.1 Gender	37

4.1.2 Age.....	38
4.1.3 Position	39
4.1.4 HRIS Usage Experience	40
4.2 Research Findings.....	41
4.2.1 Descriptive Analysis of Key Constructs.....	41
4.2.2 Reliability Analysis	42
4.2.3 Hypothesis Testing Multiple Regression Analysis	43
4.2.3.1 Model Summary	43
4.2.3.2 ANOVA	44
4.2.3.3 Coefficients of the Regression Model.....	45
4.2.3.4 Impact of Performance Expectancy on Employee Acceptance of HRIS	45
4.2.3.5 Impact of Effort Expectancy on Employee Acceptance of HRIS.....	46
4.2.3.6 Impact of Social Influence on Employee Acceptance of HRIS	46
4.2.3.7 Impact of Facilitating Conditions on Employee Acceptance of HRIS	47
4.3 Discussion	47
4.3.1 Performance Expectancy and Employee Acceptance of HRIS.....	48
4.3.2 Effort Expectancy and Employee Acceptance of HRIS	49
4.3.3 Social Influence and Employee Acceptance of HRIS	49
4.3.4 Facilitating Conditions and Employee Acceptance of HRIS.....	50
4.4 Conclusion.....	51
CHAPTER 5	53
IMPLICATIONS, SUGGESTIONS AND CONCLUSION.....	53
5.0 Introduction	53
5.1 Implications	53
5.1.1 Theoretical Implications	53
5.1.2 Practical Implications	54
5.2 Suggestions.....	55
5.3 Conclusion.....	56
REFERENCES	57
APPENDIX A.....	63
RESEARCH INSTRUMENT: GOOGLE FORMS QUESTIONNAIRE ON EMPLOYEE ACCEPTANCE OF HRIS	63
APPENDIX B.....	73
SPSS OUTPUT: DESCRIPTIVE STATISTICS.....	73
APPENDIX C	74
SPSS OUTPUT: RELIABILITY ANALYSIS (CRONBACH’S ALPHA) FOR PERFORMANCE EXPECTANCY, EFFORT EXPECTANCY, SOCIAL INFLUENCE, FACILITATING CONDITIONS, AND EMPLOYEE ACCEPTANCE OF HRIS.....	74

APPENDIX D.....	79
SPSS OUTPUT: MULTIPLE REGRESSION ANALYSIS	79
APPENDIX E	80
CONSENT LETTER FROM FACULTY.....	80
APPENDIX F	81
APPROVAL LETTER TO CONDUCT RESEARCH IN SARAWAK FROM SARAWAK ONLINE RESEARCH APPLICATION SYSTEM (SORAS).....	81
APPENDIX G.....	82
TURNITIN PLAGIARISM CHECK REPORT	82

LIST OF TABLES

Table 1: The Questionnaire Items	28
Table 2: Cronbach's Alpha for Each Construct in the Pilot Test	31
Table 3: Gender by Respondents.....	37
Table 4: Age by Respondents	38
Table 5: Position by Respondents	39
Table 6: HRIS Usage Experience by Respondents	40
Table 7: Descriptive Statistics for Key Constructs.....	41
Table 8: Cronbach's Alpha for Each Construct	42
Table 9: Model Summary for Multiple Regression Analysis.....	43
Table 10: ANOVA for Multiple Regression Analysis.....	44
Table 11: Coefficients of the Regression Model	45
Table 12: Regression Coefficients for Performance Expectancy	45
Table 13: Regression Coefficients for Effort Expectancy	46
Table 14: Regression Coefficients for Social Influence	46
Table 15: Regression Coefficients for Facilitating Conditions	47

LIST OF FIGURES

Figure 1: Conceptual Framework Based on the UTAUT.....	7
Figure 2: Distribution of Respondents by Gender	37
Figure 3: Distribution of Respondents by Age	38
Figure 4: Distribution of Respondents by Position	39
Figure 5: Distribution of Respondents by HRIS Usage Experience	40

ABSTRACT

This study aims to evaluate the impact of Human Resource Information Systems (HRIS) implementation factors on employee acceptance in the public sector of Sarawak. Using the Unified Theory of Acceptance and Use of Technology (UTAUT) as the theoretical framework, four key factors were evaluated: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions, for identifying the factors impacting employee acceptance of HRIS. A quantitative research design was adopted, and data were collected through an online questionnaire distributed to public sector employees in the government of Sarawak. A total of 101 valid responses were analysed using descriptive statistics, reliability analysis, and multiple regression analysis. The findings revealed that Effort Expectancy and Social Influence has a positive impact on employee acceptance of HRIS, while Performance Expectancy and Facilitating Conditions showed does not have a positive impact on employee acceptance of HRIS. These findings suggest that Effort Expectancy and Social Influence have a positive impact on HRIS acceptance compared to Performance Expectancy and Facilitating Conditions in a mandatory-use environment such as the public sector. The study contributes to the existing literature by extending the application of the UTAUT model in a public sector setting and highlights the importance of contextual factors in shaping HRIS acceptance. Practical implications were also identified for HR and ICT practitioners to improve system usability, communication, and employee engagement strategies. Recommendations for future research include a broader range of participants from other regions in Malaysia and including a qualitative method for deeper insights.

Keywords: Human Resources Information System (HRIS), employee acceptance, public sector, Unified Theory of Acceptance and Use of Technology (UTAUT), public sector, Sarawak

ABSTRAK

Kajian ini bertujuan untuk menilai impak factor pelaksanaan Sistem Maklumat Sumber Manusia (HRIS) terhadap penerimaan pekerja dalam sektor awam di Sarawak. Menggunakan Teori Penyatuan Penerimaan dan Penggunaan Teknologi (UTAUT) sebagai kerangka teori, empat faktor utama telah dinilai iaitu Jangkaan Prestasi, Jangkaan Usaha, Pengaruh Sosial dan Keadaan Memudahkan bagi mengenal pasti faktor-faktor yang mempengaruhi penerimaan pekerja terhadap HRIS. Reka bentuk penyelidikan kuantitatif telah digunakan, dan data telah dikumpul melalui soal selidik dalam talian yang diedarkan kepada pekerja sektor awam dalam Kerajaan Sarawak. Sebanyak 101 respon yang sah telah dianalisis menggunakan statistik deskriptif, analisis kebolehpercayaan dan analisis regresi berganda. Dapatan kajian menunjukkan bahawa Jangkaan Usaha dan Pengaruh Sosial mempunyai impak positif terhadap penerimaan pekerja terhadap HRIS, manakala Jangkaan Prestasi dan Keadaan Memudahkan tidak mempunyai impak yang positif. Dapatan ini mencadangkan bahawa Jangkaan Usaha dan Pengaruh Sosial memberi impak positif terhadap penerimaan HRIS berbanding Jangkaan Prestasi dan Keadaan Memudahkan dalam persekitaran penggunaan wajib seperti sektor awam. Kajian ini menyumbang kepada literatur sedia ada dengan memperluaskan aplikasi model UTAUT dalam konteks sektor awam serta menekankan kepentingan faktor kontekstual dalam membentuk penerimaan terhadap HRIS. Implikasi praktikal turut dikenal pasti untuk pengamal HR dan ICT dalam usaha meningkatkan kebolehgunaan sistem, komunikasi, dan strategi penglibatan pekerja. Cadangan untuk kajian masa akan datang termasuk melibatkan responden dari pelbagai wilayah lain di Malaysia dan memasukkan kaedah kualitatif untuk mendapatkan pemahaman yang lebih mendalam.

Kata Kunci: Sistem Maklumat Sumber Manusia (HRIS), penerimaan pekerja, sektor awam, Teori Penyatuan Penerimaan dan Penggunaan Teknologi (UTAUT), Sarawak

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Human Resources Information System (HRIS) is an integrated system that enables organisations to effectively manage employee data, payroll, benefits, recruitment, and performance evaluations. HRIS improves organisational efficiency, lowers operating costs, and improves decision-making by digitalising traditional human resource activities. According to Kavanagh, Micheal, and Johnson (2017), HRIS is a system used to acquire, store, manipulate, analyse, retrieve, and distribute information on an organisation's human resources to help with HRM and managerial decisions.

The implementation of HRIS in the public sector has faced significant challenges, especially in employee acceptance. According to Chabani (2020), employee resistance is a significant challenge in HRIS implementation inside public organisations, as feeling uncomfortable with technology and work changes might prevent acceptance.

This research focuses on employee acceptance and evaluates how effective the HRIS system is in Sarawak's government institutions by looking at elements like performance expectancy, effort expectancy, social influence, and facilitating conditions that influence employee acceptance. The research is based on the Unified Theory of Acceptance and Use of Technology (UTAUT) theory, which has been widely used to investigate technology adoption behaviours.

1.2 Background of the Study

The need for more efficient human resource management operations has contributed to the implementation of HRIS across organisations. In the public sector, especially in states like Sarawak, HRIS has the potential to improve efficiency, accuracy, and transparency in human resource operations.

The HRIS systems provide real-time access to employee data, automatic payroll, and improved reporting capabilities, all of which are important for large-scale government operations. According to Tursunbayeva (2019), organisations continue to use outdated HR methods, and the function of HR technologies is considered to support existing ways of doing tasks.

The effective implementation of HRIS facilitates HR services like payroll, employee data, and recruitment. According to Amoako et al. (2023), the implementation of HRIS has several benefits, such as reducing costs by automating HR services, but it also faces challenges related to employee acceptance. According to Kamilah and Kamal Zaki (2017), challenges were seen at one of the specialist hospitals in Ipoh, Malaysia, where staff frequently switched to traditional HR practices, showing unwillingness to use HRIS due to perceived complexity and insufficient acceptance by users. This resistance can often be caused by a lack of training and confidence in using digital technologies, especially among employees more familiar with manual operations.

Dey and Saha (2020) highlight that successful HRIS implementation requires internal support because employees who are used to manual methods may struggle to adapt to HRIS without proper training and resources. Matimbwa (2023) highlights that effective HRIS implementation depends on top managerial support, which includes giving funds for training and equipment upgrades, but this support was found to be limited.

The use of the UTAUT model in this research provides a framework for understanding how multiple factors, such as performance expectancy, effort expectancy, social influence, and facilitating conditions, impact employee acceptance of HRIS in the Sarawak public sector.

1.3 Statement of the Problems

According to Naveed et al. (2021), the slow acceptance of HRIS has resulted in the simultaneous use of manual and automated systems within the organisation, and adoption alone do not produce the expected outcomes unless serious efforts are made to successfully implement it.

Key barriers to employee acceptance include, lack of technological skills, technological complexity, a lack of peer and supervisor support, and a lack of infrastructure and support have all reduced the system's effectiveness. According to Adli (2023), employees' lack of technological skills is a significant barrier to successful HRIS adoption in public organisations. Employees who are not confident in using digital tools and systems are more likely to resist change, making HRIS adoption more difficult. Additionally, Dey and Saha (2020) highlight that the lack of organisational support and insufficient IT support are barriers to HRIS effectiveness. According to Noutsu et al. (2017), limited social impact, such as the lack of support from important individuals within the organisation, could prevent acceptance, as acceptability and usage among end users remain a critical challenge in situations where social support is limited.

1.3.1 Employee's Lack of Technological Skills

Many employees see HRIS as a complex system that impacts their daily job activities. This view is frequently met with resistance, especially if employees believe they have not received enough training or support (Kamaliah and Zaki, 2017). This resistance is most common in situations where manual procedures have long been implemented, and employees are unfamiliar with digital tools. Matimbwa (2023) highlights that employee acceptance of HRIS is highly dependent on sufficient training and resource allocation, such as infrastructure improvements and skill development. Lack of training often results in difficulty in adapting to HRIS in the public sector. Shahreki et al. (2020) argue that a lack of training contributes to

negative views towards HRIS, lowering its perceived value and acceptance. The transition from manual processes to HRIS can be especially challenging in contexts where old methods have long been established. Tursunbayeva (2019) further emphasises that lacking technological competency and familiarity with digital technologies prevent employee acceptance of HRIS in the public sector, highlighting the need for enough and effective training programs. To overcome the barriers caused by employees' lack of technological skills, it is essential to provide enough training, lower the perceived complexity of HRIS, and develop an environment in which employees feel confident in using the system. Only then can we expect a major increase in employee acceptance and successful HRIS use in the public sector.

1.3.2 Technological Complexity

Many employees believe that HRIS is complex and difficult to use. This problem comes from the complex interface, insufficient training, and users' unfamiliarity with digital technologies. Employees who do not expect enough effort see HRIS as challenging, which reduces their likelihood of acceptance and use. According to Adli (2023), poor user training and support are significant challenges to the acceptance of technology, especially in the public sector, where employees frequently lack proper exposure to digital systems, making HRIS implementation more difficult. Noutsu et al. (2023) found that in developing economies, resistance to the implementation of HRIS is mostly due to system complexity and insufficient training. These factors discourage personnel and impede effective adoption, particularly for organisations shifting from manual to digital systems. According to Shahreki et al. (2020), HRIS implementations are frequently seen as frustrating when systems are not developed with usability in mind. Employees typically experience frustration with time-consuming processes, such as manual data entry and delays in getting documents. Shahreki et al. (2020) highlight that employees who lack proper skills and training have a negative

attitude towards HRIS, restricting its perceived value and acceptance. Technological complexity, caused by insufficient training, unfamiliarity with digital technologies, and poorly designed interfaces, is a barrier to the implementation of HRIS in the public sector.

1.3.3 Lack of Peer and Supervisor Support

In hierarchical organisations such as the public sector, social influence is important in employee acceptance of HRIS. According to Dey and Saha (2020), "social influence was important in shaping the intention to use HRIS," highlighting the importance of peer support and leadership in influencing participation. This means that a lack of social support can raise employee resistance, preventing efficient HRIS setup and benefit realisation. According to Noutsu et al. (2017), while Human Resource Information Systems (HRIS) are designed to improve organisational operations, their successful implementation frequently meets issues related to social influence. They also say that adoption among end users remains a major issue due to a lack of support from important individuals inside organisations. This problem increases in contexts where knowledge is not shared among employees, and the management style is top-down, resulting in low engagement and resistance to the use of HRIS (Noutsu et al., 2017). These social factors limit the system's performance, focusing on the importance of encouraging social influence for increasing HRIS acceptance.

1.3.4 Lack of Infrastructure Support

Successful acceptance of HRIS involves not only user-friendly technology but also sufficient organisational support, such as training, IT infrastructure, and continuing technical support. However, these facilitating conditions are frequently lacking in the public sector. For example, Adli (2023) emphasised that poor IT infrastructure and disorganised technical support are significant challenges to implementing technology systems such as HRIS in the public sector. According to Dey and Saha (2020), many public sectors lack the necessary infrastructure and technical support, preventing employees from using HRIS. Furthermore, as

Chabani (2020) highlights, a lack of accurate and consistent information might cause project delays and prevent the adoption process and HRIS implementation. Additionally, Noutsas et al. (2017) found that poor infrastructure frequently leads to more unhappy employees and system rejection. They believe that without sufficient resources for IT infrastructure and training, even the most user-friendly technologies may fail to achieve acceptance.

1.4 Research Objective

1.4.1 General Objective

To evaluate the impact of Human Resources Information Systems (HRIS) implementation factors on employee acceptance in the public sector, with a focus on performance expectancy, effort expectancy, social influence, and facilitating conditions.

