

Assessing the Influence of Perceived Usefulness and Ease of Use of HRIS on Employee Attitude and Turnover Intention: An Empirical Investigation in a Sri Lankan Tiles Manufacturing Enterprise

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Abstract

This research delves into an exploration of employees' perceived beliefs and attitudes towards Human Resource Information Systems (HRIS) to gain deeper insights into its influence on employee turnover intention. The study constructs a conceptual framework primarily drawing from the Technology Acceptance Model and Reasoned Action Theory, and subsequently puts it to the test. Data was gathered from a tile manufacturing company situated in Sri Lanka. The primary objective of this study was to assess whether employees' beliefs and attitudes regarding HRIS significantly affect their turnover intention. To achieve this, we considered perceived usefulness and perceived ease of use as independent variables, with turnover intention serving as the dependent variable. Additionally, we examined employees' attitude towards HRIS, considering it as a mediator between the independent variables and the dependent variable. Our sample comprised 148 respondents selected from the aforementioned tile manufacturing company. Our analysis aimed to uncover whether the implementation of HRIS would impact employees' attitudes and subsequently their intention to leave the organization, specifically within ABC Tiles PLC. The results of our study demonstrate that both the perceived usefulness and ease of use of HRIS exert a significant influence on employee turnover intention. Furthermore, we concluded that employees' attitude towards HRIS plays a mediating role between perceived usefulness and turnover intention. These findings provide valuable insights for top management and system administrators, shedding light on the prevailing beliefs concerning HRIS within the company. Such insights can help identify perspectives that either enhance or hinder individual and organizational performance.

Key Words: Attitude towards HRIS, HRIS, Perceived Ease of Use, Perceived Usefulness, Turnover Intention, Sri Lanka

Introduction

Despite the high cost, organizations are adopting HRIS technologies. Employee resistance may occur if they do not see personal benefits. Adopting HRIS requires employees to transition from administrative experts to strategic partners, resulting in changes to their tasks, routines, competencies, and capabilities (Wright and Kehoe, 2008). Two important questions arise: Will employees accept these changes, and will unintended consequences arise? (Wiblen et al, 2010). Bamberger et al (2014) highlighted that the workforce has a definite impact when an organization undergoes a digital transformation of e-HRM using HRISs, leading to changes in traditional HR practices, adoption of new technology, and work-related consequences (Wiblen et al, 2010). Consequently, questions arise regarding workforce job satisfaction and intention to remain in the organization. This research aims to investigate how perceived usefulness and ease of use of HRIS affect employees' attitudes, and the subsequent impact on their intention to stay or leave the organization. High turnover intention is significantly associated with various HRM practices, including compensation, benefits, training, performance management, career development, and employee relationship management (Long et al, 2012). Employee turnover poses a significant challenge for organizations, as evidenced by multiple studies (Long et al, 2012). Therefore, effective HR strategies are crucial for successful retention management (Beulen, 2009).

The transition of HR staff from administrative professionals to strategic allies necessitates changes in their work routines, tasks, competencies, and capabilities (Bamberger et al, 2014). This raises two key considerations: the employees' willingness to accept and adapt to these changes, and the potential unintended consequences on their daily work life (Marler and Fish, 2013). Examining employees' perceptions and technology acceptance is crucial to evaluate the use of HRIS and its impact on turnover intention. The adoption and effective use of technology significantly affect employees' work, roles, and behaviors, enabling them to become more productive and strategic partners in achieving organizational goals (Gardner et al, 2003; Hendrickson, 2003). As frequent users of HRIS, employees' interactions with the system shape their attitudes, which in turn influence organizational behavior, including intention to remain in the organization. These factors are important indicators of organizational effectiveness and dimensions of information system effectiveness. Hypotheses were developed based on the technology acceptance model and a literature review on technology deployment and its impact on work-related issues, examining how human resource information systems and attitudes affect turnover intention. The theories of reasoned action and planned behavior, which link beliefs and positive attitudes to desirable outcomes, are employed by the technology acceptance model (TAM) to explain and predict the phenomenon (Davis et al., 1989). Perceived ease of use, perceived usefulness, and user attitudes are significant dimensions in the model, reliably explaining user behavior and technology acceptance. Davis and his colleagues evaluate the relationships between these dimensions, assuming that ease of use and perceived usefulness positively influence users' attitudes toward the system, which in turn impact their behavior.

