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The factors of acceptance and use of HRIS

Dani Safaâ, Faridi Mohamed

Hassan First University of Settat, National School of Management, Laboratory LRMMC, Settat Morocco

Saleh.f.info@gmail.com

Abstract. The purpose of this article is to extend the bundles of corporate governance theory and propose the role of corporate debt in determining the governance structure of a company. This research intended to answer some questions have been put forward by scholars to explain the inter-relationship between debt, corporate governance, and agency costs: (i) what exactly is the disciplinary role of debts? (ii) how is governance structure influenced by the debt level? and (iii) are extremely high debt ratios required? Previous works have looked at interrelations between debt, corporate governance, and agency costs in isolation result in inclusive findings. However, we argue that debt level is a key determinant of the effective governance structure that maintains agency costs at the optimal level. Based on the governance bundle theory, we contribute to the literature by introducing a new model (over-governance model) that suggests financial leverage as a critical contingency linking governance bundle and agency costs. Also, it provides a clear picture on the different type of agency costs. Our paper provides a theoretical framework to guide further studies and provide important implications for the board, corporate management, and regulators.

Keywords. HRIS, factors, HRM, acceptance, satisfaction

Introduction

Faced with globalization, the HR function is a major challenge. It is a sector that is becoming central in the implementation of organizational policy. HRISs are evolving and will evolve just as considerably (Storhaye, 2013). They are an integral part of any organization.

HRIS is unquestionably linked to the use of IT, and effective management of 'human capital' has become a necessary and complex operation for HR professionals. Jackson et al (2003) point out that all of these changes and those to come have required unanimity that effective human capital management is critical to the success of an organization (Lawler III & Mohrman, 2003). HR must be able to contribute to organisational design and change management. With the implementation of an HRIS, it becomes easier for the HR function to collect strategic information and analyze it with a view to contributing to the implementation of a business strategy. We are in the sphere of Human Capital Economics .

Through this article, we will try to identify the factors that enable the successful adoption and efficient use of ICT. The adoption of a technology and its appropriation by the members of an organization corresponds to "an individual and organizational learning process over time" (Reix, 2004; p. 332).

Our goal, therefore, is to examine the factors that enable the adoption and success of HRIS in an organization and its influence on the performance of the HR function.

Our article is divided into two parts, the first chapter presents generalities about HRIS and the role it plays in the organization. The second chapter presents the different models and theories that address the factors of acceptance, use and success of a technology.

1. HRIS General

Understanding the strategic, political, cultural and managerial scope of HRIS has become a real professional requirement, and even one of the success factors of companies' HR policies (Storhaye, 2013).

1.1. Definition

Several definitions are put forward in the literature regarding HRIS. The approaches, diverse though they are, differ according to the characteristics that the authors favour. Exbrayat et al (2010) have observed two schools of thought: the first considers HRIS according to its capacity to process information whatever the means required, while the other considers it according to its technological capacities in the broad sense, particularly through the role it plays within more global processes. Kovach, K.A. and Cathcart, C.E. (1999) define HRIS as "a procedure for collecting, storing, restoring and validating data on human resources, staff activities and the characteristics of organisational units required by an organisation". Merck B. (2002) considers that "an HRIS is a set of more or less interconnected software applications that allow different administrative acts and management operations applied to HR to be carried out in a consistent manner".

On the whole we can say that an HRIS is an interface between human resources management and information and communication technologies.

Tannenbaum (1990) states that an HRIS is a system for acquiring, storing, manipulating, analyzing, retrieving and distributing information relevant to an organization's human resources.

The HRIS, or Human Resources Management Information System, must be able to cover all the management processes of the HR function. It must be able to automate the various tasks related to HR management that used to be repetitive, as it is generally made up of a set of software bricks (processes). These tasks will thus constitute a suite of value-added information flows (Silva, 2008).

Hendrickson (2003) explains that HRIS is not limited to the technical aspects (hardware, software applications) but also includes people, procedures and policies, and the data required to manage the HR function.

