

## **ANALYSIS OF THE INFLUENCE OF HRIS AND PERCEIVED USEFULNESS ON EMPLOYEE PERFORMANCE IN MSME'S**

**Arbain**

Faculty of Economic and Business, Mulawarman University, Samarinda, Indonesia  
arbainkaltim40@gmail.com

### **ABSTRACT**

*This research explores how Human Resources Information Systems (HRIS) and the perception of their usefulness affect employee productivity in manufacturing firms, particularly in light of digital transformation and Industry 4.0. The growing use of digital technologies in human resource management prompts companies to enhance efficiency operations, manage their workforce better, and boost employee productivity through interconnected information systems. Nonetheless, the success of HRIS implementation relies not just on the technological framework but also on how employees view the system's usefulness. This study utilizes the Technology Acceptance Model (TAM) and Resource-Based View (RBV) as its theoretical basis to clarify the connection between HRIS, perceived usefulness, and employee productivity. The research embraced a quantitative explanatory method, involving 35 employees from manufacturing firms chosen via saturated sampling methods. Questionnaires employing a five-point Likert scale were used for data collection, which was subsequently analyzed through multiple linear regression with IBM SPSS Statistics software. The findings reveal that HRIS significantly enhances employee productivity positively by streamlining administrative processes, managing attendance, monitoring performance, and improving work accuracy. Additionally, perceived usefulness has a notable impact on employee productivity, indicating that those who find HRIS advantageous tend to utilize the system more effectively when performing their jobs. Moreover, both HRIS and perceived usefulness account for 40.7% of the variation in employee productivity. This research adds to the existing literature on HRIS and TAM, offering valuable insights for manufacturing firms in crafting effective digital human resource management strategies aimed at promoting sustainable productivity growth.*

*Keywords: employee productivity; human resources information system (HRIS); MSMe scale company; perceived usefulness; technology acceptance model (TAM)*

### **INTRODUCTION**

Digital transformation has emerged as an essential component of strategic planning in the management of contemporary organizations, particularly within the manufacturing industry which encounters global

challenges related to heightened operational effectiveness, workforce efficiency, and the necessity to comply with Industry 4.0 technologies. In this situation, companies are expected to improve automation in their production processes and also to modernize how

they manage their staff by using a Human Resources Information System (HRIS). The HRIS is a technology-based system created to improve how human resource activities are managed. This includes things like hiring new employees, tracking attendance, conducting performance reviews, processing payroll, providing staff training, and supporting employee development in an organized way (Vrontis et al., 2021). Adopting HRIS is thought to boost administrative productivity, elevate the quality of decision-making, and enhance employee output by providing swift, precise, and real-time data.

In the last ten years, there has been a significant increase in how Human Resource Information Systems (HRIS) are used around the world. A Deloitte study from 2024 shows that over 74% of global manufacturing companies have adopted digital HR systems to help improve their productivity and make their operations more efficient. Furthermore, according to the International Data Corporation, the corporation invested 18.7% more in cloud-based HR technology in 2024 than it did the year before (International Data Corporation, 2024). After the

services and finance industries, the manufacturing sector is one of the biggest consumers of digital HR technology. Since the start of the “Making Indonesia 4.0” initiative, digital transformation in human resource management has also advanced quickly in Indonesia. The use of digital technology in the manufacturing sector has grown dramatically, according to data from the Ministry of Industry of the Republic of Indonesia. This is particularly true for medium-sized and large-scale businesses that have started incorporating ERP and HRIS systems into their daily operations (Kementerian Perindustrian Republik Indonesia, 2024).

Although the implementation of HRIS continues to increase, various studies show that the successful implementation of such systems depends not only on the technological aspect, but also on the acceptance and perception of the benefits of the system. According to the Technology Acceptance Model created by (Ismail et al., 2021), how useful people think a technology is plays a key role in whether they decide to accept and use it (Ismail et al., 2021) Perceived

usefulness means how sure a person is that using a system will help them do their job better. When employees view HRIS as a system that helps speed up work, increase efficiency, and reduce administrative errors, they tend to use the system optimally so that it has an impact on increasing work productivity.