The Problem Statement and Research Objectives

The adoption of HRIS alone does not guarantee the realization of its benefits and a competitive advantage for the company (Damanpour, 2006). The varying rates of adoption can be attributed to how individuals perceive the innovative qualities of the system, highlighting the importance of deployment and individual perception for its effectiveness (Rogers, 2003). A research study conducted in Malaysia by Galanaki et al (2019) revealed that only 33% of surveyed finance professionals were highly engaged or satisfied with the E-HRM system, indicating a significant level of dissatisfaction among the remaining 67%. The quality of the HRIS has a considerable impact on user work performance, and any potential errors or issues, such as server downtime or accessibility problems, can negatively affect employee satisfaction (Omran et al, 2018). Poor employee satisfaction resulting from HRIS issues can have adverse effects on the organization. Moreover, employee attitudes and behaviors influenced by the HRIS can impact job satisfaction, organizational commitment, absenteeism, and intentions to leave (Maier et al, 2013). Given the significance of these findings, this research aims to explore the impact of HRIS and employees' attitudes on employee turnover intention within the case of ABC Tiles PLC, a large-scale tile manufacturing organization in Sri Lanka. The organization has recently implemented a human resource information system to manage its HR activities, and high employee turnover has raised concerns among the management. Employee turnover poses substantial costs and has the potential to negatively impact the organization's culture.

The researchers aim to investigate the impact of employees' beliefs and attitudes regarding HRIS on their intention to leave the organization. While there have been discussions about the use of information technology and its effects in developed countries, there is a lack of literature on this topic, particularly in Asian countries (Altarawneh and Al-Shqairat, 2010). Conducting research in this area will contribute to a better understanding of technology acceptance and its influence on employee behavior. Previous studies have examined the direct impact of HRIS on employee behavior internationally, but there is a scarcity of research that explores the mediating effect of employee attitude on the relationships between the perceived usefulness and ease of use of HRIS, and employee turnover intention. Therefore, this study focuses on examining the impact of HRIS on employee attitude and turnover intention based on employees' perceptions of its usefulness and ease of use. The study was conducted within the context of Sri Lanka. Thus, the problem statement for this study is: "Do the perceived usefulness and ease of use of HRIS have an impact on employee attitude and turnover intention?"

Research Objectives

The generic objective of the current study is to investigate and examine the impact and relationships between perceived usefulness of HRIS, perceived ease of use of HRIS, employee attitude and employee turnover intention in an organization in the manufacturing industry. As per the generic objective, following seven specific objectives can be derived.

1. To examine the impact of perceived usefulness on ease of use of implemented HRIS.

2. To investigate the impact of perceived ease of use on the attitude towards applying the HRIS.
3. To investigate the impact of perceived usefulness on the attitude towards applying the HRIS.
4. To investigate whether there is an impact from employee attitude of HRIS on employee turnover intention.
5. To examine the mediation effect of employee attitude of HRIS on the relationship between usefulness of HRIS and turnover intention.
6. To examine the mediation effect of employee attitude of HRIS on the relationship between ease of use of HRIS and turnover intention.
7. To investigate the combined impact of ease of use of HRIS and usefulness of HRIS on turnover intention.