1.4.2 Specific Objectives

1. To evaluate the impact of performance expectancy on employee acceptance of HRIS in the public sector.
2. To evaluate the impact of effort expectancy on employee acceptance of HRIS in the public sector.
3. To evaluate the impact of social influence on employee acceptance of HRIS in the public sector.
4. To evaluate the impact of facilitating conditions on employee acceptance of HRIS in the public sector.

1.4.3 Research Hypothesis

This research proposes the following research hypotheses:

Ha1: Performance expectancy has a positive impact on employee acceptance of HRIS in the public sector.

Ha2: Effort expectancy has a positive impact on employee acceptance of HRIS in the public sector.

Ha3: Social influence has a positive impact on employee acceptance of HRIS in the public sector.

Ha4: Facilitating conditions has a positive impact on employee acceptance of HRIS in the public sector.

1.4.4 Conceptual Framework

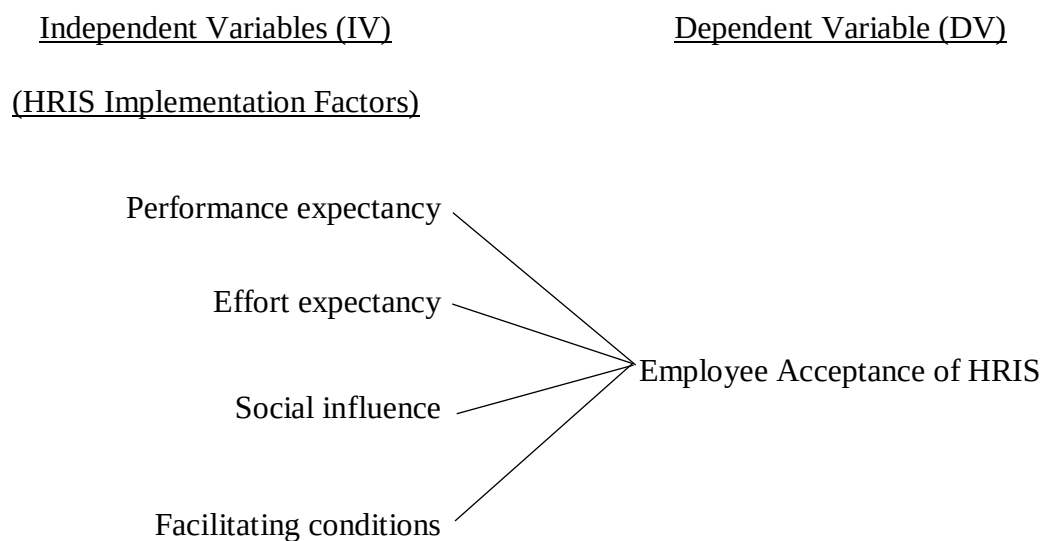


Figure 1: Conceptual Framework Based on the UTAUT

1.5 Definition of Terms

1.5.1 Performance Expectancy

Conceptual Definition

Performance expectancy is the degree to which an employee believes that using a system, such as an HRIS, increases their job performance. It shows the employee's expectation of measurable benefits from HRIS, such as improved productivity, efficiency, and accuracy in task completion (Quaosar et al., 2024). Performance expectation is an indicator of an organisation's goals for implementing new technology (Fraij, 2022).

Operational Definition

Performance Expectancy is operationally defined as employees' expectation that using the HRIS for their daily activities, such as employee data management, payroll, attendance, and recruitment, improve their job performance by increasing efficiency, productivity, and accuracy in performing everyday tasks. Performance expectancy is a primary predictor of HRIS acceptance. Users are more likely to accept HRIS if they believe it improves task efficiency and productivity (Adli, 2023). Performance expectancy measured using a questionnaire in which employees score their agreement with statements regarding the system's expected advantages, such as its ability to simplify activities, minimise errors, and save time.

1.5.2 Effort Expectancy

Conceptual Definition

Effort expectation refers to the ease with which end users engage with the HRIS system, indicating how easy and straightforward the system is to use. This is the level of comfort associated with using an HRIS. Additionally, the degree to which an individual believes he or she can use technology without using additional effort (Fraij, 2022). Effort expectancy, an important predictor of technology use, is influenced by technology features such as social presence, familiarity, and cooperation, as well as individual and group factors such as technology experience, computer self-efficacy, and familiarity with others (Quaosar et al, 2024).

Operational Definition

Effort expectancy is operationally defined as how easy it seems for employees to use the HRIS, including its simplicity and familiarity. Employees are expected they anticipate minimal difficulty in using the system. In this study, effort expectancy assessed using a questionnaire in which employees rate statements about the HRIS's ease of use, the system

interface, and the simplicity of system navigation. According to Adli (2023), effort expectancy is an important and proven predictor of acceptance of HRIS, as evidenced by multiple studies.

1.5.3 Social Influence

Conceptual Definition

Social influence generally means the degree to which a person believes that others must agree with him or her that the new system is something they should use. New technology is more likely to be accepted if it is highly accepted by individuals who are close to the user (Fraji, 2022). People's views on the environment often influence their decision to use new technology (Quaosar et al., 2024).

Operational Definition

Social influence is operationally defined as peers' and supervisors' suggestions or support to use the HRIS. Employees are likely to use the system if their peers and supervisor encourage them to use the system. Employees are more likely to accept an HRIS if they have a strong sense that their peers are currently using and recommending it (Adli, 2023). This was measured in this study by a questionnaire in which employees rate statements about the support they receive from supervisors, peers, and organisational culture for HRIS use.

1.5.4 Facilitating Condition

Conceptual Definition

Facilitating conditions refer to an individual's view of an organisational and technical infrastructure that supports system use (Quaosar et al., 2022). Facilitating conditions can be identified as the physical surroundings or environmental elements that impact an individual's decision to participate in a certain activity. It is an environmental

element that influences people's decisions on how difficult or easy it is to perform a task (Fraji, 2022).

Operational Definition

Facilitating conditions are operationally defined as the facilities, such as technical support and organisational infrastructure are provided to support the HRIS use. Employees are likely use and accept HRIS if they find out that they can receive assistance and support from the organisation while using the HRIS. According to Adli (2023), encouraging acceptance of technology requires facilitating conditions like technical help and training. In this study, facilitating conditions was measured using a questionnaire about the availability of technical support, training materials, and access to software and hardware.

1.6 Significance of Research

This research is significant for a variety of reasons. First, it addresses an important issue of employee acceptance of Human Resource Information Systems (HRIS) in the public sector, which has received little attention in Sarawak. While HRIS provides many advantages, including increased efficiency, accuracy, and transparency in human resource operations, its implementation in the public sector has been challenging, especially due to employee resistance, technological complexity, a lack of peer and supervisor support, and a lack of infrastructure and support. According to Kamilah and Kamal Zaki (2017), employees frequently return to old HR methods because of perceived complexity and lack of training. Similarly, Dey and Saha (2020) highlight that internal support affects the use of HRIS in the organisational environment.

1.6.1 Theoretical Contributions

Using the Unified Theory of Acceptance and Use of Technology (UTAUT) model, this research contributes to the theoretical understanding of HRIS acceptance in the public

sector. It extends past research by looking at how performance expectancy (PE), effort expectancy (EE), social influence (SI), and facilitating conditions (FC) affect employee acceptance of HRIS implementation. For example, Dey and Saha (2020) highlight that social influence is a crucial factor in influencing HRIS adoption in hierarchical organisations, while Noutsu et al. (2017) suggested that a lack of support from important individuals frequently prevents acceptance and limits system performance. This research ensures that the UTAUT model works in a new location and identifies key components that may need to be modified to fit the unique features of Sarawak's public sector organisations.

1.6.2 Practical Implications for Policymakers

This research provides useful information for policymakers in Sarawak's public sector. This research makes actionable recommendations to promote the implementation of HRIS by addressing challenges such as employee resistance, technological complexity, and lack of infrastructure and support. As Chabani (2020) highlights, resistance to change and a lack of reliable and consistent information created delays in delivering HRIS programs in public organisations. According to Dey and Saha (2020), a lack of financial support and top management's unwillingness are key contributors to the failure of HRIS implementations. Tursunbayeva (2019) found that improving Human Resource (HR) practices and implementing HR technology, such as Human Resource Information Systems (HRIS) that can collect, store, and report workforce data, are frequently mentioned to be potential solutions to this problem. These findings show the need for policymakers to develop policies that encourage digital transformation, improve administrative efficiency, and increase transparency in government processes.

1.6.3 Practical Implications for Organisational Leaders

This study can help organisational leaders understand how performance expectancy, effort expectancy, social influence, and facilitating conditions influence employee acceptance

of HRIS. According to Noutsu et al. (2017), it is important to foster a healthy workplace culture and encourage involvement from peers and supervisors. Additionally, Shahreki et al. (2020) suggest that resolving usability difficulties through effective training and reduced system interfaces is an important strategy. Leaders who follow these measures can improve employee engagement and enable a successful implementation of HRIS, optimising its potential benefits.

1.6.4 Broader implications for developing regions

This research contributes to the global understanding of HRIS applications in developing countries. Many public-sector organisations in these locations confront similar challenges, including resistance to change, a lack of infrastructure, and a lack of knowledge of HRIS. According to Quaosar and Rahman (2021), the adoption of HRIS is limited by limitations such as expensive conversion costs, inadequate training, a lack of infrastructure, and insufficient knowledge of the system. Furthermore, HRIS provides important information that policymakers use to make informed decisions about workforce management and budget management" (Were et al., 2019). These findings highlight the need to solve common challenges, promote innovation, and offer enough training to enable HRIS implementation. The solutions developed in this study can be applied in a variety of social and economic contexts, extending their usefulness beyond this research.

1.7 Limitation of Research

While this research gives useful insights into employee acceptance of Human Resources Information Systems (HRIS) in Sarawak's public sector, there are a few limitations.

1.7.1 Geographical

This research was limited to the public sector in Sarawak, Malaysia. The findings may not reflect the public sector in other regions or countries, where differences in organisational culture, technology infrastructure, and policies may result in variable levels of HRIS acceptance. As a result, caution should be exercised when applying the findings to larger contexts outside Sarawak.

1.7.2 Data Collection Method

The use of a self-administered questionnaire may introduce bias in the responses. One common bias is social desirability bias, where respondents tend to answer in a way that they believe is socially acceptable rather than providing honest responses. As a result, some answers may not reflect their true experiences with HRIS implementation. This limitation impacts the credibility of the research because collected data might not fully represent the actual perceptions of employees' actual perceptions of HRIS acceptance.

1.7.3 Cross-Sectional Design

The research used a cross-sectional design, with data collected at a specific point in time. While this method captures a single moment of employee acceptance of HRIS, it does not account for changes in attitudes over time. Longitudinal research would provide a deeper understanding of how HRIS acceptance evolves, especially in response to ongoing training, system updates, or organisational changes.

1.7.4 Infrastructure Variability

The organisations involved in this research are likely to have various levels of technological infrastructure and support for HRIS implementation. Differences in hardware quality, internet access, and IT support may affect employees' opinions of HRIS usage and

adoption. These variations may have contributed to inconsistencies in the findings, highlighting the importance of standardised infrastructure evaluation across organisations.

By addressing these limitations, future research could improve the study's findings and provide a deeper understanding of HRIS acceptance in public sector organisations. These efforts could include broadening the geographical scope beyond Sarawak to include diverse organisational contexts, using longitudinal designs to track changes in employee acceptance over time, and investigating additional factors like knowledge of technology and organisational culture that may influence HRIS acceptance. Furthermore, standardising infrastructure evaluation across organisations may assist in decreasing gaps and provide a deeper understanding of HRIS acceptance challenges.

1.8 Summary

This research uses the Unified Theory of Acceptance and Use of Technology (UTAUT) model to evaluate the implementation of Human Resources Information Systems (HRIS) in Sarawak's public sector. It focuses on evaluating how performance expectancy, effort expectancy, social impact, and facilitating conditions affect employee acceptance of HRIS.

The findings show that, given the potential benefits of HRIS, such as increased efficiency and accuracy in human resource operations, its implementation encounters challenges. Employee resistance, technological complexity, a lack of peer and supervisor support, and a lack of infrastructure and support are all factors to consider. The research presents actionable recommendations for overcoming these challenges to increase HRIS acceptance in the public sector.

The research provides theoretical contributions by using the UTAUT model, as well as practical recommendations for policymakers and organisational leaders who want to improve employee acceptance and maximise the benefits of HRIS in the public sector.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

According to Abuhantash (2023), Human Resource Information Systems (HRIS) are important for organisations to manage their workforce effectively. HRIS is defined as a system used to acquire, store, manipulate, analyse, retrieve and distribute pertinent information about an organisation's human resources (Alkhwaldi et al., 2022).

According to Xue, Rashid, and Ouyang (2024), the UTAUT model has demonstrated its broad applicability through its widespread application in diverse fields. It has been utilised to study the acceptance of various technologies, including HRIS. This chapter examines how key constructs such as Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), and Facilitating Conditions (FC) impact employee acceptance of HRIS, providing an overview for evaluating how it can be used in the public sector.

2.1 Independent Variables

Performance expectancy measures an individual's belief that using a given technology improves their capacity to complete tasks or achieve goals (Budhathoki et al., 2024).

According to Fraij (2022), performance expectancy shows and determines an organisation's plan to implement and use new technologies. Similarly, Adli (2023) states that performance expectancy is a key factor in determining whether or not the technology will be adopted and used. Another study found that performance expectancy is the perception that using a system improved work performance, and performance expectancy refers to end-users' belief in using technology to improve their functional performance in a given situation (Adli, 2023).

Effort expectancy is an individual's expectation that using a technology would be simple and involve minimal effort (Budhathoki et al., 2024). According to Fraij (2022), the expected effort has a beneficial effect on system acceptance and is a strong predictor of system adoption for HRIS implementation. Employees' expectations about the amount of work necessary to use a new tool can help predict technology acceptance and usage, and perceived ease of use, which includes effort expectancy, has been shown to be a strong predictor of technology acceptance (Adli, 2023).

Social influence refers to an individual's belief that they should use a particular technology based on the opinions of important individuals (Budhathoki et al., 2024). HRIS is

more likely to be accepted if it is highly recommended by people close to the employee (Fraij, 2022). Similarly, Adli (2023) states that users are more inclined to use HRIS if they have a strong sense that their peers are already making use of and recommending them.

Facilitating conditions refer to the degree to which individuals perceive they have the required resources and support to effectively use a specific technology (Budhathoki et al., 2024). According to Fraij (2022), facilitating conditions can be described as the physical surroundings or environmental elements that impact an individual's decision to engage in a specific task. Facilitating conditions are frequently seen as an important factor in determining a person's technology use in the field of information technology (Fraij, 2022). Technical assistance, training, and adaptability significantly impact the motivation to use an HRIS (Adli 2023).

2.2 Dependent Variable

Employee acceptance of HRIS is defined as employees' willingness to adopt and effectively use HRIS in their everyday tasks. According to Menant, Gilibert, & Sauvezon (2021), acceptance can be defined as two elements: a system that matches the employee's goals and behavioural patterns that support adopting new behaviours. Acceptance of an HRIS is influenced by perceived usefulness (performance expectancy) and ease of use (effort expectancy), and it seems important to consider other factors to explain such as social influence and facilitating condition (Menant, Gilibert, and Sauvezon, 2021).