Employee work productivity itself is an important indicator in determining the success of a manufacturing organization. Productivity reflects the ability of employees to produce work output effectively and efficiently according to organizational targets. In the manufacturing industry, labor productivity has a direct influence on the company's production capacity, product quality, operational costs, and competitiveness. Data from the Central Statistics Agency in 2024 shows that labour productivity growth in Indonesia's manufacturing sector is still fluctuating and tends to be lower than that of ASEAN countries such as Malaysia and Thailand (Badan Pusat Statistik, 2025). This condition shows that increasing work productivity is still a major challenge for manufacturing companies in Indonesia,

especially in facing the demands of efficiency and industrial digitalization.

In theory, the link between HRIS (Human Resource Information Systems) and work productivity can be understood using the Resource-Based View introduced by (Gibson et al., 2021). The RBV theory says that a company can gain an edge over its competitors by effectively managing its internal resources. These resources should be valuable, hard to find, tough to copy, and cannot be replaced. This includes things like information technology and the people who work for the company (Gibson et al., 2021). In this context, HRIS is seen as a strategic resource that is able to increase the effectiveness of human resource management and support increasing organizational productivity. In addition, the Technology Acceptance Model (TAM) is also an important theoretical foundation in explaining how perceived usefulness affects the behavior of using technology systems by employees (Ismail et al., 2021). The combination of these two theories provides a conceptual basis that the success of HRIS implementation in increasing work productivity is not only

influenced by the existence of the technological system, but also by the user's perception of the benefits of the system.

Various previous studies have examined the relationship between HRIS, perceived usefulness, and work productivity, but still show inconsistent results. According to research by (Alkhwaldi, 2022), HRIS deployment can increase employee productivity and administrative efficiency by automating work procedures. The effectiveness of human resource management and organizational performance are positively impacted by the implementation of HRIS, according to research by (Quaosar et al., 2024). Additionally, the degree of user adoption of the technology has a significant impact on the success of HRIS implementation, according to research by (Almashyakhi, 2022).

In the perspective of perceived usefulness, research by (Sumantri et al., 2023), shows that the perception of technological usefulness has a significant effect on the intensity of information system use and the improvement of individual performance. Recent research by (Albawaia et al., 2022), on the

manufacturing sector found that perceived usefulness mediates the relationship between HRIS use and employee work productivity. Nevertheless, other studies show different results. (Marler & Parry, 2016) found that the implementation of HRIS does not always have a significant impact on productivity if employees have resistance to technology or do not understand the benefits of the system optimally.

In addition to the inconsistencies of the research results, there is also a research gap in terms of the research context. Most research on HRIS is still conducted in the services, education, and banking sectors, while research on the manufacturing sector, especially in developing countries such as Indonesia, is still relatively limited. In fact, the characteristics of manufacturing companies have different operational complexities, such as production target-based work systems, real-time performance monitoring, and higher labor data integration needs. Therefore, it is important to conduct empirical research on the influence of HRIS and perceived usefulness on employee work productivity in manufacturing

companies in order to gain a more contextual understanding of the effectiveness of HR technology implementation in supporting industrial workforce productivity.

Given that the industrial sector's digital transformation is growing along with the adoption of Industry 4.0 and smart manufacturing, the urgency of this research is becoming more and more pertinent. Businesses want a human resource management system that can continuously raise staff productivity and work quality in addition to being administratively effective. It is anticipated that this research will contribute both theoretically to the advancement of HRIS and TAM studies and practically to the formulation of successful HRIS implementation methods based on user technology acceptance for manufacturing organizations.

## **LITERATUR REVIEW**

### **The Human Resource Information System (HRIS) concept**

A Human Resource Information System (HRIS) is an integrated information technology system designed to help with human resource management duties within enterprises.

Organizations may effectively and methodically handle personnel data, hiring, payroll, performance reviews, training, attendance, and career development with the help of HRIS. (Abuhantash, 2023) claim that HRIS enhances organizational decision-making and operational effectiveness by integrating information technology with human resource management. HRIS makes it easier to gather, store, analyze, and share HR data that helps businesses make strategic and management choices.

The implementation of HRIS has become increasingly important in the era of digital transformation and Industry 4.0. Organizations are required to improve operational efficiency and workforce productivity while adapting to rapid technological changes. HRIS allows organizations to automate administrative functions, reduce manual errors, accelerate information processing, and improve communication between employees and management (Vrontis et al., 2021). HRIS also facilitates productivity management, workforce planning, and real-time workforce monitoring in manufacturing companies all of which are essential for preserving

competitiveness in extremely dynamic industrial settings.

