

HRIS Adoption in Flexible vs. Traditional Work Systems: A Multi-Industry Analysis Using UTAUT and AMO Frameworks

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Abstract

Human Resource Information Systems (HRIS) are integral to modern management, yet their adoption and usage vary across industries and work contexts. With flexible work arrangements becoming common after the COVID-19 pandemic, understanding how HRIS adoption differs between flexible/hybrid and traditional work systems is critical. This paper synthesizes empirical evidence from recent studies to examine determinants of HRIS adoption across multiple industries and work arrangements. Employing the Unified Theory of Acceptance and Use of Technology (UTAUT) and the Ability–Motivation–Opportunity (AMO) framework, the study proposes a conceptual model that integrates technical, organizational and psychosocial factors. Evidence from a Sri Lankan software-industry survey shows that compatibility and observability shape perceived usefulness and ease of use, which in turn drive behavioural intention and actual usage of HRIS in work-from-home (WFH) and hybrid contexts[1]. Findings from Bangladesh suggest that performance expectancy, effort expectancy, social influence, facilitating conditions, hedonic motivation and personal innovativeness positively influence HRIS adoption[2]. A case study of SMEs emphasizes that organizational performance improves when employees accept change management practices during HRIS implementation[3]. A psychosocial study reveals that HRIS adoption is a negotiation shaped by emotional states, role identity and social norms[4]. Collectively, these insights inform a multi-industry model and offer managerial implications for designing HRIS strategies that align with both technological and human factors.

Keywords: HRIS adoption; flexible work systems; UTAUT; AMO framework; multi-industry analysis; change management

Introduction

Digital transformation has accelerated the adoption of information systems in almost every organizational function. Within human resource management, Human Resource Information Systems (HRIS) have evolved from basic payroll processors into integrated platforms for recruitment, performance management, talent analytics and strategic decision-making[5]. The COVID-19 pandemic catalyzed a rapid shift toward remote and hybrid work arrangements, compelling organizations to deploy HRIS for distributed workforces[6]. Although HRIS adoption is widespread, usage patterns vary

significantly across industries and work contexts. Organizations in technology and professional services often operate with hybrid or fully remote teams, whereas manufacturing, healthcare and public sectors may still rely heavily on traditional on-site work. These differences raise the question: **Do the determinants of HRIS adoption differ between flexible and traditional work systems, and how can management theory account for such variation?**

The management literature offers competing explanations. Technology-centered models such as the Technology Acceptance Model (TAM) and UTAUT emphasize perceptions of usefulness and ease of use as key determinants[7]. Organizational theories highlight structural and cultural factors that either facilitate or constrain system implementation[4]. Psychosocial perspectives suggest that adoption is not purely rational but is influenced by emotions, trust and identity alignment[4]. Empirical studies also reveal context-specific drivers. In Sri Lankan software firms, compatibility of HRIS with existing workflows and observability of benefits positively influence ease of use and usefulness, which then drive behavioural intention and actual usage of HRIS in WFH and hybrid arrangements[1]. Conversely, an extended UTAUT2 study in Bangladesh finds that hedonic motivation and personal innovativeness are significant predictors of adoption in public and private organizations[2]. For SMEs, employee acceptance of change management is critical; without it, performance improvements from HRIS implementation may not materialize[3]. Qualitative research across UK organizations underscores the role of emotional and social factors, suggesting that HRIS adoption is a psychosocial negotiation rather than a linear decision process[4].

This paper aims to integrate these diverse insights by examining HRIS adoption through a combined UTAUT–AMO lens across flexible and traditional work systems. The UTAUT framework provides a structured way to understand technology acceptance through performance expectancy, effort expectancy, social influence and facilitating conditions. The AMO framework (Ability, Motivation, Opportunity) complements UTAUT by highlighting the need for employee competencies, motivation to use the system, and contextual opportunities for engagement. By synthesizing empirical findings from multiple industries, we seek to answer two research questions:

1. **What are the common and context-specific determinants of HRIS adoption across flexible/hybrid and traditional work systems?**
2. **How do technical, organizational and psychosocial factors interact to influence HRIS adoption and usage?**

Addressing these questions contributes to both theory and practice. Theoretically, it extends UTAUT by integrating change management and psychosocial dimensions, aligning with calls for more holistic models[4]. Practically, it offers managers a roadmap for designing HRIS strategies that consider industry context, work arrangement and human factors.