2.3 Related Theory

The Unified Theory for Acceptance and Use of Technology (UTAUT), developed by Venkatesh and colleagues in 2003, integrated various technology adoption models, including the Technology Acceptance Model (TAM), Theory of Reasoned Action (TRA), Theory of Planned Behavior (TPB), Model of PC Utilization (MPCU), Motivational Model (MM),

Social Cognitive Theory (SCT), and Innovation Diffusion Theory (IDT) (Wongras & Tanantong, 2023). According to Adli (2023), the UTAUT framework includes four categories of factors, namely “performance expectancy”, “effort expectancy”, “social influence”, and “facilitating conditions”. These categories identify factors that impact employees' desire to acquire and use HRIS. Quaosar, Rahman, and Rahman (2024) highlight that UTAUT's accuracy and logical adjustments make it ideal for evaluating the outcomes of HRIS acceptance and practical use, and it can explain 70% of the variance in usage intention and 50% of the actual use.

2.4 Past Research Related to IVs and DV

2.4.1 Performance Expectancy to Employee Acceptance of HRIS

Past research has continually shown the impact of performance expectancy in promoting employee acceptance of HRIS. For example, Sachitra and Wimalasena (2024) investigated HRIS implementation in a public firm within Sri Lanka's aviation sector and found that performance expectancy has a beneficial influence on HRIS acceptance intentions. The use of HRIS impacted easy access to information, efficient learning, increased job productivity, and time savings, key factors that motivate employees to accept and use HRIS. Their research shows that having access to more efficient processes and better information management creates positive opinions, which increases employee acceptance.

Similarly, Fraij (2022) investigated e-HRM adoption in the telecommunications sector in Jordan, highlighting that performance expectancy indicates an organisation's readiness to use an HRIS. According to the study findings, performance expectations have a statistically significant positive relationship with HRIS acceptance (Fraij, 2022). The Unified Theory of Acceptance and Use of Technology (UTAUT), which highlights that performance expectancy is an indicator of an organisation's intention to use a new technology, aligns with

these findings. According to this study, one of the main factors influencing the acceptance of HRIS is employees' views of increased performance.

For research in Thailand, Wongras and Tanantong (2024) identified a noteworthy impact of performance expectancy on behavioural intention and employees' perception of the effectiveness of new HRIS technology, such as AI in talent recruiting, which might influence employees' decisions to use it. According to Wongras and Tanantong (2024), HRIS provides advantages such as improving the hiring process by automating time-consuming tasks like resume screening, candidate matching, and the onboarding process. It also streamlines other aspects of the hiring process, like screening, interview scheduling, and candidate interactions, increasing efficiency and the candidate experience tasks, strengthening employees' belief and fostering acceptance (Wongras and Tatanong, 2023). Their results highlight how reducing repetitive tasks using HRIS may promote employee trust and good attitudes.

Additionally, according to Alkhwalidi et al. (2022), they integrated the UTAUT and TTF (Task Technology Fits) models to study HRIS acceptance in the Jordanian public sector and found that employees' Behavioural Intention (employee acceptance) are influenced by performance expectancy. To promote staff acceptance of HRISs, offer HR services and activities that generate positive perceptions while providing useful functionalities and information (Alkhwalidi et al., 2022). Alkhwalidi et al. (2022) found that staff expectations regarding the system functions must be considered when government agencies design HRIS. Staff recommendations should serve as the foundation for system enhancements that better meet end users' performance requirements, and the results of the study show how important it is to manage Performance Expectancy since it significantly influences employees' intentions to use HRIS (Alkhwalidi et al., 2023). They suggested building system improvements based on employees' suggestions to ensure alignment with their productivity goals.

2.4.2 Effort Expectancy to Employee Acceptance of HRIS

Effort expectancy also plays an important role in employee acceptance of HRIS. Sachitra and Wimalasena (2024) highlight that employees believe that using HRIS is simple and leads to improved work management and acceptance of HRIS. They found that effort expectancy negatively impacted HRIS acceptance intentions. This could be caused by an understanding of HRIS and previous experience using the system. They argued that employees' experience with the HRIS or their lack of knowledge of HRIS features could be the cause of this unexpected outcome.

In another research, Fraij (2022) effort expectancy positively impacts system acceptability and is a strong predictor of system acceptance for HRIS implementation. Employees are more likely to use an e-HRM system if it is easy to use and are more inclined to accept the HRIS and implement it into their workflows when they think the system is simple to use and understand, according to the study's assumption (Fraij, 2022).

In Thailand, Wongras and Tanantong (2023) highlight that when technology is difficult to use, people usually avoid it. Therefore, it is possible to predict that effort expectancy influences employees' willingness to use AI (similar to HRIS) in recruitment. Their study found that employees always avoid using technologies that they find difficult to use, and effort expectancy impacts willingness to implement AI (similar to HRIS) into recruitment (Wongras and Tanantong, 2023). Their findings indicate how simple features and straightforward HRIS design can promote acceptance and positive beliefs.

Additionally, Alkhwalidi et al. (2022) findings also show that EE has an insignificant effect on acceptance behaviour. This could be a result of the HR employee's readiness to use the HRIS, with the potential for individual effort (Alkhwalidi et al., 2022). A further argument could be that those employees had sufficient familiarity with HRIS because

they were exposed to using it in their daily lives (Alkhwaldi et al., 2022). Alkhwaldi et al. (2022) suggest that HRIS designers, developers, and analysts should work to reduce the complexity involved in exploring and using HRIS and analysts, designers, and developers should put efforts into minimising the complexity associated with HRIS exploration and use. Providing assistant services, training programmes and workshops to employees to effectively use the HRIS is also recommended to enhance employees' experiences in using HRIS.

2.4.3 Social Influence to Employee Acceptance of HRIS

Research in Sri Lanka's public aviation firm, Sachitra and Wimalasena (2024), highlights that social influence refers to an individual's perception of how important it is that others endorse their specific activities (for example, if coworkers and close friends would support the use of HRMIS in work management). According to their research, employees are unwilling to use HRIS if their colleagues' influence is high. Their study, Sachitra and Wimalasena (2024), showed that the intention to use HRIS was negatively impacted by social influence. Sachitra and Wimalasena (2024) argue that employees are unwilling to implement HRIS if their colleagues' influence is high, and this could be because the majority of employees have already had experience using an HRIS, and employees in the selected public firm might view colleagues' opinions and ideas as inappropriately impacting on their experiences. This research suggests that, depending on the situation and employees' experiences, the influence of colleagues and peers may have an unclear effect.

Study in Thailand, Wongras and Tanantong (2023), noted that social impact has a major impact on the acceptance of HRIS across different sectors. Based on their research, Wongras and Tanantong (2023) suggest that HR and recruiting professionals can acquire confidence in using HRIS software in recruitment by receiving assistance, advice, and valuable information. The study highlighted how important peer support and teamwork are in encouraging employees to accept the HRIS.

Additionally, Zhou et al. (2019) studied the influence of social factors on the adoption of Hospital Electronic Information Management Systems (HEIMS) (similar to HRIS) in Ghanaian hospitals using the UTAUT model. According to Zhou et al. (2019), their findings showed that social influence has a direct and significant impact on employees' HEIMS (similar to HRIS) using behaviour. According to Zhou et al. (2019), their findings show that the majority of employees believe that using the system would place them above their peers who do not use the system. It also suggests that Ghanaian hospitals may have supported and encouraged them to use HEIMS (similar to HRIS) to give their patients high-quality medical care, and they also highlighted that social influence is supported by organisational support and acknowledgement, which increases the rate of acceptance. (Zhou et al., 2019).

Study in Jordan Alkhwaldi et al. (2022) found that social influence has a significant effect on employees' acceptance of HRIS. Alkhwaldi et al. (2022) highlight that it is advised that government organisations educate key stakeholders who may influence the opinions of potential users, such as employees' supervisors, family, and friends, about the benefits and effectiveness of HRIS. According to Alkhwaldi et al. (2022), their research findings could be used as suggestions by public sector organisations and governments to support HRISs for HR management. For example, Early adopters of HRIS in government organisations can have a positive impact on future adoption by other organisations and employees. (Alkhwaldi et al., 2022). To encouraging HRIS acceptance while promoting independence, they suggested using social influence through organised programs like peer training.

2.4.4 Facilitating Conditions to Employee Acceptance of HRIS

Sachitra and Wimalasena (2024) mentioned that in Sri Lanka's aviation sector, found that facilitating conditions significantly predict employees' acceptance of HRIS. Sachitra and Wimalasena (2024) noted that less work is required to use the technology when there are more enabling factors in place, such as access to and availability of technical support. The

organisational and technological environmental elements that are implemented to eliminate barriers to system acceptance are captured by the enabling conditions. However, their findings found that the availability of resources, employees' confidence in their knowledge of HRIS, and the consistency of HRIS with existing technology all influence the employees' desire to accept HRIS (Sachitra and Wimalasena, 2024). This could be experienced due to a lack of senior management support for implementing HRIS. They argued that staff willingness to accept the HRIS may be increased by management's commitment to providing the necessary infrastructure and support systems.

Similar with Fraij (2022), the study found that the acceptance of HRIS by the telecommunication sector in Jordan is positively and significantly impacted by facilitating conditions. Fraij (2022) highlights that, aspect of the environment that influences people's judgements of how tough or easy it is to execute a task. When the technology and organisational infrastructure required to develop facilitating conditions are available, employees are more likely to use HRIS programs to improve their points of view. Fraij (2022) noted that access to the organisational infrastructure and technology required to create facilitating conditions encourages employees to use HRIS to change their views. In the field of information technology, Facilitating Conditions is frequently considered an important factor for determining an employee's HRIS usage. According to Fraij (2022), facilitating Conditions are frequently seen as a significant characteristic in determining an employee's technology use in the field of technology and information. The study shows how important it is to provide an encouraging environment that includes training programs, sufficient infrastructure, and technical support to help promote HRIS acceptance.

Study in Thailand, Wongras and Tanantong (2023) noted that organisational support for infrastructure leads to higher acceptance and implementation rates of systems. Wongras and Tanantong (2023) found that HR and recruiting specialists are more likely to use an HRIS

for talent acquisition if certain requirements are fulfilled. Wongras and Tanantong (2023) highlight that for the acceptance of HRIS to proceed smoothly, organisations must supply the required infrastructure, resources, and necessary conditions. According to Wongras and Tanantong (2023), integrating new technology into the organisational and technical infrastructure of the HRIS itself is crucial for its acceptance. According to their study on ERP adoption (related to HRIS) in an organisation, the likelihood of system acceptance and implementation rises when organisational support is given for providing the necessary infrastructure.

Study in Jordan Alkhwalidi et al. (2022) found that facilitating conditions have a significant effect on employees' acceptance of HRIS. According to Alkhwalidi et al. (2022), Facilitating Conditions are measured based on the perceptions of HRIS users concerning the accessibility to the required ICT resources to support the use of the HRIS in the public sector. Alkhwalidi et al. (2022) highlight that supporting facilities could include training, technical support, materials accessible to enhance users' skills and system accessibility. Alkhwalidi et al. (2022) highlight that when employees use HRIS to effectively manage HR, providing them with the necessary HRIS support services and training can help employees realise the availability of the resources they need. Identifying support for training HR employees helps motivate them to use integrated e-government technologies like HRIS (Alkhwalidi et al., 2022).

Zhou et al. (2019) used the UTAUT model to investigate the factors for nurses in Ghana to use Hospital Electronic Information Management Systems (HEIMS) (similar to HRIS). Their study, Zhou et al. (2019), found that facilitating conditions had the strongest influence on Behavioural Intention to use HEIMS (similar to HRIS) among the employees in Ghanaian Hospitals. The study by Zhou et al. (2019) highlights that facilitating condition is the technical infrastructure that supports the use of a system, and the IT resources required to

use it, as well as the extent to which a person thinks a company can offer the HEIMS (similar with) training and expertise they need. Zhou et al. (2019) study noted that it has a significant relationship with use behaviour, indicating that effective training for nurses can increase their confidence in using modern health technologies in the future and facilitating conditions had a significant positive influence on behavioural intention, resulting in employee acceptance. In their study, Zhou et al. (2023), the relationship between facilitating conditions and behavioural intention remained strong, given the fact that their investigation did not find that facilitating factors directly affected use behaviour without behavioural intention serving as a mediator.

2.5 Summary

Using the Unified Theory of Acceptance and Use of Technology (UTAUT), this chapter evaluates the independent variables impacting employees' acceptance of Human Resource Information Systems (HRIS). With a focus on public sector applications, the impact of the four main constructs, Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), and Facilitating Conditions (FC), on the adoption and use of HRIS.

Performance Expectancy is a strong indicator of HRIS acceptance, as employees adopt HRIS when it improves productivity and efficiency (Sachitra & Wimalasena, 2024; Fraij, 2022). The lack of research in public sector settings, however, leaves no information on the ways in which bureaucratic obstacles and resource limitations impact Performance Expectancy.

Studies (e.g., Fraij, 2022; Wongras & Tanantong, 2023) have shown that perceived ease of use has a positive influence on HRIS acceptance, highlighting the significance of this factor. However, in situations where workers were used to similar systems, Alkhwalidi et al.

(2023) found it to be insignificant, suggesting the need for more investigation into specific context factors influencing effort expectancy.

The importance of social influence differs, however, some research (e.g., Zhou et al., 2019; Alkhwaldi et al., 2022) highlights its positive effects through organisational encouragement and peer support. Sachitra and Wimalasena (2024), on the other hand, found that when workers depended more on their own experiences than on social pressure, the results were negative. This reveals a lack of information on organisational and cultural processes in diverse settings such as the public sector in Sarawak.

The acceptance of HRIS requires facilitating conditions, especially support, training, and infrastructure (Zhou et al., 2019; Fraij, 2022). Although facilitating conditions have been deeply studied, little is known about how they impacted long-term HRIS use in the public sector, especially in environments with limited resources.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter explains the research methodology used to study the factors that influence employee acceptance of Human Resource Information Systems (HRIS) in Sarawak's public sector. According to Okwang (2020), this chapter describes an overall research design, data collection methods, research approach, research instrument, research subject and research procedure. This research uses a quantitative method, based on the Unified Theory of Acceptance and Use of Technology (UTAUT) model, that focuses on four key factors: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating

Conditions. This methodology makes sure that the data collected is valid and reliable for solving research objectives and testing hypotheses.

3.1 Research Design

The research uses a quantitative, cross-sectional survey-based research design. It was suitable for investigating relationships between variables while collecting data in one place at a time. This method was chosen because the research objective of the research is to evaluate employee acceptance of HRIS implementation and compare how the identified factors impact that acceptance. According to Yona and Meilani (2024), cross-sectional research involves a single data collection event during a set duration, followed by processing and in-depth analysis to address the research inquiries. Additionally, the research uses a correlational approach to look at the relationships between the independent variable factors, such as Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions, and the dependent variable, Employee Acceptance of HRIS. According to Mantilla (2020), using a correlational quantitative approach was the best way to understand the strength of these relationships.

