



# Factors Improving Decision-making through the Adoption of Human Resources Information Systems: The case of Private Universities

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**ABSTRACT:** This study aims to find out the impact of the dimensions of technology, organization, environment on the utilization of the Human Resources Information System in improving the effectiveness of decision-making. And also studies the impact of the adoption of the HRIS on the commitment of employees. The collection of qualitative data was based on interviews with managers and decision-makers within the Arab Academy for science and technology. The number of interviews amounted to 15 participants, and the data were analysed using the NVivo program. Through the analysis of the attributes, six basic attributes were deduced for each attribute, including a set of codes. Firstly, the characteristic of the organizational features of the enterprise, secondly, the characteristic of the decision-making process, thirdly, the characteristic of employee participation, fourthly, the characteristic of Human Resources Management, fifthly, the characteristic of environmental changes, and Sixthly, the characteristic of the impact of technology.

**KEYWORDS:**Technology dimensions- organization-environment dimensions - Human Resource Information System - Improvement/ effectiveness of decision - making-employee demographics-employee commitment.

## I. INTRODUCTION

With the development of informationsystems and information technology, meeting information requirements has been greatly enhanced by the creation of Human Resources Perception Information Systems (HRIS), which by being integrating core HR activities and processes with the field of information technology. It also provides full support in managing all the processes, activities,

data and information required to manage the human resources of a modern company [1].

The ability to extract data from HR information systems and use this data is becoming not only to create information but also to improve the quality of management decision-making, so the information must be accurate[2]. HR Information Systems provides HR professionals with opportunities to enhance their contribution to the strategic direction of the company, by undertaking many routine HR tasks and transferring them to executive management, and the HR Information System provides HR professionals with the time to direct their attention towards more critical and strategic level tasks, such as leadership development and talent management [1].

## II. PROBLEM DEFINITION

The economic and technological development that helped the world in the last decades of the twentieth century, and the subsequent development in the first decade of the twenty-first century, necessarily entailed a direct and indirect development of human resources in all organizations, companies, institutions and establishments, and at all administrative levels and productive, financial, marketing and sales units. Researchers and senior management in all organizations, companies and institutions had to determine the extent to which this progress and technological development affected the structure of human resources within organizations and companies, as well as on the size of these human resources available to them, and the appropriate size of human resources to be available, in order to create a kind of effectiveness, efficiency and balance between each of the technologies to be possessed, the structure of the organization and the



volume of labor to be available. The technology used in human resource management contributes positively to the service of the objectives of companies, through which the human resources department can collect a great database that enable to study, analyse, evaluate and come up with decisions that help in the development of the company faster and more accurately. Therefore, the study examines the impact of technology (complexity, compatibility, comparative advantage, security considerations), organization (support for senior management, readiness of the organization, size of the organization, type of organization), and the external environment of the organization (external support, pressure of competitors, support of partners) on the utilization of human resources information systems in improving the decision-making process, the use of demographic factors of employees as a modified variable, the use of human resources information systems and the commitment of employees as an intermediate variable in this relationship.

### III. RESEARCH AIM

This study aims to find out the impact of technology dimensions (complexity, compatibility, comparative advantage, security considerations), organizational dimensions (senior management support, organization readiness, Organization Size, organization type), environmental dimensions (external support, competitor pressure, partner support) on the use of the Human Resources Information System in improving/ effective decision-making, the use of employee demographics as an interactive medium, the adoption of the Human Resources Information System as an intermediary and the commitment of employees to the relationship. He also studies the impact of the adoption of the HRIS on the commitment of employees.

The technology is actually conceptually complex and multidimensional. They are woven into the fabric of cultures all over the world. As such, technology exerts a profound influence within societies, institutions, governments, economies and much more. From a closer perspective, weaving also reveals that personal and social values, cultural norms, public policy, etc., have a significant impact on the continuous development of technology. The implications for a superficial conceptual understanding of this complex fabric are serious. Given the prevalence of technology throughout cultures around the world and the virtual certainty that technology will continue to expand in exciting and frightening ways, it is crucial that the citizens of the global village have at least a minimal orientation

towards technology and what it means for their lives [3].