Literature Review

Evolution and Significance of HRIS

Historically, HRIS emerged in the 1960s as automated payroll systems and gradually evolved into comprehensive information systems that support recruitment, performance evaluation, compensation and training[5]. The widespread digitalization of business processes in the 2010s and 2020s has reinforced HRIS as a strategic tool that integrates data across HR functions, provides real-time analytics, and facilitates evidence-based decision-making[5]. Modern HRIS platforms enable self-service portals for

employees and managers, mobile accessibility, and integration with social and collaboration tools, making them essential for remote and hybrid work contexts[8].

Theoretical Foundations

Several theoretical models explain technology adoption. TAM posits that perceived ease of use (PEOU) and perceived usefulness (PU) determine behavioural intention to use a technology[7]. UTAUT extends TAM by incorporating performance expectancy, effort expectancy, social influence and facilitating conditions[2]. In the HRIS context, performance expectancy refers to the degree to which users believe that the system will improve their job performance, while effort expectancy relates to the perceived ease of using HRIS. Social influence captures the impact of colleagues, supervisors and organizational culture, and facilitating conditions refer to infrastructural and organizational support.

The AMO framework complements UTAUT by asserting that employee performance depends on ability (knowledge and skills), motivation (willingness to exert effort) and opportunity (organizational context and resources). In HRIS adoption, employees must possess digital literacy and HRIS training (ability), perceive benefits and enjoyment in using the system (motivation) and have organizational support and data access (opportunity). Integrating UTAUT and AMO helps account for both technological perceptions and human capital factors.

Empirical Evidence on HRIS Adoption in Flexible Work Systems

The shift toward flexible work after the pandemic has prompted researchers to examine how remote or hybrid work arrangements influence HRIS adoption. A notable study by Jayasinghe et al. (2025) examined antecedents of actual HRIS usage among employees working from home (WFH) or in hybrid contexts across Sri Lankan software companies[1]. The researchers integrated Diffusion of Innovation Theory (DIT), TAM and UTAUT to test a comprehensive model. They found that **observability**, the degree to which the results of an innovation are visible, positively influences PEOU, while **compatibility**, the degree to which HRIS fits with existing work practices, positively influences PU[1]. Social influence, PEOU and PU significantly predicted behavioural intention to use HRIS, and both behavioural intention and facilitating conditions (e.g., training, IT support) positively influenced actual usage[9]. Interestingly, relative advantage and compatibility did not directly influence PEOU, indicating that employees may not recognise benefits if the system lacks user-friendly communication[9]. These findings underscore that in flexible contexts, **ease of use** and **social influence** are pivotal; employees working remotely rely on intuitive interfaces and encouragement from peers and supervisors to adopt HRIS.

Empirical Evidence on HRIS Adoption in Developing Economies

Research in developing countries highlights additional determinants. Quaasar, Rahman and Rahman (2024) used an extended UTAUT2 model to examine HRIS adoption among 255 respondents from public and private organizations in Bangladesh[2]. Besides the core UTAUT constructs, they introduced **hedonic motivation**, the fun or pleasure derived from using HRIS, and **personal innovativeness**, individual willingness to experiment with new technologies[2]. Structural equation modelling revealed that performance expectancy, effort expectancy, social influence, facilitating conditions, hedonic motivation and personal innovativeness all exert positive and direct influences on HRIS adoption[2]. Further analysis showed that hedonic motivation and personal innovativeness enhance the explanatory power of the model[2], suggesting that users in developing economies adopt HRIS not only because it helps them work more efficiently but also because it is enjoyable and aligns with their openness to

innovation. These findings imply that when promoting HRIS in traditional work systems of developing countries, managers should emphasise both utilitarian and hedonic benefits.

HRIS Adoption in Small and Medium-Sized Enterprises

In the context of SMEs, Vilma and Booshnam (2025) investigated the relationship between HRIS implementation and organizational performance among 400 employees in an IT-sector SME[3]. The study, grounded in the Technology-Organization-Environment (TOE) framework, focused on employee perceptions of change management. Results indicated that organizational performance improved after HRIS implementation **only when employees accepted the change**[3]. In SMEs where resources are limited and adaptability is critical, change management emerges as a mediating factor: employees' acceptance of change enhances their participation and thus the success of HRIS implementation[3]. This implies that traditional work settings with rigid hierarchies might face greater resistance unless the HRIS rollout is accompanied by robust communication, training and involvement strategies. SMEs may also need to focus on building digital skills and explaining the strategic benefits of HRIS to overcome scepticism.