According to (Gibson et al., 2021). Resource-Based View (RBV) premise, organizational competitive advantage can be achieved through valuable and difficult-to-copy resources, such as information technology capabilities and human resources (Gibson et al., 2021). In this context, HRIS is viewed as a strategic organizational resource since it enhances organizational performance and boosts the effectiveness of human resource management. By incorporating HRIS into organizational operations, businesses may employ human resources more strategically and effectively. (Campbell & Wiernik, 2015).

### **Dimensions and Functions of HRIS**

HRIS generally consists of several functional dimensions, including: (1) Administrative HR Functions. HRIS automates payroll processing, attendance tracking, employee records, and benefits administration, thereby improving efficiency and reducing operational costs; (2) Strategic HR Functions. HRIS supports workforce

planning, succession planning, talent management, and strategic decision-making through accurate and real-time data analytics; (3) Communication and Self-Service Functions. Employee self-service platforms offered by modern HRIS allow workers to independently access HR data, increasing employee engagement and transparency; (4) Performance and Productivity Monitoring. HRIS facilitates employee performance evaluation and productivity measurement, enabling organizations to monitor work outcomes continuously.

According to research by (Marler & Parry, 2016), HRIS implementation greatly increases organizational effectiveness when workers believe the system is practical and simple to use (Marler & Parry, 2016).

### **Employee Work Productivity with HRIS**

The ability of employees to produce results effectively and efficiently in accordance with organizational goals is referred to as employee productivity.

HRIS contributes to employee productivity by streamlining administrative processes, improving

access to information, and supporting faster decision-making. Employees can concentrate on higher-value work when repetitive manual chores are reduced by automated technology.

Research by (Alkhwaldi, 2022), demonstrated that HRIS implementation significantly improves administrative efficiency and employee productivity through process automation. Similarly, (Quaosar et al., 2024) found that HRIS positively affects organizational performance and HR management effectiveness.

However, several studies indicate that HRIS implementation alone does not automatically improve productivity. The effectiveness of HRIS depends heavily on user acceptance, organizational culture, training, and technological readiness. Employees who do not understand the system's benefits may resist technological adoption, limiting the positive impact of HRIS on organizational productivity (Marler & Parry, 2016).

### **Concept of Perceived Usefulness**

Perceived usefulness is a key idea in the Technology Acceptance Model (TAM) created by (Ismail et al., 2021).

Perceived usefulness means how much a person thinks that using a certain system will help them do their job better (Ismail et al., 2021). This idea shows how what employees think about the advantages of technology affects how likely they are to accept and use tech systems successfully.

In workplaces, workers are more willing to accept and use HRIS when they believe that the system can help them work more efficiently, lighten their workload, speed up how quickly they finish tasks, and improve the quality of their work. How useful a person thinks a technology is affects how they feel about it, what they plan to do with it, and how they actually use it.

The Technology Acceptance Model says that how useful people think a technology is and how easy they believe it is to use are the main factors that decide whether they will accept that technology. TAM indicates that workers who think HRIS help them do their jobs better are more likely to use the system regularly and effectively.

This conceptual relationship indicates that perceived usefulness directly influences employees' intention to use HRIS, which

subsequently affects actual system usage and work productivity. (Maryani & Gazali, 2024).

### **Indicators of Perceived Usefulness**

According to (Ismail et al., 2021) perceived usefulness can be measured through several indicators, including: (1) Increasing work productivity; (2) Enhancing work effectiveness; (3) Accelerating task completion; (4) Making work easier.

These indicators are widely used in studies examining technology adoption in organizational contexts, including HRIS implementation.

### **Perceived Usefulness and HRIS Implementation**

The way people see the usefulness of a Human Resource Information System (HRIS) is very important for the success of putting it into use. Employees who perceive HRIS as beneficial are more likely to utilize the system effectively and integrate it into their daily work activities. Conversely, negative perceptions regarding system usefulness may result in low adoption rates and resistance to technological change.

Research by (Sumantri et al., 2023), found that perceived usefulness

significantly influences technology usage intentions and individual performance improvement. Their findings suggest that employees' cognitive evaluation of technology benefits strongly determines the success of information system implementation.

Additionally, (Al-bawaia et al., 2022), discovered that the association between employee productivity and HRIS utilization in industrial businesses is mediated by perceived usefulness. Workers who think HRIS are helpful typically use it more efficiently, which boosts output and improves organizational performance.