In conclusion, we can say that despite the inexorable development of HRIS in HR operations, various authors such as Kovach, Hugues (2002) Bassett, Campbell, Licciardi (2003), Ball (2001), Tansley (2001) point out that the use of these systems is not optimal and remains at an administrative level.

1.2. Role of an HRIS

As an integral part of the organization, the HRIS must be able to address the added value of each of the tasks of the HR function and therefore the relevance of the existing information system. A company wishing to maintain a competitive advantage in the market will strive to maximize the use of the system by its various resources. This will induce the system to play a primary role within organizations.

The HRIS plays a very indispensable role in the operationalization of every business process. Its use in organizations contributes to organizational efficiency. Its essential goal is to provide reliable and useful information for better decision making. To do this, the organisation can use the system for better planning, or at least for the e-Recruitment process, to name but a few. In this way, it will be able to save information on the daily activities of employees (in terms of training, retraining, etc.). These employees can access their information, update it on a regular basis or consult the system to obtain information on current or upcoming training courses or useful information for the development of their personal career. The HRIS enables managers to permanently monitor employee performance and offers indicative dashboards, which are essential to better orient the global HR strategy aligned with the business (Gupta, 2013). Studies by Overman (1992) have shown that improved information flow and reliability, better planning and scheduling, and increased communication between employees can be seen as relative benefits of HRIS.

In general, we can list the main characteristics of a good HRIS by :

- better management of repetitive tasks;
- a centralization of data;
- better tracking of employee data;
- greater responsiveness to data;
- an efficient circulation of HR files between the different actors of the company;

1.3. HRM issues in relation to the HRIS

There are many challenges facing the HR function in relation to the HRIS.

The implementation or replacement of an HRIS can have external, regulatory or legal causes. But it can also be the result of internal reflection.

In 2004, Jean-Marie Peretti identified four different motivations and issues in relation to the implementation of an HRIS:

- Optimisation of HR processes: the HRIS will enable the company to better manage knowledge, skills and competencies. As well as the conservation of these skills and the motivation of employees.
- Globalization: HR management practices must respond to global and local logic.
- Data centralization: to support the company's strategy, the HR function needs a global vision of its resources (payroll, training, GPEC...).
- Making players accountable: the HRIS must enable decentralisation to operational departments, then to management and employees, training planning, holidays, etc.". (F. Bournois, S. Point, J. Rojot, J-L. Scaringella, 2007, p. 331).

They add four other problems:

- Transparency policy: providing services in the form of information and reports (job offers, news, annual report, sustainable development report, etc.)".
- Interests sought: to handle administrative and payroll tasks as easily (through automation) and securely as possible; to participate in the implementation of new HR management tools; to complete the management tools .
- Performance: gain in productivity, optimisation and control of information flows, reduction of deadlines, cost control and greater availability to employees.
- Refocusing of the HR function: freeing oneself from tedious and repetitive tasks to devote oneself to tasks with greater added value.

New technologies are therefore contributing to the evolution of the HR function and redefining the roles and missions of managers within the company.

2.Theory and model of technology acceptance

This section will review all the theories and models that address the issues of technology adoption, use and success. These models are mainly dependent on individual behaviour, to which non-subjective elements must be added.

2.1. The theory of diffusion of TDI innovations :

The theory of diffusion of innovations was proposed by Rogers (1962) in his Diffusion of Innovations, which he defined as "the process by which an innovation is communicated through certain channels over time among members of a social system" and an innovation as "an idea, practice or object that is perceived as new by an individual unit or other units of adoption" (Rogers, 1983). This theory has been applied not only at the individual level (Rogers, 1995) but also at the organizational level (Zaltman, Duncan, & Holbeck, 1973).

The goal is to be able to explain how a technological innovation moves from the invention stage to its full use.