Psychosocial and Organizational Factors

Beyond technical and organizational variables, psychosocial factors play a significant role in HRIS adoption. Sofi, Al-Fattal and Fan (2025) conducted qualitative interviews with 25 business line managers across five large UK organisations and found that HRIS adoption is **best understood as a psychosocial negotiation**[4]. Managers' emotional states, alignment between the system and their professional identity, social norms and relational trust were central to their engagement with HRIS[4]. Adoption ranged from passive compliance, driven by obligation and emotional friction, to reflective ownership, marked by internalised trust and psychosocial coherence[4]. The study recommended **psychological onboarding**, visible leadership endorsement, and cultivating a climate of psychosocial safety, where users can express uncertainties and co-construct meaning around new technologies[10]. Moreover, the researchers observed sectoral differences: public-sector participants in hierarchical organisations emphasised procedural rigidity and surveillance, whereas private-sector managers in flatter structures experienced more communication fluidity but greater ambiguity about system expectations[11]. These findings suggest that flexible/hybrid work systems may require attention to trust and identity alignment to ensure HRIS adoption, whereas traditional systems may need clearer procedures and accountability structures.

HR Analytics and Innovation Performance

Although HR analytics is broader than HRIS adoption, insights from Bonilla-Chaves et al. (2024) on HR analytics adoption provide useful parallels. Their study added **innovation performance** as an external variable to the UTAUT model, surveying 554 respondents via Amazon Mechanical Turk in the USA. Results showed that performance expectancy, social influence, facilitating conditions and innovation performance significantly influence behavioural intention to adopt HR analytics[12]. Facilitating conditions, innovation performance and behavioural intention were also major influences on actual use[13]. These findings highlight that when organizations innovate successfully, employees are more inclined to adopt analytics systems. In the HRIS context, demonstrating that HRIS contributes to

innovation or competitive advantage may enhance adoption, especially in industries where digital innovation is a key driver.

Gaps and Research Agenda

The reviewed literature reveals several gaps. First, few studies explicitly compare flexible/hybrid versus traditional work systems. Most research focuses on a single context, leaving unanswered how determinants differ across work arrangements. Second, the integration of psychosocial factors with technology acceptance models remains limited; only a handful of qualitative studies examine emotions, trust and identity. Third, cross-industry comparisons are scarce. Public versus private sector differences, or the influence of industry regulations and labour structures on HRIS adoption, warrant further investigation. Finally, longitudinal studies are rare; understanding how adoption evolves over time and across implementation phases would help managers design adaptive HRIS strategies.

Research Methodology

To address these gaps, this paper proposes a conceptual framework and study design for a multi-industry investigation into HRIS adoption across flexible and traditional work systems. Although the present article synthesizes existing empirical studies rather than collecting new data, it outlines a methodology suitable for future research.

Conceptual Framework

The proposed framework integrates UTAUT and AMO constructs with change management and psychosocial factors. It posits that **performance expectancy**, **effort expectancy**, **social influence**, **facilitating conditions**, **hedonic motivation**, **personal innovativeness** and **innovation performance** (from UTAUT/UTAUT2) influence behavioural intention to adopt HRIS. **Compatibility** and **observability** (from Diffusion of Innovation Theory) shape perceptions of usefulness and ease of use in flexible contexts[1]. **Change management** practices mediate the relationship between adoption intention and organizational performance, particularly in SMEs[3]. **Psychosocial factors**, emotional states, role identity, trust and organizational culture, moderate the impact of behavioural intention on actual use[4]. The AMO components function as underlying conditions: digital literacy and HRIS training represent ability, motivation arises from perceptions of benefits and enjoyment, and opportunity reflects supportive policies, IT infrastructure and time for system use.

Research Design

Sample and Context. A future empirical study could employ a cross-sectional survey across multiple industries (e.g., information technology, manufacturing, healthcare, education and public services). Participants would include employees and managers using HRIS under flexible/hybrid and traditional work arrangements. Stratified sampling could ensure representation across industries and work systems. Target sample sizes of 300–500 respondents per group would provide statistical power for multi-group analyses.

Instrument Development. Survey items would adapt validated scales from the literature: UTAUT constructs from Venkatesh et al. (2003), hedonic motivation and personal innovativeness from Venkatesh et al. (2012), compatibility and observability from Rogers (1983), change management from Vilma and Booshnam (2025)[3], psychosocial variables from Sofi et al. (2025)[4], and innovation

performance from Bonilla-Chaves et al. (2024)[12]. Ability (digital skills), motivation (intrinsic and extrinsic) and opportunity (organizational support) would be measured using AMO scales.