3.2 Research Instrument

The research instrument for this research is a structured questionnaire created to evaluate employee acceptance of HRIS in the public sector using the Unified Theory of Acceptance and Use of Technology (UTAUT) model. The questionnaire is divided into five sections. Section A focuses on demographics, taking basic information about the respondents, such as their age, gender, position, and years of experience. Section B evaluates Performance Expectancy (PE), Section C evaluates Effort Expectancy (EE), Section D focuses on Social Influence (SI), Section E evaluates Facilitating Conditions (FC), and Section F evaluates Behavioural Intentions (BI). The questionnaire contains items that relate to the construct of Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), Facilitating

Conditions (FC), and Behavioural Intentions (BI). The questionnaires were taken from multiple sources, including Venkatesh et al. (2003), Rudhumbu (2022), Alkhwaldi et al. (2022), Ayaz & Yanartaş (2020), and Rahi et al. (2019), who have successfully applied the UTAUT model in technological acceptance research. The questionnaire items were divided into the following constructs:

Table 1: The Questionnaire Items

Constructs	Item No.	Questionnaire	Sources
Performance Expectancy (PE)	PE1	An HRIS is useful/helpful to my work	Ventakesh et al. (2003), Alkhwaldi et al. (2022), Rudhumbu (2022), Ayaz & Yanartas (2020), Rahi et al. (2019)
	PE2	Using HRIS helps me accomplish tasks more quickly	
	PE3	Using HRIS increases my productivity	
	PE4	Using HRIS increases my chances of promotion	
Effort Expectancy (EE)	EE1	My interaction with HRIS is clear and understandable	Ventakesh et al. (2003), Alkhwaldi et al. (2022), Rudhumbu (2022), Ayaz & Yanartas (2020), Rahi et al. (2019)
	EE2	I find HRIS easy to use	
	EE3	It is easy for me to become skilful at using HRIS	
	EE4	Learning how to use HRIS is easy for me	
Social Influence (SI)	SI1	People in my workplace think I should use HRIS into my daily tasks	Ventakesh et al. (2003), Alkhwaldi et al. (2022), Rudhumbu (2022), Ayaz & Yanartas (2020), Rahi et al. (2019)
	SI2	People who are important to me think that I should use HRIS	
	SI3	Support from management is very helpful in the use of HRIS	
	SI4	In general, the organisation supports the use of HRIS	

Facilitating Conditions (FC)	F1	I have the resources necessary to use HRIS	Ventakesh et al. (2003), Alkhwaldi et al. (2022), Rudhumbu (2022), Rahi et al. (2019)
	F2	I have the knowledge necessary to use HRIS	
	F3	HRIS is compatible with other technologies I use	
	F4	I can get help from others when I have difficulties using HRIS	
Employee Acceptance of HRIS (Behavioural Intentions (BI))	BI1	I intend to use HRIS in the near future	Ventakesh et al. (2003), Alkhwaldi et al. (2022), Rudhumbu (2022), Ayaz & Yanartas (2020)
	BI2	I plan to continue to use HRIS frequently	
	BI3	I will always try to use HRIS in my workplace	

According to Alkhwaldi et al. (2022), some original measurements used a seven-point Likert scale. However, there is no substantial difference between seven- and five-point data sets, and a five-point scale is more efficient and provides better survey simplicity than seven- or eleven-point scales. The research used a five-point Likert scale with response options ranging from (1) strongly disagree to (5) strongly agree, which is intended to produce clearer and more effective results (Alkhwaldi et al., 2022).

3.3 Validity and Reliability

The questionnaire's validity was proved through content validity. According to Sürücü & Maslakci (2020), the content validity of a measuring instrument is a validity study that determines how well each item in the measuring instrument meets its intended purpose. The researcher meets experts to evaluate every word in the constructed measuring instrument in terms of the content of the scale or term suitability and evaluates each phrase according to the experts' decisions. (Sürücü & Maslakci, 2020). According to Dista and Haleem (2024),

validity checks were performed on the content of each item in the instrument used for measurement to ensure that it performed as expected.

The reliability of the research instrument was assessed using internal consistency. It refers to the degree to which responses are consistent across all elements (variables) on a given measuring scale. Cronbach's alpha was used as a reliability test to assess the consistency of the instrument. There are four standard criteria for instrument reliability: good ($\alpha \geq 0.90$), high ($0.70 < \alpha < 0.90$), high moderate ($0.50 < \alpha < 0.70$), and low ($\alpha \leq 0.50$). A high Cronbach's alpha score indicates the model constructs are internally consistent, which means that the items within each construct measure the same content (Alkhwaldi et al., 2022). According to Dista and Haleem (2024), Cronbach's alpha values of more than 0.7 are considered acceptable, but a high level of Cronbach's alpha shows that the test items are significantly related.

3.4 Pilot test

A pilot test was conducted to test the questionnaire used. Researchers must test their questionnaires before collecting data. Pilot testing involves selecting a small group of volunteer representatives of the overall study population. It aims to identify reading issues, unclear directions, and uncomfortable questions among participants. Pilot tests help researchers clarify questionnaire statements and enhance content flow, leading to increased reliability and validity of questions (ElNakib et al., 2021). The median sample size of pilot and feasibility studies is around 30–36 per group, but there is wide variation (Lewis et al., 2021).

For this study, 36 participants have participated in the pilot test. The purpose of this was to determine whether the questions, which have been taken from past research, are

suitable for employees from the Sarawak public sector. To make sure the test was fitting for the target study population, the respondent was chosen to represent a range of HRIS usage experience, from no experience to frequently use.

Because the items in the questionnaire were taken from past research, the pilot test was to evaluate the questions' suitability, relevance and clarity for employees in the Sarawak public sector. To evaluate the reliability of the questionnaire, Cronbach's alpha was calculated for each of the constructs. The following results were obtained:

Table 2: Cronbach's Alpha for Each Construct in the Pilot Test

Construct	Number of Items	Cronbach's Alpha
Performance Expectancy (PE)	4	0.875
Effort Expectancy (EE)	4	0.949
Social Influence (SI)	4	0.922
Facilitating Conditions (FC)	4	0.880
Employee Acceptance of HRIS	3	0.944

As shown in Table 2, all constructs have Cronbach's Alpha values above 0.7, indicating high internal consistency. These results show that the past research questionnaire is reliable for use in the Sarawak public sector and that the items measure the target constructs consistently.

3.5 Research Subject

The research subjects are public sector employees who are directly involved in using a Human Resource Information System (HRIS). The study evaluates HRIS acceptance by looking at factors such as Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions and Behavioural Intention. The research subject includes administrative officers, assistant officers, administrative assistants, and other employees who

use HRIS for their daily tasks. Respondents were chosen based on their availability and willingness to answer the online questionnaire.

3.6 Research Population

The research population for this research consists of employees from one of the public sector organisations in Sarawak that uses a Human Resource Information System (HRIS). This includes employees with different levels of HRIS experience, such as normal users and those involved in implementing the system or technical support. The research's total estimated population is 100 respondents, including administrative officers, assistant officers, administrative assistants, and other employees who use HRIS for their daily jobs. Krejcie and Morgan (1970) came up with a table for determining sample size for a given population for easy reference, Population size, $N=100$ and sample size, $s=80$ (Abdul, Bukhari, & Ali, 2021).

3.7 Sampling Procedure

The research uses a convenience sampling method to select respondents from one of the public sector organisations in Sarawak. According to Etikan, Musa, and Alkassim (2016), convenience sampling is a type of non-probability or non-random sampling that involves selecting respondents from a target population based on practical criteria such as accessibility, proximity, availability, and willingness to participate in the research. It refers to easily accessible research subjects within a population. Respondents were invited to complete an online questionnaire, which was distributed via email. This approach ensures fast data collection while allowing respondents to answer when it is convenient for them.

3.8 Demographic Characteristics of the Sample

The demographic characteristics of the sample included age, gender, job role, years of work experience, and HRIS usage experience. Respondents were categorised into age groups (20-30 years, 31-40 years, 41-50 years, and 51 years or older) to evaluate potential changes in

HRIS acceptance across various ages. Gender was identified as Male and Female, allowing for the identification of gender-related differences in HRIS acceptance. Respondents were also be divided into groups based on their position within the organisation, such as Administrative Staff (e.g., Officer, Assistant, Secretary), Operations Staff (e.g., Driver, Operations Assistant), Finance Staff (e.g., Accountant, Assistant Accountant), to provide a selection of perspectives on the use of HRIS. Work experience was be categorised into five categories (Less than 1 year, 1 to 3 years, 4 to 6 years, 7 to 10 years, and more than 10 years) to look at its impact on HRIS acceptance. The familiarity of respondents with HRIS was evaluated with options including No experience, Rarely use, Occasionally use, or Frequently use.

3.9 Research Procedure

The first step of the research procedure is to get permission and an approval letter from the Faculty of Cognitive Science and Human Development to confirm the researcher's status as a student conducting the research. Then, the letter was sent to one of the public sector organisations in Sarawak.

The questionnaire was created in Google Forms format and prepared together with the instructions that explain the purpose of the study and guide the respondents on how to answer the questionnaire. The questionnaire was submitted to the HR department via email for review. After the review, the questionnaire was sent to all respondents via their organisational email addresses. For the data collection timeline, respondents were given 15 days to answer the questionnaire. The reminder email was sent 3 days before the timeline ended. For ethical considerations, respondents were informed that their participation in this questionnaire was voluntary and that all data were kept completely private and used only for research purposes.

3.10 Data Collection Technique

The research data was collected using a structured online questionnaire distributed to one of the public sector organisations in Sarawak via their organisational email address. The online format was chosen because it is accessible, easy to distribute, and has the potential to reach the target population.

The structured online questionnaire was be distributed via email. The email sent to the respondents includes a short introduction to the research's objective and significance, ensuring confidentiality and voluntary participation, instructions for how to answer and complete the questionnaire and a link to Google Forms.

Respondents were given 15 days to complete the questionnaire, and a reminder email was sent 3 days before the deadline to improve the response rate. The data were automatically recorded and stored on Google Forms to ensure data safety. After 15 days, the Google Forms link was closed, and all the respondent data were compiled.

3.11 Analysis of Data

For this research, SPSS (Statistical Package for the Social Sciences) version 26 was used to analyse the collected data. The first step, descriptive analysis, was conducted in this research. Descriptive analysis was used to measure respondents' demographic data using frequency and percentage (Yee and Abdullah, 2021). Then, reliability analysis was performed. Reliability was measured using Cronbach's Alpha coefficient, which analysed the consistency of collected results, with a value of more than 0.7 showing an acceptable scale and greater than 0.8 showing good reliability and internal consistency (Smyth et al., 2021). Multiple linear regression was used to analyse whether the independent variables were able to significantly predict the dependent variable (Employee Acceptance of HRIS) and which

independent variables (Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions) had a positive impact on acceptance (Bakheet, 2023).

3.12 Summary

This research used a quantitative, cross-sectional method based on the UTAUT model to evaluate the factors influencing employee acceptance of HRIS in Sarawak's public sector. A structured online questionnaire was used to collect data, divided into parts addressing demographic information and UTAUT categories (Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions), which were measured on a five-point Likert scale.

The target population consists of employees from one of the public sector organisations in Sarawak, and the sample was chosen using convenience sampling. The data was analysed using SPSS version 26, which included descriptive analysis, reliability testing, and multiple regression analysis to find the significant impact and the most relevant factors on employee acceptance. This method ensures that accurate and reliable data are collected and analysed to meet the research objectives.

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

Chapter 4 contains the research findings collected through the structured questionnaire used to evaluate employee acceptance of the Human Resource Information System (HRIS) in Sarawak's public sector. The main objective of this study was to explore the impact of HRIS implementation factors, such as Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions, on Employee Acceptance, which was measured by Behavioural Intention. The data was collected from various samples of the Sarawak Public sector employees and was analysed and interpreted to test hypotheses proposed in Chapter 1.

The findings are presented in two main sections. To provide an overall view of the sample's demographics, a descriptive analysis was performed first. The findings were analysed using statistical tests, such as descriptive analysis, to summarise the central tendencies and variability of each construct. Next, a reliability analysis using Cronbach's Alpha was performed to ensure internal consistency of measurement items. Lastly, the hypothesis were tested using multiple regression analysis to determine whether the independent variables, Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions, significantly impact Employee Acceptance of HRIS.

Demographics of respondents consist of information such as gender, age, position, years of work experience and HRIS usage experience. There is a total of 101 respondents who answered the survey.

4.1.1 Gender

Table 3: Gender by Respondents

Gender			
		Frequency	Percent
Valid	Male	43	42.6
	Female	58	54.7
	Total	101	100.0

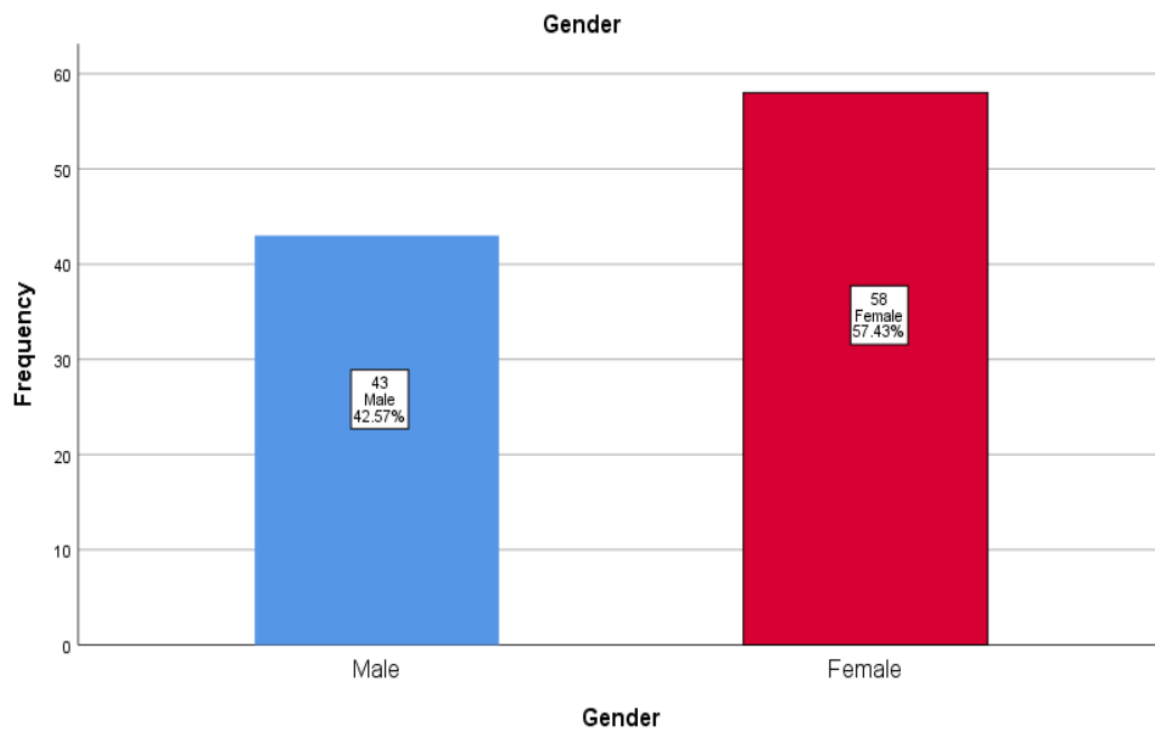


Figure 2: Distribution of Respondents by Gender

Based on Table 3 and Figure 2, the majority of respondents are females, with 58 respondents (57.4%), and 43 respondents (42.6%) are males. The percentage of respondents according to their gender has been shown in the bar chart above.