Literature Review

Recent studies have placed a considerable emphasis on the acceptance and adoption of HRIS, examining the factors that influence how employees perceive and embrace this technology, including perceived usefulness, ease of use, and individual attitudes. Significantly, recent research has delved into individual-level outcomes, such as employee satisfaction and turnover intentions, acknowledging the critical role HRIS plays in shaping these facets of the workplace. Moreover, there is a growing body of work exploring the evolving roles of HR professionals due to HRIS, empowering them to shift from administrative functions to strategic contributions. Researchers are increasingly employing mediation models such as the Technology Acceptance Model (TAM) to uncover the intermediate variables that connect HRIS perceptions to employee attitudes and behaviors. These studies also cast a spotlight on user resistance and the unintended consequences of HRIS, shedding light on the challenges faced when employees perceive HRIS as a threat (Wixom and Todd, 2005). Furthermore, researchers are advocating for a broader definition of HRIS implementation success, one that encompasses not just organizational metrics like efficiency and cost savings but also individual-level outcomes like employee satisfaction and retention. Recent study of Shahreki et al (2022) highlights the nuanced impact of HRIS implementation on employee satisfaction and turnover intentions. The research underscores that the introduction of a new HRIS system can yield unanticipated outcomes within an organization. Notably, when HR workers perceive the new HRIS positively, it tends to result in increased employee satisfaction and decreased turnover intention. Conversely, if the introduction of the HRIS is met with negative perceptions, it can lead to decreased employee satisfaction and increased turnover intention. The findings underscore the importance of monitoring employee satisfaction post-implementation to prevent declining satisfaction from translating into turnover intention over time. These insights offer valuable guidance for organizations navigating the complexities of HRIS adoption and management, providing a holistic perspective on its implications for employee attitudes and behaviors within the workplace.

Human Resource Information Systems (HRIS)

According to Aggarwal and Kapoor (2012), HRIS is a system that stores employee data and records through interconnected databases. It is recognized as a vital component of the

Management Information System (MIS) and enables analysis of organizational information for decision-making. Initially used for day-to-day HR activities and management control, HRIS now leverages new technologies to enhance decision-making. Its adoption aims to transform HR professionals into strategic partners by improving efficiency and providing better information. By utilizing HRIS effectively, administrative tasks can be streamlined, freeing up HR managers to contribute strategically.

Perceived Usefulness of HRIS

Perceived usefulness refers to the extent to which stakeholders believe that using a specific system improves their job performance (Seddon, 1997). This study aims to determine the value employees can derive from using HRIS, as well as explore the impact of perceived usefulness on turnover intention. Perceived benefits are associated with perceived usefulness, often measured in terms of economic profitability, improved performance, productivity, and other advantages (Kassim et al., 2012). A high level of perceived usefulness indicates a positive relationship between user and performance (Davis, 1989). Satisfaction encompasses a broader range of expected benefits beyond usefulness (Seddon and Kiew, 1996). Automating work processes can lead to more positive attitudes toward technology (Davis, 1989). Tony et al (2015) identified five dimensions—information completeness, cost reduction, energy savings, time savings, and useful information—for measuring perceived usefulness, which were considered in this research.

Perceived Ease of Use of HRIS

Ease of use refers to users' expectations of a system being effortless or requiring minimal effort (Davis et al, 1989). It reflects the understanding that a system can be used to perform tasks without difficulty (Davis et al, 1989). Employees who possess the necessary skills and knowledge to use the system tend to evaluate HRIS positively, while a negative attitude arises if the system is challenging to use. Employee satisfaction and perceived usefulness of HRIS are influenced by their perception of its ease of use. This construct has been recognized as a crucial factor in technology acceptance and its influence on beliefs and attitudes (Taylor and Todd, 1995; Venkatesh et al, 2003). Rogers (2003) also highlights its significance in explaining the level of adoption. Perceiving the system as easy to use reduces the effort required, allowing users to allocate their resources more efficiently and potentially enhancing job performance (Davis, 1989; Igbaria et al, 1995). Therefore, even in complex systems like HRIS, evaluating ease of use is essential. Tony et al (2015) identified five dimensions—easy navigation, quick response, good and fit interface, accessibility anywhere, and accessibility anytime—to measure perceived ease of use, which were considered in this research.

Employee Attitude

Attitude, as defined by Chuttur (2009), refers to a person's positive or negative disposition toward carrying out a particular behavior. Schewe (1976) explains that attitudes and behaviors of users can be explained by the theory of reasoned action, where attitudes represent feelings of favorability or inevitability toward an object or entity. Users' perceptions and beliefs about information systems provide insight into issues, shaping their attitudes and subsequent behaviors. Users form attitudes toward systems based on their perceptions of

the system and its features. Additionally, the resistance theory can be employed to understand and evaluate user attitudes toward change and information system use. This perspective contrasts with technology acceptance, as resistance hinders acceptance. The resistance theory explains why individuals hold negative attitudes toward technology, resist or reject it, and identifies the factors that discourage its use (Laumer and Eckhardt, 2012).