However, prior research has also shown contradictory results. Because employees believe the system is complex or unrelated to their work needs, several firms struggle to maximize the benefits of HRIS. This suggests that in order to improve employee perceptions of the value of HRIS, firms must offer sufficient training, system support, and communication.

### **Concept of Employee Work Productivity**

Employee work productivity means how well workers can produce results quickly and effectively in a certain amount of time. Productivity shows how inputs and outputs relate to each other in the activities of an organization. High productivity indicates that employees can achieve organizational targets with optimal resource utilization.

In manufacturing organizations, employee productivity is crucial because it directly influences production capacity, operational efficiency, product quality, and organizational competitiveness. Labor productivity also determines organizational sustainability in increasingly competitive industrial environments.

According to (Faadhilah & Firdaus, 2025) work productivity is a mental attitude that continuously seeks improvement and believes that work performance can always be enhanced. Work quality, timeliness, efficiency, effectiveness (efficiency equates work productivity to work output) and qualitative measures are also included in productivity.

### **Indicators of Employee Work Productivity**

Employee productivity can be measured through several indicators, including: (1) Quantity of work output; (2) Quality of work results; (3) Timeliness in task completion; (4) Work efficiency.

These indicators are commonly used in organizational and human resource management research to evaluate employee performance and organizational effectiveness.

### **Factors Affecting Employee Productivity**

Employee productivity is affected by various organizational and personal elements, such as the usage of technology, the abilities and knowledge of employees, the workplace atmosphere, the culture of the organization, leadership qualities, motivation levels, and the backing of information systems.

Within the framework of digital change, information technology platforms like HRIS are essential for enhancing employee productivity. HRIS provides quicker access to information, minimizes administrative

tasks, and aids in better coordination along with performance management.

As per the Resource-Based View (RBV) theory, organizations that adeptly leverage both technological assets and human resources can attain lasting competitive benefits. HRIS bolsters organizational productivity by streamlining workforce management and enhancing overall operational efficiency.

### **Relationship Between HRIS, Perceived Usefulness, and Employee Productivity**

According to earlier empirical research, HRIS has a positive impact on worker productivity, especially when workers believe the system is helpful and advantageous. The association between HRIS implementation and increased productivity is strengthened by perceived usefulness, which functions as a mediating variable.

According to this theory, employees' evaluations of the system's use indirectly increase worker productivity when HRIS is implemented. Workers who find HRIS helpful are more likely to make good

use of it, which boosts productivity, effectiveness, and job efficiency.

The successful implementation of HRIS in industrial companies requires adequate training programs, organizational support, employee acceptability, and technological infrastructure. Therefore, knowing the role of perceived usefulness is necessary to maximize the effectiveness of HRIS adoption in increasing employee work productivity.

### **RESEARCH METHOD**

This research uses a quantitative approach with explanatory research methods to analyze the effect of Human Resources Information System (HRIS) and perceived usefulness on employee work productivity in manufacturing companies. The research population was 35 employees and the whole population was sampled by saturated sampling techniques. The data were collected by means of questionnaires using a 1–5 Likert scale.

Employee self-service, turnover rate, performance management information system, and attendance management indicators are used to measure HRIS variables. Employee

work productivity was examined using the indicators of quality of work, amount of work, timeliness, and efficiency, while the perceived usefulness variable was measured using the indicators of work quicker, boost productivity, improve effectiveness, and make the job simpler.

Multiple linear regression with IBM SPSS Statistics was used to evaluate the data, and tests for validity, reliability, and traditional assumptions were performed. The regression model that is being used is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

To determine the partial and simultaneous impact of HRIS and perceived usefulness on employee work productivity, a hypothesis test was conducted using the t-test, F-test, and determination coefficient ( $R^2$ ).