Data Analysis. Partial least squares structural equation modelling (PLS-SEM) would test the measurement and structural models due to its suitability for complex models and small to medium sample sizes. Multi-group analysis would compare flexible/hybrid and traditional work systems, while industry dummy variables could control for sectoral differences. Moderation analysis would examine whether psychosocial factors alter the relationship between behavioural intention and actual usage. Mediation analysis could test whether change management mediates the link between behavioural intention and performance outcomes.

Results and Discussion

Although this paper does not present new empirical data, synthesizing existing findings enables us to discuss expected results and interpret their significance across contexts. Below, we compare and contrast determinants of HRIS adoption in flexible/hybrid versus traditional work systems.

Determinants in Flexible/Hybrid Work Systems

In remote and hybrid environments, **ease of use** and **user support** become critical. Jayasinghe et al. (2025) found that observability enhances perceived ease of use, and compatibility enhances perceived usefulness[1]. Social influence from peers and supervisors was also a strong predictor of behavioural intention and actual usage[9]. These results imply that employees who work remotely rely on visible demonstrations of HRIS benefits, such as improved workflow coordination and reduced administrative burden, and on social encouragement to adopt the system. Users may not easily experience system advantages when physically separated from their colleagues, making guided demonstrations and peer endorsement essential.

Furthermore, remote workers often face technology-induced stress, making **effort expectancy** an important factor. Intuitive interfaces, robust training and responsive IT support can reduce cognitive load and increase adoption. Facilitating conditions such as reliable internet access, remote login capabilities and 24/7 technical support directly influence actual usage[9]. Organizations adopting flexible work should invest in cloud-based HRIS with mobile access and ensure data security to build trust. Change management should focus on communicating how HRIS streamlines remote work and enhances collaboration.

Determinants in Traditional Work Systems

In traditional on-site environments, determinants may shift toward performance expectancy, hedonic motivation and organizational culture. Quaosar et al. (2024) showed that in Bangladesh, performance expectancy, effort expectancy, social influence and facilitating conditions positively influence HRIS adoption[2]. Hedonic motivation and personal innovativeness further strengthen behavioural intention[2]. Employees in traditional settings may find enjoyment in exploring new technologies, especially when HRIS features gamified training modules or user-friendly dashboards. However, these employees often have ready access to HR staff and may not perceive remote access as critical; thus, PEOU may be less salient than perceived usefulness.

Change management remains crucial. The SME study noted that performance improvements depend on employee acceptance of the changes accompanying HRIS implementation[3]. In traditional settings with

hierarchical structures, resistance to change can be significant. Transparent communication, involving employees in system design, and aligning HRIS features with existing work practices can mitigate resistance. Facilitating conditions such as training sessions, help desks and incentives (e.g., recognition for early adopters) are equally important.

Psychosocial Moderators

Across both work systems, psychosocial factors modulate adoption. Qualitative evidence suggests that HRIS adoption operates along a spectrum from compliance to reflective ownership[4]. In flexible contexts, where employees may feel isolated, relational trust and identity alignment with HRIS become pivotal. Managers should not only mandate HRIS use but also articulate how it supports professional identity, such as enabling data-driven decisions or facilitating career development. Psychological onboarding, including discussions about emotions and expectations, can help employees internalize the system's value[10].

In traditional contexts, psychosocial factors manifest differently. Hierarchical cultures may evoke surveillance concerns; employees may fear that HRIS will monitor performance or limit autonomy[11]. Here, trust building is again essential. Leaders must emphasize that HRIS enhances fairness and transparency rather than control. They should also recognise differences across sectors; for example, public-sector employees may require more structured guidelines, whereas private-sector employees may value flexibility and innovation[11].

Cross-Industry Comparisons

Evidence indicates that industry characteristics shape HRIS adoption. In technology-intensive sectors, employees may already possess high digital literacy and openness to innovation, making performance expectancy and hedonic motivation strong drivers[2]. In manufacturing or healthcare, employees may be less familiar with digital tools and more resistant to change, highlighting the importance of effort expectancy and facilitating conditions. Public-sector organizations often operate under strict regulations and budget constraints; psychosocial concerns such as surveillance and role clarity may dominate[11]. SMEs face resource limitations; thus, change management and adaptability are critical[3]. Industries engaged in rapid innovation may leverage HR analytics to gain competitive advantage, and demonstrating HRIS's contribution to innovation can enhance adoption[12].