Turnover Intention

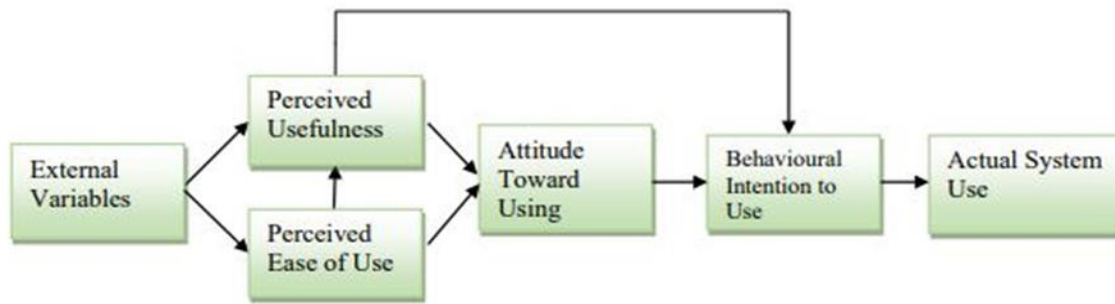
Turnover intentions, in the context of this study, are defined as the mental decision that occurs between an individual's attitudes toward a job and their subsequent behavior to stay or leave (Sager et al, 1998, p. 255). High staff turnover poses a challenge for managers, and HRIS can assist in various HR activities such as recruitment, training, and performance evaluation. Issues such as individual differences, temporary workers, and competition within these HR activities can contribute to turnover or turnover intentions among personnel (Long et al, 2012). Training, specifically, has been found to have a direct relationship with turnover intentions in the Hong Kong hotel industry (Long et al, 2012). A study conducted in San Diego involving 46 hotels revealed that frequent training improves employee performance, influencing their attitude, confidence, and ultimately impacting turnover rates (Long et al, 2012). Other studies have also established the connection between HRIS and employee retention (Abdullah et al, 2011).

Theoretical Background

This study relies heavily on the technology acceptance model and theory of reasoned action to establish a comprehensive framework that contributes to identifying HRIS acceptance and the relationship between research variables.

Technology Acceptance Model

In 1989, Davis proposed the Technology Acceptance Model (TAM), which highlights the significance of user acceptance and the impact of beliefs, attitudes, and behavior on the success of a system (Davis and Bostrom, 1993). TAM is built upon the theory of reasoned action (TRA) (Ajzen and Fishbein, 1975), which suggests that an individual's behavioral intention is influenced by their beliefs. According to TAM, perceived usefulness and perceived ease of use shape users' attitudes toward using a system, which, in turn, influence their intention to use the system and ultimately affects actual system usage. Additionally, perceived usefulness is influenced by ease of use, and it, in turn, impacts the behavioral intention to use the system (Davis, 1989; Davis et al, 1989). Unlike TRA, TAM emphasizes the role of beliefs in directly or indirectly influencing behavioral intention to use a system through user attitudes. Ultimately the output of employees' attitude towards HRIS will affect their job satisfaction as well as intention to retain. Therefore, it is very much important that the employees accept the technology that is going to be established in their organizations or otherwise there will be either no use or higher satisfaction in implementing HRIS.

Figure 1. The General Model of Technology Acceptance (TAM)

Source: Davis et al (1989)

Hypotheses Development

Based on empirical evidence from the existing literature the current study formulates seven hypotheses to be tested with primary data which were collected from staff employees of the ABC tiles PLC.

The impact of ease of use on perceived usefulness of implemented HRI system

When a new technology is introduced in an organization, employees evaluate it based on factors like usefulness and ease of use (Goodhue and Thompson, 1995; Shahreki, 2019). The skills required to effectively use the new technology, particularly for HRIS employees, play a crucial role in its successful implementation (Shahreki and Nakanishi, 2016; Strohmeier, 2007). However, many employees lack the necessary knowledge and skills to operate the system (Shahreki, 2019), resulting in limited utilization of the HRIS and a negative evaluation of the system. Conversely, HR employees who understand how the system works and how it can enhance their job performance tend to have a more positive attitude toward the HRIS. Moreover, when employees perceive an IT system as easy to use, they are more likely to consider it useful (Davis, 1989; Davies, 1993; Goodhue and Thompson, 1995; Venkatesh and Davis, 2000; Venkatesh et al, 2003; Venkatesh et al, 2012). Based on previous studies, the theoretical framework of perceived ease of use of HRIS, and the identification of perceived usefulness, the following hypothesis has been developed.