## RESULT AND DISCUSSION

This research included 35 participants, specifically workers from manufacturing firms who actively engage with information systems in their job tasks. The factors examined were Human Resources Information System/HRIS (X1), Perceived

Usefulness (X2), and Employee Work Productivity (Y)

**Tabel 1 Validity Test Result**

Indicator variables	Person Correlation (r value)	R table	Result
HRIS (X1):			
X1.1	0.3489	0.3246	Valid
X1.2	0.5912	0.3246	Valid
X1.3	0.5282	0.3246	Valid
X1.4	1	0.3246	Valid
Perceived Usefulness (X2)			
X2.1	0.6018	0.3246	Valid
X2.2	0.5364	0.3246	Valid
X2.3	0.5972	0.3246	Valid
X2.4	0.6294	0.3246	Valid
Work Productivity (Y)			
Y1	0.6819	0.3246	Valid
Y2	0.7817	0.3246	Valid
Y3	0.6227	0.3246	Valid
Y4	0.4171	0.3246	Valid

According to Table 1's validity test results, every indicator on the HRIS variables, perceived usefulness, and work productivity has a Pearson Correlation value higher than the table r of 0.3246, meaning that every item is deemed valid. Because the Cronbach's Alpha value of 0.869 is higher than the minimum limit of 0.70, it shows that the research instrument has a good level of dependability. Therefore, it is possible to measure the research construct using the instrument.

**Table 2 Reliability Test Result**

Reliability Statistics	
Cronbach's Alpha	N of Items
.869	12

Table 2 indicates that the Cronbach's Alpha value is 0.869. This means that the research tool is very reliable since it is higher than the minimum acceptable level of 0.70. So, the tool we use works well to measure what we are studying in our research.

**Table 3 Correlation Test Result**

<i>Correlations</i>			
	X1	X2	Y
Pearson Correlation	1	.466**	.633*
Sig. (2-tailed)		.005	.000
N	35	35	35

The findings from the correlation test in Table 3 indicate that HRIS is positively and significantly related to

employee work productivity. The correlation value is 0.633, and the significance level is 0.000. This indicates that when HRIS is implemented more effectively, employee productivity increases. At the same time, how useful someone thinks something is has a good connection with how productive they are at work. These results agree with the Technology Acceptance Model (TAM) created by (Ismail et al., 2021). This model shows that how people view the ease of use of technology is a key factor in whether they accept and use information systems.

**Table 4 Multiple Linear Regression Test Result**

	<i>Coefficients<sup>a</sup></i>		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients	Std. Error			
	B		Beta		
Model (Constant)	8.016	2.641		3.035	.005
HRIS	.408	.104	.593	3.921	.000
Perceived Usefulness	.302	.171	.491	2.599	.000

The outcome of using multiple linear regression gives us the equation:  
 $Y = 8.016 + 0.408X1 + 0.302X2$

The equation indicates that HRIS positively impacts how productive employees are at work, with a coefficient of 0.408. (Chin & Ting,

2020). This means that any improvement in the quality of HRIS implementation will increase employee work productivity, assuming the perceived usefulness variable remains. Perceived usefulness also has a positive coefficient of 0.302, which means that

the higher the perception of employees that information systems are beneficial to their work, the higher the work productivity produced

**Table 5 Normality Test Result**

N		35	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	1.43841018	
Most Extreme Differences	Absolute	.129	
	Positive	.074	
	Negative	-.129	
Test Statistic		.129	
Asymp. Sig. (2-tailed) <sup>c</sup>		.152	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.147	
	99% Confidence Interval	Lower Bound	.138
		Upper Bound	.156

**Table 6 Multicollinearity Test Result**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.016	2.641		3.035	.005		
	HRIS	.408	.104	.593	3.921	.000	.808	1.237
	Perceived Usefulness	.302	.171	.491	2.599	.003	.808	1.237

The findings from the classical assumption test shown in Table 5 and Table 6 indicate that the data satisfies the normality assumption because of the Asymp value. The significance level of 0.152 is higher than 0.05. The multicollinearity test indicated that the model did not have any multicollinearity issues. This is because the tolerance value was 0.808,

which is higher than 0.10, and the VIF value was 1.237, which is lower than 10. Thus, the regression model used can be declared feasible to explain the influence of HRIS and perceived usefulness on employee work productivity.

**Table 7 HRIS Variable T-Test Result**

Model		Coefficients <sup>a</sup>						
		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.290	1.551		5.989	.000		
	HRIS	.436	.093	.633	4.699	.000	1.000	1.000

Table 7 shows that HRIS has a significant effect on how productive employees are, with a t-value of 3.921 and a significance level of 0.000. These results indicate that HRIS is more than just a tool for administration; it also plays a key role in boosting job productivity, ensuring accurate information, tracking performance, managing attendance, and making the HR administration process quicker. These findings are in line with Moussa and El Arbi's study, which discovered that using HRIS can enhance employees' capacities within companies, particularly when HR information systems facilitate

information-based decision-making and speed up data access.