For organizational dimensions, a system is essentially seen as a repeating order i.e. redundancy. On the other hand, under the influence of information theory, organization means a non-repeating order, which is measured by information content [4]. For environmental dimensions, ecology combines network resources, software and sound pedagogical principles to optimize science learning. Ecological networking tools allow students to use scientific evidence in activities that promote the integration of knowledge [5].

Commitment is considered to be the psychological immersion of an individual in his organization through a sense of belonging, ownership of organizational goals and readiness to accept challenges. Establishing commitment among employees is important because without this it will become difficult for the organization to achieve strategic goals [6]. Decision - making is one of the basic cognitive processes of human behaviour through which, based on certain criteria, a preferred option or a course of actions is selected from a set of alternatives. Decision theories are widely applied in many disciplines that include cognitive Informatics, Computer Science, Management Science, Economics, Sociology, Psychology, Political Science and statistics [7].

He also studies the impact of the adoption of the Human Resources Information System on the commitment of employees, From the above aim and, a number of research questions have been formulated for further investigation in this research, as shown below.

1. What are the technological, organizational and environmental factors influencing the decision-making process?
2. What is the role of using human resources information systems (HRIS) and the commitment of employees to improve the decision-making process?
3. What is the impact of demographic factors of employees on improving the decision-making process?

### IV. LITERATURE REVIEW

This section represents previous studies that are related to the current study. It explains the relationship between technology, organization, environment, and the adoption of the Human Resources Information System and explains the relationship between the demographic of employees and the commitment of employees, as well as the relationship between the adoption of the Human



Resources Information System and the commitment of employees and the relationship between the commitment of employees and the improvement/effectiveness of decision-making.

In recent years, technology has had a profound impact on human resources processes and practices. However, relatively little research has examined their effectiveness, and most current studies have not evaluated the degree to which these new systems enable organizations to reach their HR goals in attracting, motivating and retaining employees.

A study by [8] focused on how modern technology helps to ensure the effectiveness of the HR function. The HR Information System is an opportunity for organizations to make the HR department administratively and strategically involved in the operation of the organization. The main goal is to understand the extent to which the HR Information System is used in increasing the managerial and strategic functions of the HR department. For this purpose, a survey with managers of various private companies operating in Lahore, Pakistan. The results indicated that with the increase in technology, the HRIS is being used positively as a tool for achieving greater managerial efficiency by adding value in the Department.

Organizations recognized the needs of employee commitment in achieving organizational goals. The majority of companies using the participatory management approach have recorded a significant breakthrough in the field of operational cost, high profit margin and labor productivity. Through employee commitment, individuals are offered the opportunity to assume functional responsibility and participate in joint decision-making for the well-being of the entire company[9], thus this study deals with the impact of employee commitment on the improvement and effectiveness of decision-making. Commitment is considered to be the psychological immersion of an individual in his organization through a sense of belonging, ownership of organizational goals and readiness to accept challenges. Establishing commitment among employees is important because without this it will become difficult for the enterprise to achieve strategic goals. Organizational commitment implies the employee's participation in the performance of his work with enthusiasm and excitement. The performance of the organization is directly related to the level of commitment of employees. Committed employees will be able to do their jobs more than the expectations of the management. High-level commitment is indispensable for increasing production and obtaining sustainable competitive advantages [10].

A study by [11] identified the factors affecting the adoption of HRIS by conducting a questionnaire at Bangladeshi banking and financial sector through the application of the unified theory model of acceptance and use of technology (UTAUT). This data was analysed by SmartPLS 3.0. The result indicated that the social influence of the market leader and the behavioural intention of the organization's management have a significant impact on the intention to adopt the HRIS.