H₁: There is a significant impact of ease of use on perceived usefulness of implemented HRIS.

The impact of perceived ease of use on the attitude towards applying the HRI system

Workers generally rate HRIS as useful when they have sufficient knowledge and skills to use it effectively (Ball, 2001; Johnson et al, 2016; Marler and Fisher, 2013). When it is difficult to use an HRIS, employees in the HR department have a negative attitude toward implementing new technology (Beckers and Bsat, 2002; Kavanagh and Johnson, 2017). As a result, HR personnel must be adequately trained so that they can evaluate the HRIS favorably. As a result, while taking TAM into account, the following hypothesis can be proposed (Venkatesh and Davis, 2000).

H₂: There is a significant impact of perceived ease of use on the attitude towards applying the HRIS.

The impact of perceived usefulness on the attitude towards applying the HRI system

Employees' attitudes toward the implementation of an HRIS are influenced by their evaluation of its usefulness and ease of use (Taylor and Todd, 1995). They compare their experiences with the HRIS to their needs and expectations. Employees anticipate that an HRIS will enhance the effectiveness of HR processes in terms of usefulness (Dery et al, 2009), contribute to various HR management decisions (Bratton and Gold, 2017), and automate administrative HR tasks (Marler and Fisher, 2013), thereby improving the role of HR employees within the organization (Kovach and Cathcart, 1999). However, the implementation of a new HRIS may be negatively evaluated due to changes in workflows, shifting responsibilities, and additional tasks (Ball, 2001; Dery et al, 2009). Thus, the third hypothesis of the study is as follows:

H₃: There is a significant impact of perceived usefulness on the attitude towards applying the HRIS.

The impact of employees' attitude towards HRIS and turnover intention.

The increased turnover intention among employees is influenced by the stress associated with learning new skills (Johnson et al., 2016; Marler and Fisher, 2013), cost reduction efforts (Marler and Fisher, 2013), process improvement goals (Ball, 2001; Strohmeier, 2009), and time-saving objectives (Parry and Tyson, 2011). Task-focused HRIS configurations that prioritize short-term performance enhancement have been found to result in higher turnover rates compared to employee-centered configurations (Joseph et al., 2007). The implementation of an HRIS can lead to changes in an employee's role, which may cause disappointment, dissatisfaction, and even resignation. In summary, implementing an HRIS alters the role and work routine of HR employees. If employees dislike the changes attributed to the HRIS, they develop a negative perception of it, while if they appreciate the changes, their perception of the HRIS is positive. Employee satisfaction forms the basis for their attitude toward using an HRIS, which directly influences turnover intention. However, if a proposed HRIS brings about changes in an employee's work, their perception of the catalyst for change also influences their attitude toward turnover intention.

H₄: There is a significant impact of employees' attitude towards HRIS on turnover intention.

The role of employee attitude as a mediator in the relationship between perceived usefulness of HRIS and turnover intention

The role of employee attitude about HRIS as a mediator in the relationship between perceived usefulness of HRIS and turnover intention is a concept rooted in the Technology Acceptance Model (TAM). Venkatesh and Davis (2000) proposed that the attitude of users towards a technology mediates its impact on their behavioral intentions, such as turnover intention. In the context of HRIS, employee attitude is influenced by how they perceive the system's

usefulness. Employee satisfaction is closely linked to their attitude towards HRIS and, consequently, to turnover intention. Research by Marler and Fisher (2013), and Strohmeier (2009) have demonstrated that employee satisfaction with HRIS is associated with its perceived usefulness in making tasks easier and more efficient. When employees are satisfied with the system, they are less likely to consider leaving their jobs. It proposes that employee attitude serves as a mediator in the relationship between perceived usefulness of HRIS and turnover intention. This implies that the impact of perceived usefulness on turnover intention is not direct but is transmitted through its influence on employee attitude. If employees perceive HRIS as useful and it positively affects their work, they are more likely to have a positive attitude, which in turn lowers their turnover intention.