4.1.2 Age

Table 4: Age by Respondents

Age		Frequency	Percent
Valid	18 – 30 years	13	12.9
	31 – 40 years	48	47.5
	41 – 50 years	29	28.7
	51 and above	11	10.9
	Total	101	100.0

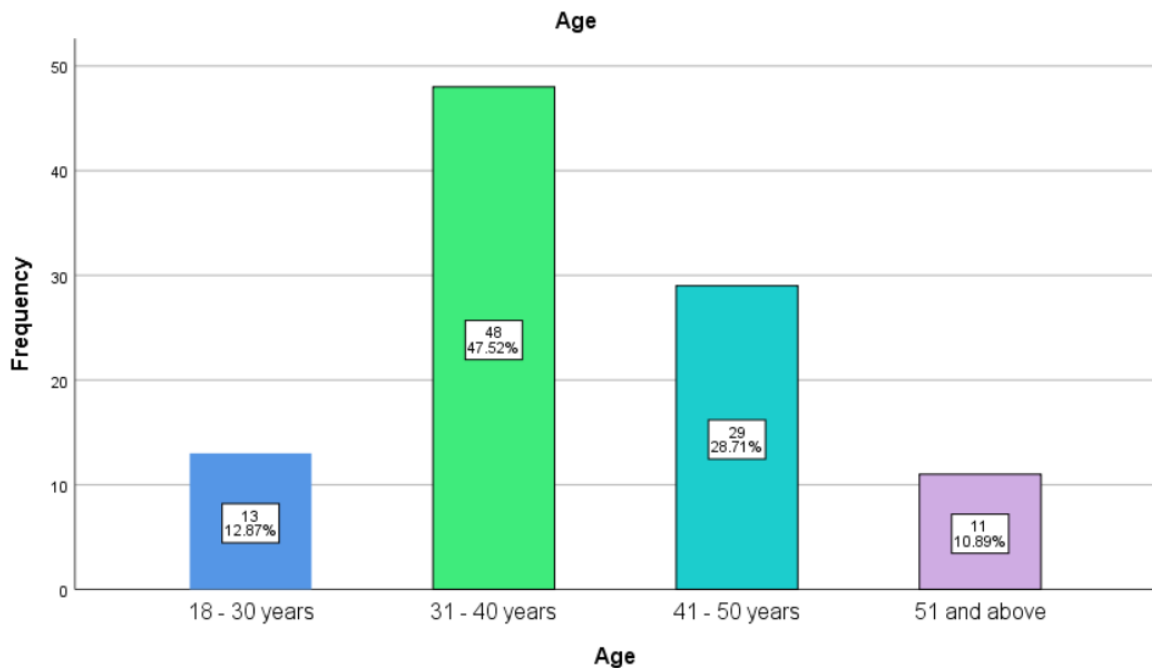


Figure 3: Distribution of Respondents by Age

Based on Table 4 and Figure 3, the majority of respondents are aged 31 – 40 years old (47.52%), followed by the second highest age range, which is between 41 - 50 years old (28.71%). For the age range between 18 - 30 years old, there are 13 (12.87%) respondents respectively. The minority of the respondents were aged 51 years old and above, there were 11 (10.89%) respondents.

4.1.3 Position

Table 5: Position by Respondents

Position		Frequency	Percent
Valid	Assistant (Administrative Assistant/ General Service Assistant/ Office Secretary Assistant)	41	40.6
	Assistant Administrative Officer	38	37.6
	Administrative Officer	22	21.8
	Total	101	100.0

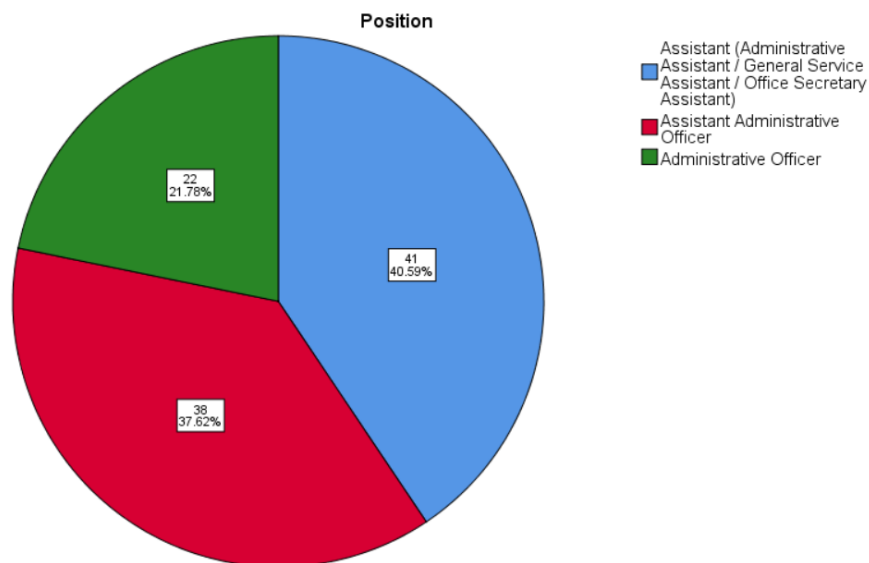


Figure 4: Distribution of Respondents by Position

According to Table 5 and Figure 4, the highest distribution of respondents by position is Assistant (Administrative assistant / General Service Assistant / Office Secretary Assistant) (40.59%), while the lowest distribution of respondents is Administrative Officer (21.78%). The second highest distribution of the respondents by position is Assistant Administrative Officer (37.62%).

4.1.4 HRIS Usage Experience

Table 6: HRIS Usage Experience by Respondents

HRIS Usage Experience			
		Frequency	Percent
Valid	Rarely use	47	46.5
	Occasionally use	36	35.6
	Frequently use	18	17.8
	Total	101	100.0

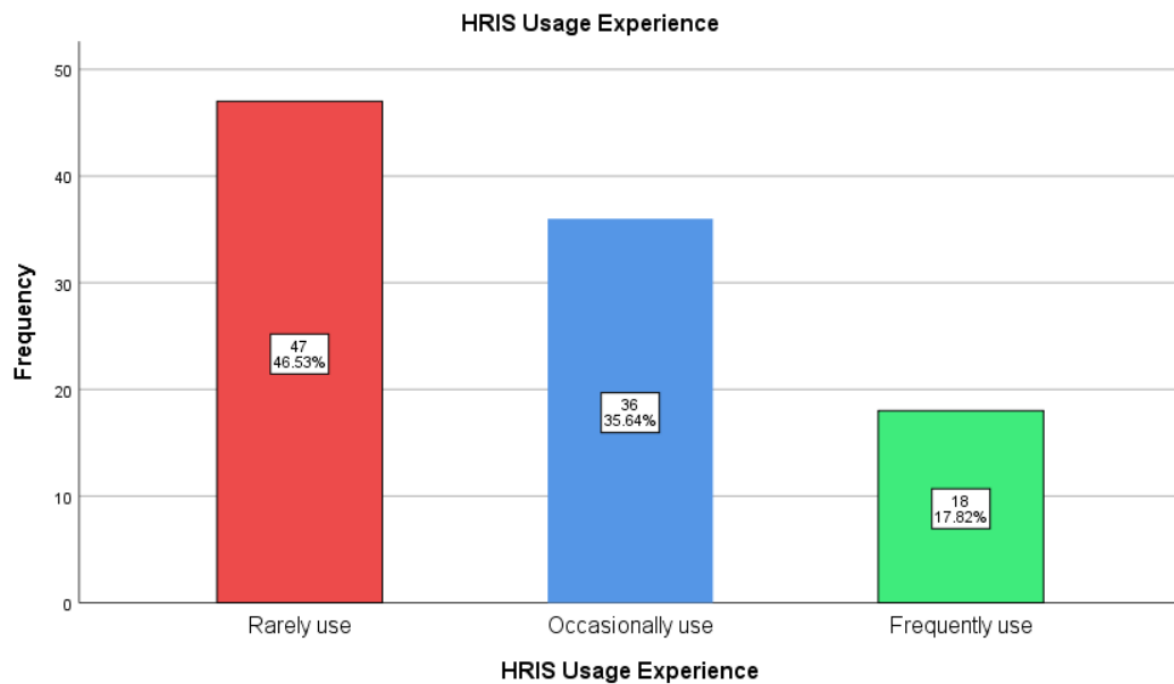


Figure 5: Distribution of Respondents by HRIS Usage Experience

According to Table 6 and Figure 5, the highest distribution of respondents by HRIS usage experience is Rarely use, 47 (46.53%) respondents, followed by the second highest, Occasionally use, 36 (35.64%) respondents. The lowest distribution is Frequently use 18 (17.82%) respondents.

4.2 Research Findings

4.2.1 Descriptive Analysis of Key Constructs

For this section, descriptive statistics were conducted to examine the central tendency and dispersion of Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), Facilitating Conditions (FC), and Employee Acceptance of HRIS. The results are presented in Table 7.

Table 7: Descriptive Statistics for Key Constructs

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Performance Expectancy (PE)	101	1.25	4.50	3.2574	1.26612
Effort Expectancy (EE)	101	1.25	5.00	3.2599	1.17735
Social Influence (SI)	101	1.00	5.00	3.2030	1.23679
Facilitating Condition (FC)	101	1.25	5.00	3.2426	1.24522
Employee Acceptance of HRIS	101	1.00	5.00	3.2145	1.25573
Valid N (listwise)	101				

Based on Table 7, the results show that the mean values for all five constructs ranged from 3.2030 to 3.2599, indicating a moderate level of agreement among respondents on a 5-point Likert scale. Effort Expectancy (EE) (Mean = 3.2599, SD = 1.17735) had the highest average score and Performance Expectancy (PE) (Mean = 3.2574, SD = 1.26612) had the second highest average score, suggesting that most Sarawak public sector employees perceived HRIS to be moderately useful and relatively easy to use. Facilitating Conditions (FC) (Mean = 3.2426, SD = 1.24522) had the second lowest average score, and Social Influence (SI) (Mean = 3.2030, SD = 1.23679) had the lowest average score. This also suggests that external encouragement and support infrastructure were present but not strongly emphasised.

The dependent variable, Employee Acceptance of HRIS (Mean = 3.2145, SD = 1.25573), also fell within the moderate range, suggesting that employee acceptance of HRIS was neither high nor low.

Standard deviation values ranging from 1.17735 to 1.26612 indicate a moderate spread in responses, suggesting some variability in perception across respondents. The minimum and maximum values confirm that the full range of the scale, 1 (Strongly Disagree) to 5 (Strongly Agree), was utilised, which supports the reliability and variability of the data collected.

4.2.2 Reliability Analysis

A five-part questionnaire was sent to 101 public sector employees in Sarawak. Each construct measured in the questionnaire was assessed for internal consistency using Cronbach's Alpha. All five constructs demonstrated good to excellent reliability, with Cronbach's alpha values ranging from .880 to .929.

Table 8: Cronbach's Alpha for Each Construct

Construct	Number of Items	Cronbach's Alpha
Performance Expectancy (PE)	4	0.917
Effort Expectancy (EE)	4	0.924
Social Influence (SI)	4	0.925
Facilitating Conditions (FC)	4	0.929
Employee Acceptance of HRIS	3	0.880

The Cronbach's Alpha values for all five constructs ranged from .880 to .929, which indicates good to excellent internal consistency based on the commonly accepted threshold ($\alpha \geq 0.80$). This suggests that the measurement items within each construct are highly reliable and consistently measure the same underlying variable. Therefore, all items were retained for further analysis.

4.2.3 Hypothesis Testing Multiple Regression Analysis

For this section, a multiple linear regression analysis was conducted to evaluate the impact of Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), and Facilitating Conditions (FC) on whether they significantly predict the impact of Employee Acceptance of HRIS.

The analysis was performed using the Enter method, where all four independent variables were entered into the model simultaneously. This part shows the regression analysis findings, including Model Summary, ANOVA, and Regression Coefficients.

4.2.3.1 Model Summary

Table 9: Model Summary for Multiple Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.961	.923	.919	.35664

Predictors: (Constant), Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions

Based on Table 12, the model summary shows a high level of predictive accuracy, with an R^2 value of .923, indicating that 92.3% of the variance in Employee Acceptance of HRIS is explained by four independent variables: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions. The adjusted R^2 (.919) confirms that the model remains strong even when accounting for the number of predictors.

4.2.3.2 ANOVA

The ANOVA table is used to determine whether the overall multiple regression model is statistically significant. It tests whether the combination of all independent variables, Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions (FC Mean) significantly predicts the impact of the dependent variable, Employee Acceptance of HRIS.

Table 10: ANOVA for Multiple Regression Analysis

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.475	4	36.369	285.932	.000
	Residual	12.211	96	.127		
	Total	157.685	100			
a. Dependent Variable: Employee Acceptance of HRIS						
b. Predictors: (Constant), Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions						

Based on Table 10, the ANOVA table indicates that the regression model is statistically significant, $F(4, 96) = 285.932$, $p < 0.001$. This means that the combination of

Performance Expectancy (PE Mean), Effort Expectancy (EE Mean), Social Influence (SI Mean), and Facilitating Conditions significantly predicts Employee Acceptance of HRIS.

4.2.3.3 Coefficients of the Regression Model

Table 11: Coefficients of the Regression Model

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.080	.105		-.759	.450
	Performance Expectancy	-.014	.097	-.014	-.142	.888
	Effort Expectancy	.153	.111	.481	4.638	.000
	Social Influence	.474	.095	.466	4.984	.000
	Facilitation Conditions	.046	.100	.046	.463	.644

a. Dependent Variable: Employee Acceptance of HRIS

The Coefficients table shows the individual contribution of each independent variable in predicting Employee Acceptance of HRIS.

4.2.3.4 Impact of Performance Expectancy on Employee Acceptance of HRIS

Hypothesis Statement:

Ha1: Performance expectancy has a positive impact on employee acceptance of HRIS in the public sector.

Table 12: Regression Coefficients for Performance Expectancy

Predictor	B	t	p
Performance Expectancy	-.014	-.142	.888

The regression coefficient for Performance Expectancy was not statistically significant ($B = -.014$, $t = -.142$, $p = .888$). Since the p-value is greater than the significance level ($p > 0.05$), the result is not statistically significant. This indicates that Performance Expectancy does not have a significant positive impact on employee acceptance of HRIS. Therefore, Ha1 is not accepted.

4.2.3.5 Impact of Effort Expectancy on Employee Acceptance of HRIS

Hypothesis Statement:

Ha2: Effort expectancy has a positive impact on employee acceptance of HRIS in the public sector.

Table 13: Regression Coefficients for Effort Expectancy

Predictor	B	t	p
Effort Expectancy	.481	4.638	< .001

The regression coefficient for Effort Expectancy was statistically significant ($B = .481$, $t = 4.638$, $p < .001$). Since the p-value is less than the significance level ($p < 0.05$), the result is statistically significant. This indicates that Effort Expectancy has a significant positive impact on employee acceptance of HRIS. Therefore, Ha2 is accepted.