2.2. The Theory of Reasoned Action

The Theory of Reasoned Action is a widely studied model in social psychology. Proposed by, this model aims to explain and predict the adoption of individual behaviours. This theory by Ajzen & Fishbein (1980) rejects the idea that the actions of the individual may be underpinned by unconscious motivations that are inherently capricious and unpredictable. For them, before acting, human beings consider the implications of their actions and, based on this, decide whether or not to engage in the action; hence the name of their theory .

According to TRA, an individual's behaviour is determined by his or her behavioural intention to adopt it. Which intention is jointly determined by his attitude and subjective norms. As a general model, it does not specify which beliefs are operative for a particular behaviour.

In information systems, a particularly useful aspect of this model is the assertion that all other factors can influence those they take into account in their model. Thus, variables such as system characteristics, user characteristics, task characteristics, the nature of the development or implementation processes, political influences, organizational structure, etc., constitute what Fishbein & Ajzen, call "external variables" (Ajzen & Fishbein, 1975 cited by (Davis, Bagozzi, & Warshaw, 1989)). According to them, these variables mainly have a distal effect while those they consider have a proximal effect.

2.3. Theory of Planned Action or Theory of Planned Behaviour

Planned behaviour theory (PCT) originated from the extension of the theory of reasoned action (Fishbein & Ajzen, 1975; Ajzen & Fishbein, 1980) to examine the relationship between intention and behaviour. It was necessitated by the limitations of the original model in dealing with behaviours over which people have incomplete control (Ajzen I., 1991). As in the theory of reasoned action, the central element here is "the intention to perform the behaviour". This intention is the cognitive representation of a person's willingness to perform a given behaviour. Which intention would have a direct influence on the behaviour . The theory of planned behaviour has also been used several times. First, Mathieson's (1991) studies sought to predict the intention to use information technology. In their research, variables such as attitude and perceived control over behaviour were used to explain intention ($R^2 = 0.62$). Subsequently, using the TCP, Taylor and Todd (1995) explored information technology adoption behaviours. The results of their study were able to show that all the explanatory variables (attitude, subjective norm and perceived control over behaviour) were associated with the intention to adopt the technology ($R^2 = 0.60$).

2.4. Technology Acceptance Model

A model inspired by the Theory of Reasoned Action (TRA), this model aims to identify the causes of acceptance or rejection of a technology by users and to know the impact of such a system on the user's intention to accept it. More specifically, this model concerns the prediction of the acceptability of an information system. It postulates that this acceptance is determined by two main variables: perceived usefulness and ease of use. These are no more and no less than the subjective beliefs of the user. For the latter judges the appropriateness or otherwise of using a system in the operationalization of his daily tasks at work. According to him, this system could increase his performance. These variables therefore attempt to explain this attitude of the user in his intention to use the technology. Indeed, this is one of the objectives of the TAM model (Davis, 1989). The TAM model defines utility perception as the degree to which an individual believes that the use of a system will improve his or her performance. Perceived ease of use refers to the degree to which an individual believes that using a system will be effortless.

2.5. Delone and McLean IS success model

Recognized as an indicator of the success of information technology, user satisfaction is still an unspecified variable (Bailey & Pearson, 1983). To this end, Delone and McLean (1992) make a fairly clear distinction between information quality and system quality. Ten years after the publication of their first model, and taking into account the remarks and suggestions of several related contributions [(Seddon, 1997); (Rai, Lang, & Welker, 2002)], Delone and McLean (2003) presented another reformulated version of their previous model. While highlighting the impact of the system on users, this model has the merit of explaining the success of an information system within an organization. Long used in the field of information systems, more specifically information technology, this model has six constructs. For their categorization, they have drawn on the research of Shannon and Weaver (1949) on communications and the "theory of influence" of information by Mason (1978), as well as the empirical research studies in Information Systems Management by Hellstén & Markova (2006). The improved model includes six interdependent constructs of information system success: information, system, and service quality, usage intent, user satisfaction, and net benefits (Urbach & Mueller, 2011).