In the same year, A study examined environmental factors (i.e. internal and external), especially those that determine the adoption of HRIS by organizations at the company level are limited; thus, some organizations adopt HRIS applications and others are incomplete[12].

A study showed that the ability of enterprises to achieve improved satisfactory shareholder returns, improved competitiveness, and sustainable corporate growth is significantly impacted by HRIS. Additionally, the study makes the claim that organizations that want to be effective must set up a framework for effectively integrating information about their human resources into the formulation of their strategies, as it is the human resource that oversees strategy and program implementations, which is essential to organizational effectiveness. [13].

The factors influencing the adoption of HRIS in the banking sector in the context of Bangladesh. Positive and negative factors come in connection with the adoption of the HR Information System, which must be faced in an effective way by the organization. Data were collected from 18 private bank operating in Bangladesh through a structured questionnaire. There is a positive correlation between the driving factors and the adoption of HRIS in the private banking sector in Bangladesh indicating that these driving factors support the organization to adopt HRIS in its function. The organization should take care of the adoption and proper use of the HR information system so that it can lead to better performance of the organization[14].

In the same year, A study [15] presented the role of the human resource management system as a key business partner for Strategic Human Resource Management to achieve the financial goals of the organization. An obvious goal is to be aware of the need for advanced features of the HR management system to improve strategic HR management practices. The results provided an in-depth learning of the HR management system for HR employees who may use the system further to help the organization increase its financial



performance, productivity, employee development and satisfaction, and also a guideline for organizations that need an HR management system for business growth through leadership with strategic HR management.

[16] also examined the relationship between ICT and the improvement of the Human Resources Information System in Bangladesh. In-depth interviews will be conducted to explore the perspectives of policy makers, program managers, service providers and other stakeholders to understand the barriers to the implementation of the HRIS. The results indicated a positive impact between ICT and the improvement of the HR Information System.

A study demonstrated the impact of acclimatization on the adoption and use of HRIS in Nepalese organizations. Maintaining competition in the current digital workplace ERA, among other things, requires the appropriate and effective use of modern technology. The HR Information System is one of the many tools that help organizations stay sustainable by providing technology that can help in obtaining, storing, generating, analysing and disseminating information and activities of employees in a timely and accurate manner. A general model of the conditions necessary for the successful adoption and use of HRIS in Nepalese organizations is designed because the models proposed by previous researchers in an evolving context may not work well in an evolving context. This lays a fertile ground for conducting a scientific investigation in. The results of the questionnaire indicated that the competitive environment had a positive impact on the adoption of the HRIS [17].

A study sought to develop and test a theoretical model to explain the implementation and effects of Human Resource Information Systems for a Malaysian Higher Education Institution. The results show that the system factor, through information quality and enterprise-based trust, through naturalization and structural assurance, contributes to user satisfaction. User satisfaction and normality positively influenced the adoption of the HRIS [18].

The aim of the study [19] is to identify the reality of organizational creativity of human resources management practices in tarafi hospital in the kingdom of Saudi Arabia to show the impact of organizational creativity on the level of service provided in it. The results showed that there is a significant impact of the overall two axes of organizational creativity of human resources management practices and the quality of service provided in the human resources department at tarafi

hospital.

A study [20] clarified the factors that influenced the adoption of artificial intelligence in HR Information Systems and the intention of HR leaders to use it. They studied the effects of trust, technological readiness, case facilitation and expected performance on the behavioural intention of HR specialists to use artificial intelligence in HR management. The result displayed that trust and expected performance have a significant impact on the behavioural intention of HR specialists to use HR Information Systems. Confidence and technological readiness have shown a significant impact on forecasting the performance of HR specialists using HR Information Systems. While facilitating the issue, organizational scale and technological readiness did not show a significant impact on the behavioural intention of HR specialists towards the use of HR Information Systems.