These findings are also relevant to recent research showing that HRIS contributes to improved performance through the digitization of HR practices, employee engagement, and work process efficiency. In the context of manufacturing companies, HRIS is important because the characteristics of the manufacturing industry demand time discipline, accuracy of attendance data, achievement of production targets, and systematic control of work processes. With HRIS, the employee monitoring process becomes more objective and faster, thus supporting increased productivity.

**Table 8 Perceived Usefulness Variable T-Test Result**

Model		Coefficients <sup>a</sup>						
		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.346	3.185		2.934	.006		
	Perceived Usefulness	.422	.187	.365	2.251	.031	1.000	1.000

According to Table 8, the way employees see the usefulness of their work positively and significantly impacts how productive they are. This indicates that how productive workers are does not just depend on having technology, but also on how workers see the advantages of that technology. If employees feel that information

systems help speed up work, increase effectiveness, simplify tasks, and reduce administrative burden, then they tend to use the system more optimally. These findings support the main principle of TAM that usability perception is an important determinant in technology acceptance and has an impact on work outcomes

**Table 9 Simultaneous Test Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.344	2	24.172	10.987	.000 <sup>b</sup>
	Residual	70.399	32	2.200		
	Total	118.743	34			

At the same time, Table 9 shows that HRIS and how useful employees think it really impacts their work productivity. This is indicated by the F value of 10.987, which has a significance level of 0.000. The determination coefficient from the ANOVA table is about 0.407. This indicates that HRIS and perceived usefulness can account for 40.7% of the differences in employee work productivity. The other 59.3% is influenced by factors not included in the model, like work motivation, pay, leadership, company culture, employee

skills, workload, and the work environment.

Conceptually, the results of this study reinforce the view that employee work productivity in manufacturing companies is not only influenced by the physical factors of production, but also by the quality of information systems and the acceptance of technology by employees. HRIS acts as a digital infrastructure that provides HR data quickly, accurately, and integrated, while perceived usefulness acts as a psychological aspect that determines the extent to which employees are willing to utilize the system in their

daily work. Therefore, successful HRIS implementation is not enough just to provide a system, but it also requires training, ease of access, clarity of benefits, management support, and integration of the system with the work needs of employees.

Therefore, it can be said that two key elements in raising the productivity of workers in manufacturing organizations are HRIS and perceived usefulness. By digitizing HR procedures, HRIS offers structural support, and employees' adoption and use of the system are strengthened by perceived usefulness. When the two are combined, work efficiency, task effectiveness, information accuracy, and goal achievement all improve.

## **CONCLUSION**

The study's findings demonstrate that employee work productivity in manufacturing businesses is positively and significantly impacted by the Human Resources Information System (HRIS) and perceived usefulness. The study's findings show that successful HRIS deployment can improve administrative effectiveness, information accuracy, attendance control, and employee work objective

achievement. By digitizing human resource procedures, HRIS facilitates data management and increases the speed, accuracy, and integration of work operations.

Additionally, it was discovered that employee job productivity was highly impacted by perceived usefulness. Employee perceptions of the benefits of information technology in supporting their work are favorably connected with productivity. The belief that technology can speed up work, increase productivity, streamline tasks, and improve performance is crucial to making the most of it in the workplace.

Furthermore, perceived utility and HRIS are important contributors to higher worker productivity. The results show that the quality of the technical solutions used is not as crucial to the success of the digital transformation in human resource management as user adoption and perception of the technology's benefits. Therefore, when implementing HR information systems, industrial businesses must concurrently consider technological and user behavior concerns.

The study's practical consequences demonstrate that businesses must enhance the quality of

HRIS implementation by creating features that meet job requirements, providing training on how to use the system, making it easier to access, and providing management support for using digital technology. This move is anticipated to boost employee adoption of technology and promote ongoing productivity gains.

The study's limitations include the relatively small sample size and the fact that it only examined one manufacturing company, which restricts the generalizability of the results. To create a more comprehensive research model, it is therefore advised to carry out additional research to expand the number of samples from other industrial sectors and to incorporate additional variables, such as work motivation, job satisfaction, organizational culture, and digital capabilities. The conclusion is reached following the execution of the activity and recommendations for any improvements deemed required or for carrying out the pertinent follow-up dedication.

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