2.6. Unified theory of technology acceptance and use

The Unified Theory of Technology Acceptance and Use: developed by Venkatesh et al. (2003) is a model of technology acceptance whose aim is to explain users' intentions to use the information system, as well as their subsequent usage behaviours. The proposal of this unified model is the result of conceptual and empirical similarities between some of the adoption models cited above, and the criticism and concatenation of the constructs of eight (08) models that previous research sought to explain information system use behaviour (TRA, TAM, motivation model, TCP, TCP/TAM combinatorial theory, personal computer use model, TDI and social cognitive theory (SCT)). The UTAUT model compared to other intention models has been the subject of several empirical validations. Indeed, the model focuses exclusively on individual perceptions of the external circumstances that lead to the intention to behave and current behaviour. This eliminates consideration of objective environmental factors that may influence use. The UTAUT model retains: quality of information, system quality, service level, intention to use, , user satisfaction, net profits.

2.7. Other models

2.7.1. Haines and Petit Model Haines and Petit (1997)

They proposed a model to measure the success of an HRIS with two criteria: satisfaction of HRIS users and use of the system. It was derived from an improved version of the user

satisfaction measure (Bailey & Pearson, 1983). It is based on the most significant conditions that are likely to have a significantly positive influence on user satisfaction and system use. The first objective of their studies was to identify the variables (antecedents) that promote the success of the HRIS system (Haines & Petit, 1997). However, very few studies have been conducted in this area. For these authors, this was an ideal opportunity to provide more evidence to better understand the phenomenon.

This explanation of the system is achieved through the individual and organisational characteristics and conditions of the system. The results showed that the existence of a HRIS department or an administrative unit dedicated to it increases user satisfaction and use of the system.

2.7.2. Ulrich Model

It has the merit of questioning the impact of the effective use of HRIS as a lever for transforming the roles of HR professionals. In the search for greater added value, the HR function tends to gradually transform itself into a predominantly strategic entity and, at the same time, seeks to reduce its historical role as an administrative entity. Does it still have to play this historical role? Faced with this observation, one of the issues listed is to question the influence of the use of HRIS on the HR function. This model has four poles representing the different roles of the HR function: the role of administrative expert, strategic partner, actor of change, employee champion. (Exbrayat, Fisteberg, & Fouesnant (2010)) The administrative expert ensures that salaries are paid on time. The employee champion ensures that the organisation treats its employees correctly. The change agent supports the necessary changes. The strategic partner ensures that the HR policy is in line with the organisation's strategy. The Ulrich model provides a realistic and achievable idea of how the HR function can develop and create added value for customers, investors and employees.

Conclusion

The Human Resources Information System will contribute to the modernization of human resources management and will have a positive impact on the effectiveness and efficiency of human resources management and will enhance the skills and development of new competencies of staff.

Our reflection work has enabled us to observe that the factors that enable the successful implementation of the information system are :

- Influence internal to the company: circumscribed to the internal level of the company, this is the degree to which an individual perceives that the people he considers important think he should use a system.
- Facilitating Conditions: this is a determinant that has a unique and direct effect on use, without the intermediate role of acceptance. They can be seen as a degree to which an individual believes that the perception of subjective or non-subjective elements could contribute to the use of the system.
- Ease of use: this is the ability held by a user to control the use of a system.
- Perceived usefulness: this is a belief by the individual that using the system could be useful to him or her, with a view to significantly increasing his or her work tasks and thus improving performance.
- System quality: The success of system quality derives from the desirable characteristics of an IS and thus from the measures of the IS itself. These measures generally focus on several aspects such as accessibility, reliability and flexibility.

- Acceptance & use of the system: It defines the degree to which a user accepts and uses a system in his daily work.
- User satisfaction: defines the degree to which a user is satisfied with the use of the system and its results in the performance of his tasks.

Given that talent is scarce and skills difficult to grasp, the Human Resources Information System (HRIS) remains an indispensable necessity for companies wishing to develop and gain a competitive advantage. In this sense, its acceptance and use by employees remains the key to its successful implementation.

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