Implications of AMO Components

The AMO framework helps interpret these differences. **Ability** is influenced by digital skills and HRIS training. Flexible work systems often require higher digital competence because employees must navigate HRIS independently. **Motivation** combines extrinsic factors (perceived usefulness, performance expectancy) and intrinsic factors (hedonic motivation, personal innovativeness). Remote workers may require more intrinsic motivation through engaging interfaces and social encouragement, whereas on-site workers may rely on extrinsic drivers like efficiency gains. **Opportunity** reflects organizational support, IT infrastructure, policies and time to use HRIS. In WFH contexts, opportunity may be constrained by personal workspace and connectivity, whereas traditional contexts benefit from office infrastructure but may suffer from rigid procedures that limit system flexibility. Aligning the three AMO components is vital for successful HRIS adoption across work systems.

Conclusion

This paper synthesizes empirical findings on HRIS adoption to develop a multi-industry perspective that contrasts flexible/hybrid and traditional work systems. The evidence underscores that **technical perceptions (performance expectancy, effort expectancy, compatibility, observability), organizational factors (facilitating conditions, change management) and psychosocial dimensions (trust, identity alignment, emotional states)** jointly shape HRIS adoption. In flexible contexts, ease of use, observability and social influence are paramount, whereas in traditional settings, performance expectancy, hedonic motivation and change management play larger roles. Psychosocial factors moderate these relationships, suggesting that adoption is a negotiation influenced by emotions and social norms[4]. Recognizing these nuances helps managers tailor HRIS strategies to specific work arrangements and industries.

Research and Managerial Implications

Design user-centric HRIS. HRIS interfaces should prioritize ease of use and provide visible benefits through dashboards and analytics. Demonstrations and training should highlight how HRIS simplifies tasks, especially in WFH contexts[9]. Gamification and personalized experiences can boost hedonic motivation and personal innovativeness in traditional settings[2].

Invest in change management. Successful HRIS implementation requires preparing employees for change through communication, training and participation. SMEs and large enterprises alike should integrate change management into HRIS projects, ensuring that employees understand the rationale for the system and have opportunities to provide feedback[3].

Cultivate psychosocial safety. Managers should address emotional resistance and identity misalignment by explaining how HRIS supports professional roles and career development. Psychological onboarding sessions that encourage employees to voice concerns can foster trust[4]. Leaders need to model HRIS usage and endorse its strategic value[10].

Tailor strategies by industry and work arrangement. Technology-oriented industries can leverage employees' openness to innovation by highlighting advanced analytics and automation features. Manufacturing and healthcare sectors may need to emphasize ease of use and provide hands-on training. Public-sector organizations should clarify data privacy protections to alleviate surveillance concerns. Flexible work systems require robust IT infrastructure, mobile access and remote support, whereas traditional systems benefit from structured training and on-site help desks[9][11].

Link HRIS to innovation performance. Demonstrating that HRIS contributes to innovation and competitive advantage can motivate employees to adopt the system[12]. Organizations should showcase case studies or metrics illustrating how HRIS has improved decision-making, fostered innovation or enhanced employee development.

Scope for Future Research

Future studies should conduct **multi-group comparisons** of flexible versus traditional work systems using the proposed UTAUT-AMO framework. Such research can identify whether determinants differ significantly across work arrangements and industries. **Longitudinal studies** could track HRIS adoption across pre-implementation, roll-out and post-implementation phases, capturing changes in perceptions and usage over time. **Mixed-methods designs** that combine quantitative surveys with qualitative interviews would help explore psychosocial dynamics in depth. **Cross-cultural research** can examine

how national context, institutional frameworks and cultural values shape HRIS adoption, building on differences observed between public and private sectors[11]. Finally, scholars should explore **integration with emerging technologies** such as artificial intelligence and machine learning; understanding how HRIS can interface with predictive analytics or digital assistants may reveal new determinants of adoption and new ethical considerations.

Limitations

This article is based on a synthesis of existing empirical studies rather than original data collection. Consequently, its conclusions rely on reported findings, which may vary in quality and context. Most cited studies were cross-sectional; longitudinal dynamics of HRIS adoption remain underexplored. The reliance on data from specific countries (Sri Lanka, Bangladesh, UK) and sectors (IT, SMEs, public and private organizations) may limit generalizability to other contexts. Additionally, the conceptual integration of UTAUT and AMO frameworks, while theoretically sound, requires empirical testing to validate its robustness across different work systems and industries. Future research should address these limitations by employing diverse samples, longitudinal designs and multi-method approaches.

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