H₅: Employee attitude towards HRIS mediates the relationship between perceived usefulness of HRIS and turnover intention.

The role of employee attitude as a mediator in the relationship between perceived ease of use of HRIS and turnover intention

Existing literature supports this hypothesis by demonstrating the interplay between perceived ease of use, employee attitudes, and turnover intention. Studies by Venkatesh and Davis (2000) have consistently established that when employees perceive HRIS as easy to use and user-friendly, they tend to develop more positive attitudes toward the system. Simultaneously, employee attitudes have been identified as significant determinants of turnover intention in various HR contexts (Hom et al, 2017; Tett and Meyer, 1993). Therefore, H₆ suggests that the perceived ease of use of HRIS, influencing the formation of employee attitude about HRIS, can subsequently impact an employee's intent to leave or stay in their job, underlining the crucial role of user-friendly HRIS systems in shaping employee attitudes and ultimately reducing turnover intention.

H₆: Employee attitude about HRIS mediates the relationship between perceived ease of use of HRIS and turnover intention.

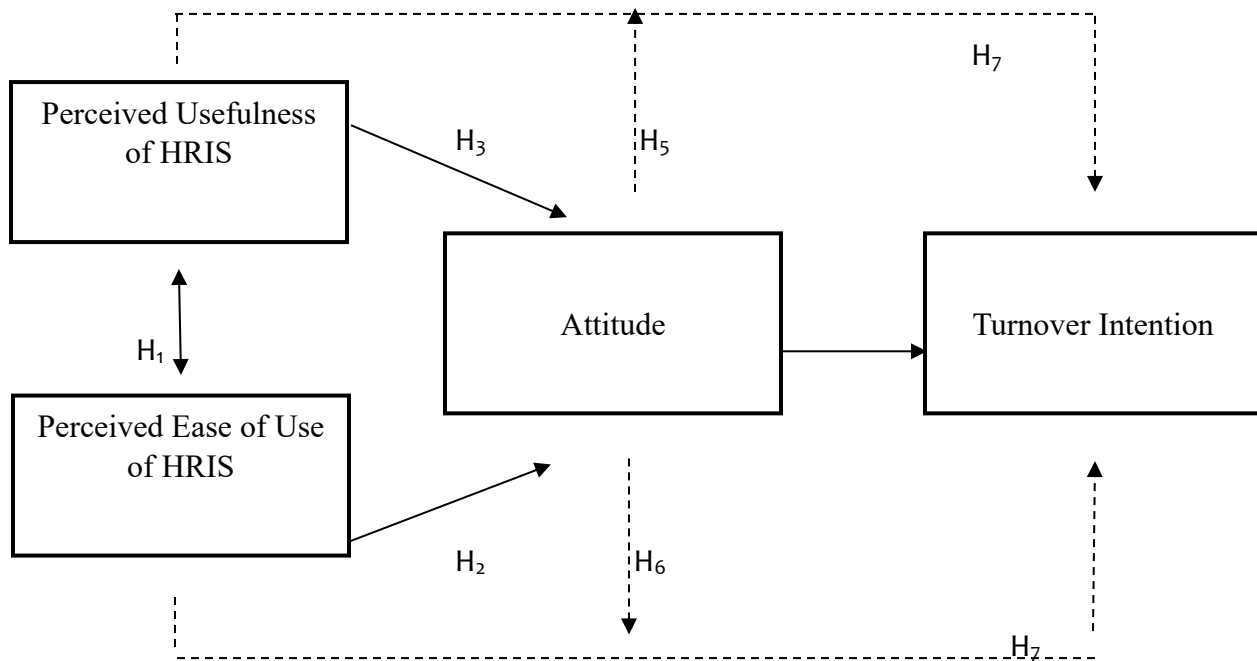
Combined impact of ease of use of HRIS and usefulness of HRIS on turnover intention

Several studies, such as those conducted by Venkatesh and Davis (2000) have established that perceived ease of use and perceived usefulness are individually significant predictors of employee attitudes toward HRIS. These positive attitudes, in turn, are associated with lower turnover intentions. When ease of use and usefulness are considered together, they are likely to reinforce each other's effects on employee attitudes, resulting in a more substantial combined impact on turnover intention. Therefore, H₇ suggests that HRIS that are not only easy to use but also highly useful in facilitating employees' work processes are more likely to foster positive attitudes and, in combination, significantly reduce turnover intentions within organizations.