A study by [21] examined the impact of employee commitment in decision-making on organizational performance in the decision-making process using government-owned enterprises in Port Harcourt, River State as a case study. The study community consists of managers and employees of the selected company in the state of Port-Harcourt River. The study was analysed using tables and percentage while the three hypotheses were tested with the help of ANOVA. The study found that the employee's commitment to decision-making has a positive impact on organizational performance in the decision-making process.

Also, a descriptive investigative research design to examine the impact of employee participation in decision-making for workers in the Delta State Internal Service, Asaba, Nigeria. The results of the study showed that there is a significant correlation between employee engagement and decision-making [22].

The aim of the study by [23] is to analyse the impact of technology implementation and the quality of human resources that simultaneously affect the effectiveness of the Accounting Information System in the Department of transport of DKI Jakarta. The research approach used is quantitative research methods. Based on the results of the research, there was a partial impact between the application of Information Technology on the effectiveness of the accounting information system, there was a partial impact between the quality of human resources on the effectiveness of the Accounting Information System. Another study [24] demonstrated the influence of employee commitment in decision-making within selected



business organizations. The study sample was drawn from commercial establishments across some Southwestern states in Nigeria. This study adopts a quantitative research approach where questionnaire was randomly distributed. After analysing data using SPSS, employee's commitment positively affects decision-making.

## V. RESEARCH METHODOLOGY

The current research is based on collecting qualitative data through interviews to study the impact of technology dimensions (complexity, compatibility, comparative advantage, security

The sample of the study included 15 respondents working as managers and decision makers at the Arab Academy for science and technology. The NVIVO program, specially designed for qualitative research, is used to extract codes for topic and content analyses performed in interviews. The current research discussed 17 questions through the use of an open interview to make respondents talk as freely as possible about the areas of research.

The framework in Figure. 1 shows an outline map of the research topic area. This study seeks to understand the proposed framework, which is the impact of technology dimensions (complexity, compatibility, comparative advantage, security considerations), organizational dimensions (senior management support, organization readiness, organization size, type of organization), environmental dimensions (external support, competitor pressure, partner support) on the use of HRIS in improving/ effectiveness of decision-making, the use of employee demographics as an interactive medium, the adoption of HRIS as an intermediary and the commitment of employees to the relationship. He also studies the impact of the adoption of the HRIS on the commitment of employees.

considerations), organizational dimensions (senior management support, organization readiness, Organization Size, organization type), environmental dimensions (external support, competitor pressure, partner support) on improving/ effective decision-making, using employee demographics as an interactive medium, adopting the HR Information System and employee commitment as a mediator of the relationship. These interviews targeted managers at the Arab Academy for science and technology to study the impact of adopting the HR Information System on employee commitment.

The independent variable: technology dimensions (complexity, compatibility, comparative advantage, security considerations), organizational dimensions (top management support, organization size, type of organization), environmental dimensions (external support, competitor pressure and partner support). Dependent variable: improvement/ effectiveness of decision-making.

Mediator: adoption of HR Information system, Commitment of employees (passion, persistence, normative standard). Interactive medium: employee demographics (age, gender, educational qualification).

Thus, the research framework illustrates the impact of TOE model through testing hypotheses 1, 2 and 3 according to HRIS and employee commitment through testing hypothesis 4, and 5 according to demographics through testing hypotheses 6. According to [25], the study community consists of managers and employees of the Arab Academy for science and technology. On the other hand, the sample of interviews included 15 faculty members and decision makers at the Arab Academy for science and technology. The main objective of these interviews was to achieve the first objective of the study, which is to identify the factors that may affect the adoption of HR information systems within organizations.