4.2.3.6 Impact of Social Influence on Employee Acceptance of HRIS

Hypothesis Statement:

Ha3: Social influence has a positive impact on employee acceptance of HRIS in the public sector.

Table 14: Regression Coefficients for Social Influence

Predictor	B	t	p
Social influence	.466	4.984	< .001

The regression coefficient for Social Influence was statistically significant ($B = .466$, $t = 4.984$, $p < .001$). Since the p-value is less than the significance level ($p < 0.05$), the result is statistically significant. This indicates that Social Influence has a significant positive impact on employee acceptance of HRIS. Therefore, Ha3 is accepted.

4.2.3.7 Impact of Facilitating Conditions on Employee Acceptance of HRIS

Hypothesis Statement:

Ha4: Facilitating conditions has a positive impact on employee acceptance of HRIS in the public sector.

Table 15: Regression Coefficients for Facilitating Conditions

Predictor	B	t	p
Facilitating Conditions	.046	0.463	.644

The regression coefficient for Facilitating Conditions was not statistically significant ($B = .046$, $t = .463$, $p = .644$). Since the p-value is greater than the significance level ($p > 0.05$), the result is not statistically significant. This indicates that Facilitating Conditions does not have a significant positive impact on employee acceptance of HRIS. Therefore, Ha4 is not accepted.

4.3 Discussion

This section discusses the findings of the study about the proposed hypotheses and the existing literature reviewed in Chapter 2. The aim was to evaluate whether Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions significantly impact Employee Acceptance of HRIS in the public sector of Sarawak. The discussion is structured with each independent variable and highlights how the current results align or contrast with past research.

4.3.1 Performance Expectancy and Employee Acceptance of HRIS

The multiple regression analysis revealed that the Performance Expectancy did not have a statistically significant positive impact on Employee Acceptance of HRIS in the public sector of Sarawak ($B = -.014$, $t = -0.14$, $p = .888$). This indicates that employees' perceptions of whether HRIS would enhance their job performance were not a key factor in their acceptance of HRIS. As such, H_{a1} was not accepted.

This finding contrasts with past research that identified performance expectancy as a key predictor of HRIS acceptance. For example, Sachitra and Wimalasena (2024) found that performance expectancy positively influenced HRIS acceptance in Sri Lanka's aviation sector, due to improvements in productivity, information access, and time-saving features. Similarly, Fraij (2022) reported that performance expectancy significantly affected the adoption of HRIS in the Jordanian telecommunications industry. Furthermore, Alkhwalidi et al. (2022) highlighted that performance expectancy had a significant impact on HRIS acceptance in the Jordanian public sector, showing that employees valued systems that enhance job effectiveness.

The lack of a significant impact in this study may be attributed to the mandatory implementation of HRIS in the Sarawak public sector. When HRIS use is compulsory, employees may not be influenced by their perceptions of the system's usefulness, but rather by compliance with organisational requirements. In such cases, intention to use may not reflect performance-based motivation, thereby weakening the effect of performance expectancy.

This result adds to the understanding that organisational factors, such as top-down enforcement, can limit the explanatory power of performance expectancy. It suggests that

mandatory-use environments, like the public sector in Sarawak, performance-related beliefs may not be a strong driver of employee acceptance of HRIS.

4.3.2 Effort Expectancy and Employee Acceptance of HRIS

The multiple regression analysis showed that Effort Expectancy had a statistically significant positive impact on Employee Acceptance of HRIS in the public sector of Sarawak ($B = .481, t = 4.638, p < .001$). This indicates that the ease of use of the HRIS played an important role in influencing employees' acceptance. As such, Ha2 was accepted.

This finding is aligned with past research. Fraij (2022) found that effort expectancy had a significant positive relationship with HRIS acceptance in the telecommunications industry, highlighting the importance of user-friendly system design. Similarly, Alkhwalid et al. (2022) reported that employees in the Jordanian public sector were more likely to adopt HRIS when they felt confident in their ability to use the system without difficulty.

In this study, the strong impact of effort expectancy suggests that public sector employees in Sarawak value clarity, ease of use, and minimal learning burden when using the new HRIS platform interface.

This result highlights the practical implication that ease of use must remain a top design and implementation priority for HRIS platform developers and IT practitioners. Training programs, user support, and intuitive system interfaces could enhance employee acceptance levels by addressing usability concerns directly.

4.3.3 Social Influence and Employee Acceptance of HRIS

The multiple regression analysis found that Social Influence had a statistically significant positive impact on Employee Acceptance of HRIS in the public sector of Sarawak ($B = .466, t = 4.984, p < .001$). This result suggests that employees were more likely to accept

and use HRIS when they perceived that important groups, such as supervisors, peers, or the management itself, encouraged HRIS usage. Therefore, Ha3 was accepted.

This result is aligned with past research. Alkhwalidi et al. (2022) reported that social influence significantly affects employees' acceptance of HRIS in the Jordanian public sector, emphasising the role of peer pressure and organisational expectations. Similarly, Wongras and Tanantong (2024) found that social influence played a key role in HRIS adoption in Thailand, particularly in environments where team dynamics and managerial support were prominent. According to Zhou et al. (2019), their findings showed that social influence has a direct and significant impact on employees' HEIMS (similar to HRIS) using behaviour. According to Zhou et al. (2019), their findings show that the majority of employees believe that using HRIS would place them above their peers who do not use the system.

In the public sector of Sarawak, where hierarchical structures and formal authority are more pronounced, social pressure or endorsement from leadership can be a key factor in system adoption. This may explain the strong impact of social influence in the context of this study, where employees may follow the behaviour or expectation of their supervisors or the head of the department.

Overall, this result emphasises the importance of organisational communication, leadership involvement and peer encouragement in promoting HRIS acceptance. Implementation strategies that leverage these social dynamics, such as internal communication efforts by providing clear guidance from supervisors, may further encourage the usage of HRIS in the public sector of Sarawak.

4.3.4 Facilitating Conditions and Employee Acceptance of HRIS

The multiple regression analysis showed that Facilitating Conditions did not have a statistically significant positive impact on Employee Acceptance of HRIS in the public sector

of Sarawak ($B = .046$, $t = 0.463$, $p = .644$). This suggests that employees' perceptions of the availability of resources, technical infrastructure, or support were not a key factor in determining their acceptance of HRIS. Therefore, Ha4 was not accepted.

This finding contrasts with the past research, which has consistently found facilitating conditions to be a significant factor in HRIS acceptance. For example, Alkhwaldi et al. (2022) reported that facilitating conditions significantly influenced HRIS acceptance in the Jordanian public sector, emphasising the importance of system availability, training and support mechanisms. Similarly, Fraij (2022) found that the acceptance of HRIS is positively and significantly impacted by the facilitating condition. Zhou et al. (2016) noted that it has a significant relationship with use behaviour, indicating that effective training for employees can increase their confidence in using HRIS in future and facilitating conditions had a significant impact on employee acceptance.

A potential reason for the lack of significance in this study is that most Sarawak public sector employees may already have consistent access to infrastructure and system support as part of their daily work. When such work is standardised and expected, their presence may no longer be perceived as a factor in HRIS acceptance.

This finding suggests that, in highly structured and centralised environments like the public sector of Sarawak, facilitating conditions may not always serve as a strong motivational factor for employee acceptance, especially when the HRIS usage is enforced rather than optional.

4.4 Conclusion

This chapter presents the findings of the study based on the data collected from 101 public sector employees in Sarawak. The analysis began with the demographics of the respondents, followed by descriptive statistics for each construct, such as Performance

Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, and Employee Acceptance of HRIS. Reliability analysis using Cronbach's Alpha confirmed that all constructs demonstrated good to excellent internal consistency.

Multiple linear regression was employed to evaluate the impact of the four independent variables on the dependent variable, employee acceptance of HRIS. The overall multiple regression model was statistically significant, explaining 92.3% of the variance in employee acceptance of HRIS. The results indicated that effort expectancy and social influence had a significant and positive impact on employee acceptance. In contrast, performance expectancy and facilitating conditions were not found to have a significant impact.

Each hypothesis was tested individually and interpreted in line with the research objectives. Out of the four hypotheses, two were accepted, Ha2 and Ha3, while two were not accepted, Ha1 and Ha4. These findings were further discussed in the following chapter to provide theoretical and practical implications of the study.

CHAPTER 5

IMPLICATIONS, SUGGESTIONS AND CONCLUSION

5.0 Introduction

This final chapter presents the overall conclusion of the study by summarising the key findings, theoretical and practical implications, suggestions for future research, and the final remarks of the research project. The purpose of this study was to evaluate the impact of Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), and Facilitating Conditions (FC) on Employee Acceptance of HRIS in the Sarawak public sector.

Quantitative data were collected and analysed using descriptive statistics, reliability analysis, and multiple linear regression. The findings revealed that only Effort Expectancy and Social Influence had a statistically significant positive impact on Employee Acceptance of HRIS. In contrast, Performance Expectancy and Facilitating Conditions does not have a positive impact. These results are further interpreted and discussed in the context of past literature and the UTAUT model to draw meaningful conclusions and practical insights.

5.1 Implications

This section highlights the significance of the study's findings from both theoretical and practical perspectives, especially within the context of the Unified Theory of Acceptance and Use of Technology (UTAUT).

5.1.1 Theoretical Implications

The findings of this study contribute to the existing literature on technology acceptance by providing empirical support for selected constructs of the Unified Theory of Acceptance and Use of Technology (UTAUT) within the context of the Sarawak public sector. The study confirmed that Effort Expectancy and Social Influence have a significantly positive impact on Employee Acceptance of HRIS, which is consistent with the original

UTAUT model proposed by Venkatesh et al. (2003). This reinforces the theoretical understanding that perceived ease of use and social pressure are essential drivers of behavioural intention to use technology.

However, the study found that Performance Expectancy and Facilitating Conditions does not have a positive impact on employee acceptance of HRIS in this context. This suggests that in an environment where HRIS use is mandatory, such as in the Sarawak public sector, the influence of perceived usefulness or available infrastructure may be reduced. These results provide an important contribution to theory by highlighting that UTAUT constructs may be different in influence depending on the organisational context and the nature of HRIS use implementation.

5.1.2 Practical Implications

The study also offers practical implications for HR and ICT practitioners responsible for HRIS implementation. The positive impact of Effort Expectancy indicates that employees are more likely to accept HRIS when it is user-friendly and easy to use. This highlights the importance of the HRIS platform design, clear navigation, and the provision of training and technical support. Practitioners should prioritise usability in HRIS and ensure that employees are trained to minimise resistance and enhance confidence.

Similarly, the Social Influence factor highlights the need for strong internal communication, supervisor support and peer encouragement. Encouraging department heads and senior employees to promote HRIS usage, alongside regular updates and peer reinforcement, can promote a more supportive environment and enhance HRIS acceptance among employees.

In contrast, the findings showed that Performance Expectancy and Facilitating Conditions does not have a positive impact on employee acceptance of HRIS. This may

indicate that when system use is mandatory, employees rely more on ease of use and encouragement from others rather than perceptions of usefulness and availability of infrastructure. Organisations may need to change their focus toward creating a supportive environment and removing usability barriers to enhance HRIS acceptance.

5.2 Suggestions

While this study provides valuable insight into the factors influencing employee acceptance of HRIS in the public sector of Sarawak, several areas could be explored in future research to enhance understanding and generalisability.

Firstly, this study was only conducted in the public sector of Sarawak. Future studies could expand the geographical scope to include other states in Malaysia or compare findings between public and private sector organisations. Such comparative studies could reveal how organisational culture, enforcement policies, or infrastructure availability may moderate the impact of UTAUT constructs.

Secondly, this study uses a quantitative method using past research items or questionnaires. Future researchers may consider using qualitative methods, such as interviews or focus groups, to gain deeper insights into user experiences, barriers, and motivations that impact the acceptance of HRIS.

Thirdly, additional variables outside the UTAUT model, such as user attitude, training effectiveness, or organisational commitment, could be examined to capture other important dimensions impacting HRIS acceptance. Expanding the theoretical framework may enhance explanatory power and reveal interactions between constructs.

Lastly, as HRIS systems continue to evolve with technological advancements, future studies could examine how emerging features such as mobile access and Artificial

Intelligence integration influence user acceptance over time. A longitudinal study can help assess whether acceptance levels change with ongoing usage and system updates.

5.3 Conclusion

This study aims to evaluate the impact of four UTAUT factors, Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions, on Employee Acceptance of HRIS in the public sector of Sarawak. Data were collected from 101 respondents and analysed using descriptive statistics, reliability analysis, and multiple regression.

The findings revealed that only Effort Expectancy and Social Influence significantly positively impacted Employee Acceptance of HRIS, while Performance Expectancy and Facilitating Conditions did not show a statistically significant impact. These findings suggest that ease of use and encouragement from supervisors and peers are more influential in shaping HRIS acceptance than perceived usefulness or technical infrastructure in a mandatory use environment.

The study contributes theoretically by extending the understanding of UTAUT within a public sector context, especially in settings where HRIS use is enforced rather than voluntary. It also provides practical implications for HR and ICT practitioners, emphasising the need to focus on usability, internal communication, and supportive leadership during HRIS implementation.

For its limitations, this research provides a foundation for future investigations into HRIS acceptance in government settings and highlights the importance of adapting implementation strategies to the organisation. With ongoing improvements and policy support, HRIS acceptance in the public sector can be further optimised to support efficient, data-driven HR management.