H₇: There is a significant combined impact from ease of use of HRIS and usefulness of HRIS on turnover intention.

Accordingly, the current study involved a systematic and scientific attempt to test the above-hypothesized relationships with the surveyed data using the following conceptual framework.

Figure 2. Conceptual Framework



Research Methodology

Data Collection

The research design employed in this study is a survey research design. Data collection was conducted using a self-administered questionnaire distributed through Google Forms to staff employees of ABC Tiles PLC. The unit of analysis is individual employees, and the sample size was determined to be 148 staff employees out of a population of 167 based on the Morgan table. Convenience sampling method was used to select the participants, allowing the researchers to obtain basic data and trends without the complexities of a randomized sample. The questionnaires were distributed via internal emails, and 134 completed responses were received, resulting in a response rate of 90%. In terms of gender distribution, there were 79 male and 55 female respondents. The majority of respondents (64) belonged to the age group of 31-40, followed by 36 respondents in the age range of 20-30 and 27 respondents in the age range of 41-50.

Measures

A five-point Likert scale was used to assess each component in the study since it offers a full measure of a participant's genuine evaluation. Perceived usefulness, the first independent variable, is defined as "the extent to which users believe that using an HRIS tool is critical in their work situation" (Kamaludin and Kamaludin, 2017, p.207). Davis (1989) and Davis et al. (1989) developed 14 statements to assess perceived usefulness. These items were related to information completeness, reducing cost, saving energy, saving time, and useful information. Sample items include: 'Using HRIS improves my job performance' and 'Using HRIS increases my productivity'. Respondents rated their level of agreement for the items on a five-point Likert scale, and the scales used were adapted from previously validated scales (Davis 1989; Venkatesh and Davis, 2000; Taylor and Todd, 1995). The Cronbach alpha for this scale was ($\alpha=.90$). The scale is set at 1 for strongly disagree and 5 for strongly agree.

Davis (1989) and Davis and Bostrom (1989) used fourteen items to measure ease of use. Their scale takes into account "how clear and understandable the interaction with the system is, how easy it is to get the system to do what is required, the mental effort required to interact with the system, and the ease of use of the system" (Ndubisi and Jantan, 2003, p.441). Sample items include: 'I have a strong understanding of how to use the HRIS' and 'Learning to use the HRIS is simple for me'. Respondents were asked to rate their level of agreement with the statements on a five-point Likert scale, with 1 being strongly disagree and 5 being strongly agree.

Taylor and Todd's method was used to assess an employee's attitude (1995). To assess the attitude factor toward using an HRIS, a total of seven items was created. A sample item is "Using the new e-Recruiting system is a good idea".

Thatcher et al. Roodt (2004b) provided the measurement items used to assess turnover intention (2002). To calculate an individual's intention to leave their job voluntarily, a sum of eight items was proposed. For example, "I frequently consider quitting my job at my current employer." To assess the items for all five constructs, a five-point Likert scale (1='strongly disagree' to 5='strongly agree') was used. It was appropriate as the level of measurement of each construct was interval indicating difference, order, and magnitude of difference (Opatha, 2003).

Research Strategy

Research strategy for this study is survey method. Major justification for the application of survey strategy is that the type of investigation is non-causal. In this study there are objectives to find relationships among ease of use, usefulness, employee turnover intention and the mediation effect of attitude. Hence survey strategy was used. This study involves a use of a questionnaire to collect data by using survey strategy and it was possible to get systematic and scientific answers for the research questions of this study.