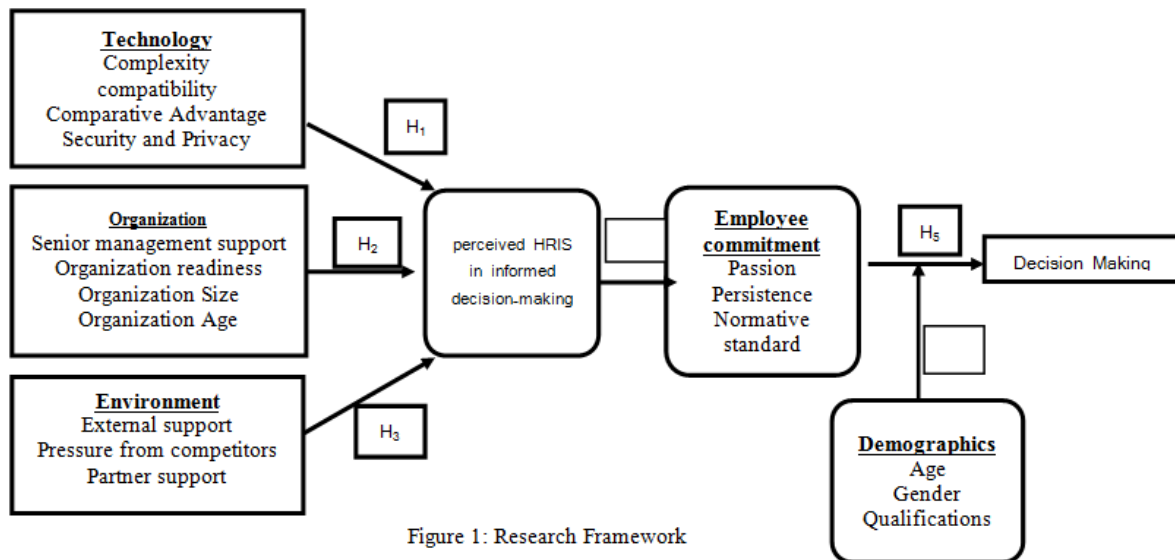


Figure 1: Research Framework

## VI. FINDINGS and ANALYSIS

This section is concerned with the qualitative analysis of the data collected through interviews, as the NVivo program was used to analyse the interviews in this study. The method of feature analysis is a basic method of qualitative analysis that can be applied to a wide range of epistemologies and research problems. It can be defined as a technique for detecting, analysing, organizing, characterizing and reporting the detected topics in a data set [26]. Attribute analysis consists of six steps that will be presented in this section. First, getting to know your data, the first step is to get to know our data. It is important to get a comprehensive overview of all the data collected before starting the analysis of individual items. This may include transcribing audio, reading text, taking preliminary notes, and generally searching the data to identify them. Therefore, after collecting the data from the interview as audio files, the researcher copied these audio files and saved them as MS word files. These copied files were later imported into the NVIVO-11 version. All 15 interviews were organized accordingly.

Secondly, the initial codes are generated, the data then needs to be codes. Tokenization is the process of highlighting certain passages of text, usually phrases or sentences, and assigning abbreviated labels, or "codes," to indicate what those passages are. All responses were removed and merged once the interview data was imported into NVIVO. These responses represent the initial review of the data.

Thirdly, the search for themes, after that, take a look at the codes we created, identify

the styles among them, and start creating themes. The appearances are generally wider than the acronyms. Most often, several codes will be combined into one attribute. After compiling these responses, the data reviewed carefully. To evaluate these data in compatibility with the research questions of the study, a word cloud image of at least the most frequently repeated 200 words was produced, all these words largely correspond to the objectives of this study. It also increases the reliability of the data and their relevance for the study. The word cloud prevails over this opportunity to develop traits. Based on this, the researcher put in the first place 6 themes of the word cloud such as: human, resource, decision, process, and making.

Fourth, the review of attributes, at this stage, the initial six themes of such are mixed up. With research questions. From the research objectives, the researchers selected 6 themes to obtain answers to research questions, for example, organizational features of the enterprise, decision-making process, employee engagement, human resource management, environmental changes, and the impact of technology.