REFERENCES

- Abdul, S., Bukhari, R., & Ali, M. (2021). Sample Size Determination Using Krejcie and Morgan Table. *Available at online: <https://doi.org/10.13140/RG.2.11445.19687>*.
- Abuhantash, A. (2023). The Impact of Human Resource Information Systems on Organizational Performance: A Systematic Literature Review. *European Journal of Business and Management Research*, 8(3), 239-245.
<https://doi.org/10.24018/ejbmr.2023.8.3.1992>
- Adli, M. R. S. C. D. (2023). A review of the acceptance on learning management system (LMS) using unified theory acceptance and use of technology (UTAUT). *Advanced International Journal of Business, Entrepreneurship, and SMEs*, 5(18), 22-32.
<http://dx.doi.org/10.35631/AIJBES.518003>
- Alkhwaldi, A. F., Alobidyeen, B., Abdulmuhsin, A. A., & Al-Okaily, M. (2022). Investigating the antecedents of HRIS adoption in public sector organizations: integration of UTAUT and TTF. *International Journal of Organizational Analysis*, 31(7), 3251-3274.
<http://dx.doi.org/10.1108/IJOA-04-2022-3228>
- Amoako, R., Jiang, Y., Adu-Yeboah, S. S., Frempong, M. F., & Tetteh, S. (2023). Factors influencing electronic human resource management implementation in public organisations in an emerging economy: An empirical study. *South African Journal of Business Management*, 54(1), 2937. <http://dx.doi.org/10.4102/sajbm.v53i1.2937>
- Ayaz, A., & Yanartaş, M. (2020). An analysis on the unified theory of acceptance and use of technology theory (UTAUT): Acceptance of electronic document management system (EDMS). *Computers in Human Behavior Reports*, 2, 100032.
<http://dx.doi.org/10.1016/j.chbr.2020.100032>

- Bakheet, E. M. (2023). *Factors influencing the behavioural intention to adopt the flipped classroom amongst computer science academics: an extended UTAUT predictive model* (Doctoral dissertation, University of Southampton).
- Budhathoki, T., Zirar, A., Njoya, E. T., & Timsina, A. (2024). ChatGPT adoption and anxiety: a cross-country analysis utilising the unified theory of acceptance and use of technology (UTAUT). *Studies in Higher Education*, 1-16.
<http://dx.doi.org/10.1080/03075079.2024.2333937>
- Chabani, Z. (2020). The challenges facing public organizations to implement human resources information systems: a case study of Algeria. *Journal of Management Information and Decision Sciences*, 23(4), 230-244.
- Chitakala, C., & Phiri, J. (2022). Factors that affect SMEs in the adoption of E-Tax payment systems in Zambia, the case of Kamwala trading area-based on UTAUT model. *Open Journal of Business and Management*, 10(6), 3395-3408.
<http://dx.doi.org/10.4236/ojbm.2022.106167>
- Dey, T., & Saha, T. (2020). Implementation of HRIS by hospitals in Bangladesh: An analysis using the UTAUT model. *International Research Journal of Engineering and Technology*, 7(1), 1920-1927.
- Ditsa, E. G., & Haleem, Y. (2024). The Influence Of External Environmental Factors On The Implementation Of The Human Resource Information System In Ghana. An Empirical Study In The Upper West Region MMDA'S. *Computer Science & IT Research Journal*, 5(4), 768-786. <http://dx.doi.org/10.51594/csitrj.v5i4.1025>
- ElNakib, D. M., Ragheb, M. A., Youssef, R. A. E., & Ghanem, A. N. (2021). The Effect of HRIS Adoption on Vodafone Egypt Firm's Performance. *Journal of Human Resource and Sustainability Studies*, 9(2), 173-192. <http://dx.doi.org/10.4236/jhrss.2021.92012>

- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5(1), 1-4.
<http://dx.doi.org/10.11648/j.ajtas.20160501.11>
- Fenech, R., Baguant, P., & Ivanov, D. (2019). The changing role of human resource management in an era of digital transformation. *International Journal of Entrepreneurship*, 22(2), 166-175.
- Fraij, J. (2022). UTAUT2 Model to Investigate the Adoption of E-HRM in the Telecommunication Sector. <http://dx.doi.org/10.37394/23204.2022.21.12>
- Kamaludin, K., & Kamaludin, K. Z. (2017). User acceptance of the human resource information system: A study of a private hospital in Malaysia. *International Review of Management and Marketing*, 7(2), 207–217. Retrieved from
<https://www.econjournals.com/index.php/irmm/article/view/4121>
- Kavanagh, M. J., & Johnson, R. D. (Eds.). (2017). *Human resource information systems: Basics, applications, and future directions*. Sage Publications.
- Lewis, M., Bromley, K., Sutton, C. J., McCray, G., Myers, H. L., & Lancaster, G. A. (2021). Determining sample size for progression criteria for pragmatic pilot RCTs: the hypothesis test strikes back!. *Pilot and feasibility studies*, 7, 1-14.
<https://link.springer.com/article/10.1186/s40814-021-00770-x>
- Mantilla, R. E. (2020). *Quantitative Correlational Study between Individual Expectations and Environmental Variables with the Willingness to Accept a Mobile Health Application* (Order No. 28260909). Available from ProQuest Dissertations & Theses Global. (2479030926). <https://www.proquest.com/dissertations-theses/quantitative-correlational-study-between/docview/2479030926/se-2>

- Matimbwa, H. (2023) Human Resource Information System Applications: Insights from Local Government Authorities in Tanzania.
- Menant, L., Gilibert, D., & Sauvezon, C. (2021). The application of acceptance models to human resource information systems: a literature review. *Frontiers in Psychology*, 12, 659421. <https://doi.org/10.3389/fpsyg.2021.659421>
- Naveed, S., Suhail, A., & Rana, N. S. (2021). Adoption of hris in the public organizations: institutional logics perspective. *Pakistan Journal of Information Management and Libraries*, 23, 1-27. <https://doi.org/10.47657/2208>
- Noutsu, F. A., Kala Kamdjoug, J. R., & Fosso Wamba, S. (2017). Acceptance and use of HRIS and influence on organizational performance of SMEs in a developing economy: the case of Cameroon. In *Recent Advances in Information Systems and Technologies: Volume 1 5* (pp. 563-580). Springer International Publishing. https://link.springer.com/chapter/10.1007/978-3-319-56535-4_57
- Okwang, I. (2020). *HRIS Technology Effects on a State University's Human Resources Leadership* (Doctoral dissertation, St. Thomas University).
- Quaosar, G. A. A., & Rahman, M. S. (2021). Human Resource Information Systems (HRIS) of Developing Countries in 21st Century Review and Prospects. <https://doi.org/10.4236/jhrss.2021.93030>
- Quaosar, G. A. A., Rahman, M. A., & Rahman, M. S. (2024). Factors Affecting the Adoption of HRIS: An Empirical Study Using Extended UTAUT2 Model. *International Journal of Business and Management*, 19(3), 213-213. <http://dx.doi.org/10.5539/ijbm.v19n3p213>

- Rahi, S., Othman Mansour, M. M., Alghizzawi, M., & Alnaser, F. M. (2019). Integration of UTAUT model in internet banking adoption context: The mediating role of performance expectancy and effort expectancy. *Journal of Research in Interactive Marketing*, 13(3), 411-435. <http://dx.doi.org/10.1108/JRIM-02-2018-0032>
- Rudhumbu, N. (2022). *Applying the UTAUT2 to predict the acceptance of blended learning by university students. Asian Association of Open Universities Journal*, 17 (1), 15-36. <https://doi.org/10.1108/AAOUJ-08-2021-0084>
- Sachitra, V., & Wimalasena, T. (2024). Employee Acceptance of Human Resource Management Information System: Integrated UTAUT and TTF Model in a Selected Public Firm in Sri Lanka. *South Asian Journal of Social Studies and Economics*, 21(2), 75-87. <http://dx.doi.org/10.9734/sajsse/2024/v21i2775>
- Shahreki, J., Ganesan, J., Raman, K., Chin, A. L. L., & Chin, T. S. (2019). The effect of human resource information system application on employee satisfaction and turnover intention. *Entrepreneurship and Sustainability issues*, 7(2), 1462. [http://doi.org/10.9770/jesi.2020.7.3\(47\)](http://doi.org/10.9770/jesi.2020.7.3(47))
- Smyth, J., Chen, H., Donzella, V., & Woodman, R. (2021). Public acceptance of driver state monitoring for automated vehicles: Applying the UTAUT framework. *Transportation research part F: traffic psychology and behaviour*, 83, 179-191. <http://dx.doi.org/10.1016/j.trf.2021.10.003>
- Sürücü, L., & Maslakci, A. (2020). Validity and reliability in quantitative research. *Business & Management Studies: An International Journal*, 8(3), 2694-2726. <http://dx.doi.org/10.15295/bmij.v8i3.1540>

- Thite, M. O. H. A. N., Kavanagh, M. J., & Johnson, R. D. (2012). Evolution of human resource management and human resource information systems. *Introduction To Human Resource Management*, 2-34.
- Tursunbayeva, A. (2019). Human resource technology disruptions and their implications for human resources management in healthcare organizations. *BMC health services research*, 19(1), 268. <https://doi.org/10.1186/s12913-019-4068-3>
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS quarterly*, 425-478. <https://doi.org/10.2307/30036540>
- Were, V., Jere, E., Lanyo, K., Mburu, G., Kiriinya, R., Waudo, A., ... & Rodgers, M. (2019). Success of a South-South collaboration on Human Resources Information Systems (HRIS) in health: a case of Kenya and Zambia HRIS collaboration. *Human resources for health*, 17, 1-8. <https://doi.org/10.1186/s12960-019-0342-z>
- Wongras, P., & Tanantong, T. (2023). An extended UTAUT model for analyzing users' Acceptance factors for artificial Intelligence adoption in human resource recruitment: A case study of Thailand. <http://dx.doi.org/10.20944/preprints202311.1612.v1>
- Xue, L., Rashid, A. M., & Ouyang, S. (2024). The Unified Theory of Acceptance and Use of Technology (UTAUT) in Higher Education: A Systematic Review. *SAGE Open*, 14(1), 21582440241229570. <https://doi.org/10.1177/21582440241229570>
- Yee, M. L. S., & Abdullah, M. S. (2021). A review of UTAUT and extended model as a conceptual framework in education research. *Jurnal Pendidikan Sains Dan Matematik Malaysia*, 11, 1-20. <http://dx.doi.org/10.37134/jpsmm.vol11.sp.1.2021>

- Yona, F., & Meilani, Y. C. F. P. (2024). The Impact of The HRIS Usage in Human Resource Management Practice, Employee Innovation, and Job Satisfaction to Increase Employee Performance. *Quantitative Economics and Management Studies*, 5(4), 815-831. <https://doi.org/10.35877/454RI.qems2716>
- Zhou, L. L., Owusu-Marfo, J., Asante Antwi, H., Antwi, M. O., Kachie, A. D. T., & Ampon-Wireko, S. (2019). Assessment of the social influence and facilitating conditions that support nurses' adoption of hospital electronic information management systems (HEIMS) in Ghana using the unified theory of acceptance and use of technology (UTAUT) model. *BMC medical informatics and decision making*, 19, 1-9. <https://doi.org/10.1186/s12911-019-0956-z>

APPENDIX A

RESEARCH INSTRUMENT: GOOGLE FORMS QUESTIONNAIRE ON EMPLOYEE ACCEPTANCE OF HRIS



Human Resources Information Systems (HRIS) Implementation Factors on Employee Acceptance in the Public Sector of Sarawak Survey

Dear Respondent,

My name is Andy Raymond, and i am a third year student of Bachelor's Degree in Human Resource Development (HRD) from the Faculty of Cognitive Sciences and Human Development (FCSHD) at Universiti Malaysia Sarawak (UNIMAS). I am conducting currently conducting a survey for my research titled "**The Impact of Human Resources Information Systems (HRIS) Implementation Factors on Employee Acceptance in the Public Sector of Sarawak: A UTAUT Approach**".

Thank you for taking the time to participate in this survey.

Your responses are essential for understanding how HRIS is viewed and accepted by government employees. The survey will take about 5-10 minutes to complete. All responses will remain private, and your participation is entirely voluntary.

By participating in this survey, you will be helping to provide valuable insight that can contribute to improving HRIS implementation in the public sector, especially in Sarawak. Your feedback will be greatly appreciated.

Kepada Responden,

*Nama saya Andy Raymond, dan saya merupakan pelajar tahun ketiga dalam Ijazah Sarjana Muda Pembangunan Sumber Manusia (HRD) dari Fakulti Sains Kognitif dan Pembangunan Manusia (FCSHD) di Universiti Malaysia Sarawak (UNIMAS). Saya sedang menjalankan satu kajian melalui soal selidik untuk penyelidikan saya yang bertajuk "**Kesan Faktor Pelaksanaan Sistem Maklumat Sumber Manusia (HRIS) terhadap Penerimaan Pekerja dalam Sektor***

kajian melalui soal selidik untuk penyelidikan saya yang bertajuk "**Kesan Faktor Pelaksanaan Sistem Maklumat Sumber Manusia (HRIS) terhadap Penerimaan Pekerja dalam Sektor Awam Sarawak: Pendekatan UTAUT**".

Terima kasih kerana meluangkan masa untuk menyertai soal selidik ini. Respon anda adalah penting untuk memahami bagaimana HRIS dilihat dan diterima oleh pekerja kerajaan. Soal selidik ini akan mengambil masa kira-kira 5-10 minit untuk diselesaikan. Semua maklumat yang diberikan akan dirahsiakan dan penyertaan anda adalah sepenuhnya sukarela.

Dengan menyertai soal selidik ini, anda akan membantu memberikan pandangan yang berharga yang boleh menyumbang kepada penambahbaikan pelaksanaan HRIS dalam sektor awam, khususnya di Sarawak. Maklum balas anda amat dihargai.

Instructions: This questionnaire consists of six sections.

Arahan: Borang soal selidik ini terdiri daripada enam bahagian.

Section A: Demographic

Bahagian A: Demografi

Section B: Performance Expectancy (PE)

Bahagian B: Jangkaan Prestasi

Section C: Effort Expectancy (EE)

Bahagian C: Jangkaan Usaha

Section D: Social Influence (SI)

Bahagian D: Pengaruh Sosial

Section E: Facilitating Conditions (FC)

Bahagian E: Keadaan yang Memudahkan

Section F: Behavioural Intentions (BI)

Bahagian F: Niat Perilaku

For any inquiries, you can contact the phone number or email provided.

Untuk sebarang pertanyaan, anda boleh hubungi nombor telefon atau emel yang tertera.

Name>Nama: Andy Raymond

Phone no. /No. telefon: 017-8102883

Email: 83226@siswa.unimas.my

andyraymond95@gmail.com [Switch account](#)



Not shared

Section A: Demographic

Bahagian A: Demografi

Gender *

Jantina

- ☐ Female/Perempuan
- ☐ Male/Lelaki

Please select your age group. *

Sila pilih kumpulan umur anda.

- ☐ 18 - 30 years/tahun
- ☐ 31 - 40 years/tahun
- ☐ 41 - 50 years/tahun
- ☐ 51 and above/ dan ke atas

Position *

Jawatan

- ☐ Pegawai Tadbir/Administrative Officer
- ☐ Penolong Pegawai Tadbir/Assistant Administrative Officer
- ☐ Pembantu (Pembantu Tadbir / Pembantu Khidmat Am / Pembantu Setiausaha Pejabat)/Assistant (Administrative Assistant / General Service Assistant / Office Secretary Assistant)

Years of Work Experience *

Tempoh Pengalaman Kerja

- ☐ Less than 1 year/ Kurang dari setahun
- ☐ 1 - 3 years/tahun
- ☐ 4 - 6 years/tahun
- ☐ 7 - 10 years/tahun
- ☐ More than 10 years/Lebih dari 10 tahun

HRIS Usage Experience *

Pengalaman Penggunaan HRIS

- ☐ No experience/Tiada pengalaman
- ☐ Rarely use/Jarang menggunakan
- ☐ Occasionally use/Kadangkala menggunakan
- ☐ Frequently use/Menggunakan dengan kerap

Section B: Performance Expectancy (PE)

Bahagian B: Jangkaan Prestasi

Instruction: Please indicate your level of agreement. Use the following scale:

Arahan: Sila nyatakan tahap persetujuan anda. Gunakan skala berikut:

1 = Strongly Disagree / Sangat Tidak Setuju

2 = Disagree / Tidak Setuju

3 = Neutral / Neutral

4 = Agree / Setuju

5 = Strongly Agree / Sangat setuju

This section

aims to evaluate how employees perceive the usefulness of HRIS in improving their job performance.

Seksyen ini bertujuan untuk menilai bagaimana pekerja melihat kegunaan HRIS dalam meningkatkan prestasi kerja mereka.