Fifth, identify and name the attributes, after you have a definitive list of attributes, it's time to name and define each of them. Identifying traits involves formulating exactly what each trait means and knowing how it helps us understand the data. Naming attributes involves coming up with a concise and easy-to-understand name for each attribute. These six key features have been categorized under



different codes to understand the answer to the research questions.

Sixth, the drafting of the report, finally, we will write our analysis of the data. Like all academic texts, writing a feature analysis requires an introduction to define our question, objectives and research approach.

This study aims to find out the impact of technology dimensions (complexity, compatibility, comparative advantage, security considerations), organizational dimensions (senior management support, organization readiness, Organization Size, organization type), environmental dimensions (external support, competitor pressure, partner support) on the use

1. characteristic of the organizational features of the enterprise.
2. characteristic of the decision-making process
3. employee engagement feature
4. characteristic of Human Resources Management.
5. characteristic of environmental changes
6. characteristic effect of technology

Each attribute consists of a set of function phrases that will be displayed as follows.

First, the characteristic of the organizational features of the enterprise: it consists of four phrases explaining it, namely; administrative organization, defining tasks and responsibilities, decision-making and senior management. Secondly, the characteristic of the decision-making process: it consists of four phrases, namely; factors affecting the decision-making process, the challenges of decision-making, the role of the administrative system in decision-making, and the role of the employee in the decision-making process.

Third, the characteristic of employee participation: it consists of three phrases, namely; the organization's encouragement of the employee, the salary system and fair compensation, and the characteristics of participation. Fourth, the human resources management feature: it consists of four phrases, namely; the importance of the Human Resources Management Department, the Human Resources Information System, the data entry process and the constraints of Human Resources Management.

Fifth, the environmental changes feature consists of three codes, namely; the emergence of new problems and changes in the work environment, partner support, and competitor pressure. Sixth, the characteristic of the impact of technology: it consists of three phrases, namely; the

of the Human Resources Information System in improving/ effective decision-making, the use of employee demographics as an interactive medium, the adoption of the Human Resources Information System as an intermediary and the commitment of employees to the relationship. He also studies the impact of the adoption of the HRIS on the commitment of employees. To achieve this goal, interviews were conducted with 15 directors and decision-makers working at the Arab Academy for science and technology.

Based on the analysis of the features, 6 features emerged from the interviews, these features achieve the objectives of the study, namely:

importance of technology for the enterprise, the paperless correspondence system, and ICT.

## VII. CONCLUSION

Making decisions is vital to organisations. Investigating important variables that influence decision-making at higher education institutions is necessary.

Finally, business software architecture is gradually automating the most laborious and repetitive tasks as a result of the technology that is already available. The capabilities of HRIS software systems are among those that are always growing, particularly in terms of how effectively they can fill and flow the employment process.

The TOE serves as the foundation for the established model affecting the decision-making process in this study, which conducts a comprehensive evaluation of the literature. HRIS was discovered to be a resource that, despite being underutilised, has a lot of potential. As a potential case study for the examination, the Arab Academy for Science, Technology, and Maritime Transport was chosen. There is ongoing work in identifying additional variables that, in addition to the TOE core variables, have a major impact. As a result, potential future directions for TOE research are suggested and provided based on the conducted literature evaluation and analysis.

Based on the results obtained, some recommendations can be made for decision-makers for future research. This study recommends paying more attention to the Human Resources Information System due to its vital role for the success of any organization, as well as studying more variables that may affect this system as well as studying other variables that may play the role of mediator and mediation. This research has several limitations by the study addressed. The first



limitation is the study relied on collecting qualitative data, it recommends collecting quantitative data as well as qualitative. The second limitation of this research is the time limit for finishing the research

which was an obstacle to collecting a larger sample size to represent the data under study. Future research may consider a longer period of study or conduct a comparative study of different periods.

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