Performance Expectancy (PE) (Jangkaan Prestasi) *

	1	2	3	4	5
An HRIS is useful/helpful to my work. / Sistem Maklumat Sumber Manusia (HRIS) berguna/membantu kerja saya.	☐	☐	☐	☐	☐
Using HRIS helps me accomplish tasks more quickly. / Menggunakan HRIS membantu saya menyelesaikan tugas dengan lebih cepat.	☐	☐	☐	☐	☐

Using HRIS increases my productivity. / Menggunakan HRIS meningkatkan produktiviti saya.	☐	☐	☐	☐	☐
--	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Using HRIS increases my chances of promotion. / Menggunakan HRIS meningkatkan peluang saya untuk kenaikan pangkat.	☐	☐	☐	☐	☐
--	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Section C: Effort Expectancy (EE)

Bahagian C: Jangkaan Usaha

Instruction: Please indicate your level of agreement. Use the following scale:

Arahan: Sila nyatakan tahap persetujuan anda. Gunakan skala berikut:

1 = Strongly Disagree / Sangat Tidak Setuju

2 = Disagree / Tidak Setuju

3 = Neutral / Neutral

4 = Agree / Setuju

5 = Strongly Agree / Sangat setuju

This section assesses how easy employees find it to use the HRIS system.

Seksyen ini menilai sejauh mana kemudahan pekerja dalam menggunakan sistem HRIS.

Effort Expectancy (EE) (Jangkaan Usaha) *

	1	2	3	4	5
My interaction with HRIS is clear and understandable. / Interaksi saya dengan HRIS adalah jelas dan mudah difahami.	☐	☐	☐	☐	☐
I find HRIS easy to use. / Saya mendapati HRIS mudah untuk digunakan.	☐	☐	☐	☐	☐
It is easy for me to become skillful at using HRIS. / Saya mendapati ia mudah untuk menjadi mahir dalam menggunakan HRIS.	☐	☐	☐	☐	☐
Learning how to use HRIS is easy for me. / Belajar cara menggunakan HRIS adalah mudah bagi saya.	☐	☐	☐	☐	☐

Section D: Social Influence (SI)
Bahagian D: Pengaruh Sosial

Instruction: Please indicate your level of agreement. Use the following scale:

Arahan: Sila nyatakan tahap persetujuan anda. Gunakan skala berikut:

1 = Strongly Disagree / Sangat Tidak Setuju

2 = Disagree / Tidak Setuju

3 = Neutral / Neutral

4 = Agree / Setuju

5 = Strongly Agree / Sangat setuju

This section will measure the effect of social factors, such as peer and supervisor influence, on HRIS acceptance.

Seksyen ini akan mengukur kesan faktor sosial, seperti pengaruh rakan sekerja dan penyelia, terhadap penerimaan HRIS.

Social Influence (SI) (Pengaruh Sosial) *

	1	2	3	4	5
People in my workplace think I should use HRIS into my daily tasks. / Orang di tempat kerja saya berpendapat saya patut menggunakan HRIS dalam tugas harian saya.	☐	☐	☐	☐	☐
People who are important to me think that I should use HRIS. / Orang yang penting bagi saya berpendapat bahawa saya patut menggunakan HRIS.	☐	☐	☐	☐	☐
Support from management is very helpful in the use of HRIS. / Sokongan daripada pihak pengurusan sangat membantu dalam penggunaan HRIS.	☐	☐	☐	☐	☐
In general, the organisation supports the use of HRIS. / Secara amnya, organisasi menyokong penggunaan HRIS.	☐	☐	☐	☐	☐

Section E: Facilitating Conditions (FC)
Bahagian E: Keadaan yang Memudahkan

Instruction: Please indicate your level of agreement. Use the following scale:
 Arahan: Sila nyatakan tahap persetujuan anda. Gunakan skala berikut:
 1 = Strongly Disagree / Sangat Tidak Setuju

2 = Disagree / Tidak Setuju

3 = Neutral / Neutral

4 = Agree / Setuju

5 = Strongly Agree / Sangat setuju

This section addresses the availability of resources, support, and infrastructure necessary for the effective use of HRIS.

Seksyen ini membincangkan ketersediaan sumber, sokongan, dan infrastruktur yang diperlukan untuk penggunaan HRIS yang berkesan.

Facilitating Conditions (FC) (Keadaan yang Memudahkan) *

	1	2	3	4	5
I have the resources necessary to use HRIS. / Saya mempunyai sumber yang diperlukan untuk menggunakan HRIS.	☐	☐	☐	☐	☐

I have the knowledge necessary to use HRIS. / Saya mempunyai pengetahuan yang diperlukan untuk menggunakan HRIS.	☐	☐	☐	☐	☐
--	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

HRIS is compatible with other technologies I use. / HRIS serasi dengan teknologi lain yang saya gunakan.	☐	☐	☐	☐	☐
--	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

I can get help from others when I have difficulties using HRIS. / Saya boleh mendapatkan bantuan daripada orang lain apabila saya menghadapi kesukaran menggunakan HRIS.	☐	☐	☐	☐	☐
--	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Section F: Employee Acceptance of HRIS (Behavioural Intentions (BI))

Bahagian F: Penerimaan Pekerja Terhadap HRIS (Niat Perilaku)

Instruction: Please indicate your level of agreement. Use the following scale:

Arahan: Sila nyatakan tahap persetujuan anda. Gunakan skala berikut:

1 = Strongly Disagree / Sangat Tidak Setuju

2 = Disagree / Tidak Setuju

3 = Neutral / Neutral

4 = Agree / Setuju

5 = Strongly Agree / Sangat setuju

This section assesses the likelihood of participants continuing to use HRIS in the future.

Seksyen ini menilai kemungkinan peserta untuk terus menggunakan HRIS pada masa hadapan.

Behavioural Intentions (BI) (Niat Perilaku) *

1 2 3 4 5

I intend to use
HRIS in the near
future. / Saya
berhasrat untuk
menggunakan
HRIS dalam
masa terdekat.

☐ ☐ ☐ ☐ ☐

I plan to
continue to use
HRIS frequently.
/ Saya
merancang
untuk terus
menggunakan
HRIS dengan
kerap.

☐ ☐ ☐ ☐ ☐

I will always try
to use HRIS in
my workplace. /
Saya akan
sentiasa cuba
untuk
menggunakan
HRIS di tempat
kerja saya.

☐ ☐ ☐ ☐ ☐

Human Resources Information Systems (HRIS) Implementation Factors on Employee Acceptance in the Public Sector of Sarawak Survey

andyraymond95@gmail.com [Switch account](#)



Not shared

Thank you for participating in this survey. Your feedback is invaluable to the success of this research. / Terima kasih kerana menyertai soal selidik ini. Maklum balas anda amat berharga bagi kejayaan penyelidikan ini.

APPENDIX B

SPSS OUTPUT: DESCRIPTIVE STATISTICS

Descriptives

[DataSet1] C:\Users\Asus\Desktop\FYP\SPSS HRIS for chap4_1.sav

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
PE_Mean	101	1.25	4.50	3.2574	1.26612
EE_Mean	101	1.25	5.00	3.2599	1.17735
SI_Mean	101	1.00	5.00	3.2030	1.23679
FC_Mean	101	1.25	5.00	3.2426	1.24522
Employee_Acceptance_of_HRIS_Mean	101	1.00	5.00	3.2145	1.25573
Valid N (listwise)	101				

APPENDIX C

SPSS OUTPUT: RELIABILITY ANALYSIS (CRONBACH'S ALPHA) FOR PERFORMANCE EXPECTANCY, EFFORT EXPECTANCY, SOCIAL INFLUENCE, FACILITATING CONDITIONS, AND EMPLOYEE ACCEPTANCE OF HRIS

Case Processing Summary

		N	%
Cases	Valid	101	100.0
	Excluded ^a	0	.0
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.917	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance Expectancy (PE) [An HRIS is useful/helpful to my work.]	9.63	14.014	.843	.880
→ Performance Expectancy (PE) [Using HRIS helps me accomplish tasks more quickly.]	9.75	15.408	.814	.891
Performance Expectancy (PE) [Using HRIS increases my productivity.]	9.70	14.031	.825	.887
Performance Expectancy (PE) [Using HRIS increases my chances of promotion.]	10.00	15.860	.763	.907

Case Processing Summary

		N	%
Cases	Valid	101	100.0
	Excluded ^a	0	.0
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.924	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Effort Expectancy (EE) [My interaction with HRIS is clear and understandable.]	9.71	13.287	.843	.897
→ Effort Expectancy (EE) [I find HRIS easy to use.]	9.84	12.675	.855	.892
Effort Expectancy (EE) [It is easy for me to become skillful at using HRIS.]	9.57	12.327	.793	.915
Effort Expectancy (EE) [Learning how to use HRIS is easy for me.]	9.99	12.870	.818	.904

Case Processing Summary

		N	%
Cases	Valid	101	100.0
	Excluded ^a	0	.0
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.925	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Social Influence (SI) [People in my workplace think I should use HRIS into my daily tasks.]	9.77	14.398	.813	.907
Social Influence (SI) [People who are important to me think that I should use HRIS.]	9.59	14.484	.838	.900
Social Influence (SI) [Support from management is very helpful in the use of HRIS.]	9.42	13.785	.821	.905
Social Influence (SI) [In general, the organisation supports the use of HRIS.]	9.65	13.769	.837	.899

Case Processing Summary

		N	%
Cases	Valid	101	100.0
	Excluded ^a	0	.0
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.929	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Facilitating Conditions (FC) [I have the resources necessary to use HRIS.]	9.47	14.291	.823	.912
Facilitating Conditions (FC) [I have the knowledge necessary to use HRIS.]	9.76	14.183	.871	.896
Facilitating Conditions (FC) [HRIS is compatible with other technologies I use.]	9.91	15.002	.791	.922
Facilitating Conditions (FC) [I can get help from others when I have difficulties using HRIS.]	9.77	13.658	.857	.901

Case Processing Summary

		N	%
Cases	Valid	101	100.0
	Excluded ^a	0	.0
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.880	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Acceptance of HRIS (EA1) [I intend to use HRIS in the near future.]	6.45	6.590	.813	.791
Employee Acceptance of HRIS (EA2) [I plan to continue to use HRIS frequently.]	6.24	6.143	.782	.822
Employee Acceptance of HRIS (EA3) [I will always try to use HRIS in my workplace.]	6.60	7.322	.719	.873

APPENDIX D

SPSS OUTPUT: MULTIPLE REGRESSION ANALYSIS

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	FC_Mean, PE_Mean, SI_Mean, EE_Mean ^b	.	Enter

a. Dependent Variable:
Employee_Acceptance_of_HRIS_Mean

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961 ^a	.923	.919	.35664

a. Predictors: (Constant), FC_Mean, PE_Mean, SI_Mean, EE_Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.475	4	36.369	285.932	.000 ^b
	Residual	12.211	96	.127		
	Total	157.685	100			

a. Dependent Variable: Employee_Acceptance_of_HRIS_Mean

b. Predictors: (Constant), FC_Mean, PE_Mean, SI_Mean, EE_Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.080	.105		-.759	.450
	PE_Mean	-.014	.097	-.014	-.142	.888
	EE_Mean	.513	.111	.481	4.638	.000
	SI_Mean	.474	.095	.466	4.984	.000
	FC_Mean	.046	.100	.046	.463	.644

a. Dependent Variable: Employee_Acceptance_of_HRIS_Mean

APPENDIX E

CONSENT LETTER FROM FACULTY

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development
UNIMAS/NC-16.03/04-13/01 Jld.41 (93)



9 April 2025

Puan Dayang Hajah Joanita Azizah binti Abang Haji Morshidi
Residen Bahagian Kuching
Menara Pejabat Kompleks Islam Sarawak
Lorong P. Ramlee 5 & Jalan P Ramlee
93400 Kuching
Sarawak

Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Andy Raymond (83226)** 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 bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Impact of Human Resources Information Systems (HRIS) Implementation Factors On Employee Acceptance In The Public Sector of Sarawak: A UTAUT Approach"</i>
Penyelia	: Ts. Dr Mohammad Nur Azhar bin Mazlan
No.Telefon Penyelia	: 082-584567
E-mel Penyelia	: mmmazhar@unimas.my
No.Telefon Pelajar	: 017-8102883
E-mel Pelajar	: 83226@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak puan 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 puan, 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

APPENDIX F

APPROVAL LETTER TO CONDUCT RESEARCH IN SARAWAK FROM SARAWAK ONLINE RESEARCH APPLICATION SYSTEM (SORAS)



UNIT PERANCANG EKONOMI SARAWAK
ECONOMIC PLANNING UNIT SARAWAK

Jabatan Premier Sarawak
Department of the Premier of Sarawak
Tingkat 6 & 7, Wisma Bapa Malaysia
6th & 7th Floor, Wisma Bapa Malaysia
Petra Jaya
93502 Kuching, Sarawak
MALAYSIA

Tel : (+6)082 – 319387 / 440857
Faks (Fax) : (+6)082 – 449481 / 442536
Laman Web (Website) : <https://premierdept.sarawak.gov.my>

Our Ref.: (66) JPS/EPU/608-8/2/1 Vol. 5

Date: 11 June 2025

Andy Raymond
Universiti Malaysia Sarawak,
94300, Kota Samarahan,
SARAWAK

Dear Sir,

APPROVAL TO CONDUCT RESEARCH IN SARAWAK

Reference is made to the above-mentioned subject.

2. I am pleased to inform you that approval is hereby given to enable you to conduct a research in Sarawak Titled **The Impact of Human Resources Information Systems (HRIS) Implementation Factors on Employee Acceptance in The Public Sector of Sarawak: A Utaut Approach** from 11 June to 31 December 2025.

3. This approval is subject to the following terms and conditions :-
- (i) The research will not involve any financial aid from the Government of Sarawak;
 - (ii) Your study should be limited to your research area;
 - (iii) The Government has the right to withdraw this approval should you deviate from the original scope of your research; and
 - (iv) Upon completion of your research, printed copies of the final report of your study are to be extended free to Sarawak State Library (that is designated as the State Depository Centre) (1 copy) and Economic Planning Unit Sarawak (1 copy) at no cost.

Thank you.

"BERSATU BERUSAHA BERBAKTI"
"AN HONOUR TO SERVE"

(DATU LESTER MATTHEW)
Director
Economic Planning Unit Sarawak
for Sarawak State Secretary

cc. Director, Human Resource Development and Management Unit
Desk officer: Masila anak Jripin (Tel: 082-319422; Email: masilazico@sarawak.gov.my)



CERTIFIED TO ISO 37001:2016
CERT. NO. : ABMS 00338

APPENDIX G

TURNITIN PLAGIARISM CHECK REPORT

Full_FYP_Report_Andy_Raymon
d_83226__
by ANDY RAYMOND .

Submission date: 09-Jul-2025 10:37PM (UTC+0800)

Submission ID: 2712416476

File name: 11354_ANDY_RAYMOND_._Full_FYP_Report_Andy_Raymond_83226__77959_75162475.pdf
(2.94M)

Word count: 17384

Character count: 111633

Full_FYP_Report_Andy_Raymond_83226__

ORIGINALITY REPORT

7%

SIMILARITY INDEX

9%

INTERNET SOURCES

6%

PUBLICATIONS

8%

STUDENT PAPERS