Results

Missing Value Analysis

The researchers ran a frequency analysis on all of the Likert scale items in the questionnaire and found that there were no missing values, according to the missing value analysis. The output data set was already free of missing values due to the use of Google Form technology.

Construct Validity and Reliability

Reliability Statistics

The measurement model in this study includes several measurements, such as perceived usefulness of HRIS, perceived ease of HRIS, attitude toward HRIS, and intention to leave. The homogeneity of items in a construct is referred to as consistency as a measure of reliability. This can be assessed by calculating the correlation between the items and their subsets. Internal consistency is the most commonly used method for testing reliability (Pallant, 2011). Reliability statistics are given in following Table.

Table 1. Reliability Statistics

Variable	No. of Items	Cronbach's Alpha
Perceived Usefulness [Cronbach alpha = 0.975]	14	0.975
Perceived Ease of Use [Cronbach alpha = 0.973]	14	0.973
Attitude Towards HRIS [Cronbach alpha = 0.947]	7	0.947
Turnover Intention [Cronbach alpha = 0.948]	7	0.948

Validity Statistics

The degree to which a measure relates to other variables as expected within a system of theoretical relationships is defined as construct validity (Rubin and Babbie, 2001, p. 193). Construct validity can be assessed using factor analysis (Ghauri and Gronhaug, 2010). This study looked into the suitability of the sample data set for conducting factor analysis. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were used to confirm this. As shown in the Table 2 below. Sampling adequacy was ensured using the KMO measure and the sig. value of KMO coefficient. Further, the construct validity was assessed conducting an exploratory factor analysis (EFA) with SPSS. Factor loadings (FL) and the cumulative percentage of extraction sums of squared loading (ESSL) were used to draw conclusions. Table 2 and 3 illustrate the statistics related to sampling adequacy and construct validity.

Table 2. Sampling Adequacy

Variable	KMO Measure of sampling adequacy	Bartlett's test of sphericity		
		Approx. chi-square	df	Sig.
Perceived Usefulness	0.967	2095.57	91	0.000
Perceived Ease of Use	0.966	2016.960	91	0.000
Attitude Towards HRIS	0.908	860.277	21	0.000
Turnover Intention	0.897	1037.475	21	0.000

Table 3. Validity Statistics

Variable	No. of items	Highest FL	Lowest FL	ESSL Cum%
Perceived Usefulness	14	0.889	0.828	75.990
Perceived Ease of Use	14	0.904	0.787	74.026
Attitude Towards HRIS	7	0.911	0.846	76.364
Turnover Intention	7	0.935	0.752	76.729

According to the validity statistics shown in Table 3, the cumulative percentage of the Extraction Sums of Squared Loadings (ESSL Cum%) of constructs are greater than 50%, and the item Factor Loading values are greater than the recommended threshold limit of 0.5 by Hair et al (2010). As a result, statistically, construct validity is guaranteed. According to the reliability and validity analysis no item was deleted, thus all the items included in the standard scales were retained.

Descriptive Statistics

Mean, standard deviation, skewness and kurtosis values of the constructs in the current research model are given in Table 4.

Table 4. Descriptive Statistics

Descriptive Statistics	Perceived usefulness	Perceived Ease of Use	Attitude Towards HRIS	Turnover Intention
Mean	3.3801	3.3470	3.5256	2.5810
Standard deviation	0.86501	0.78891	0.85042	0.87717
Max	5	5	5	5
Min	1	1	1	1
Range	4	4	4	4
Variance	0.748	0.622	0.723	0.769
Skewness	-0.681	-0.688	-0.768	0.251
Kurtosis	-0.212	0.247	0.390	-0.285

If the standard deviation falls between +2 and -2, construct validity is considered acceptable for further inferential statistical analyses (Lu et al., 2007). Statistically, skewness measures the relative size of the two tails of the distribution, whereas kurtosis measures the combined size

of two tails; measuring the extent of probability in the tails. Skewness and Kurtosis of the dependent variable; turnover intention are between -3 and +3 indicating an approximate normal distribution in the variable. The value is often compared to the kurtosis of the normal distribution, which is equal to 3.

Hypotheses Testing

This study is based on a set of proposals related to predictors of the perceived beliefs (perceived usefulness, perceived ease of use) of employees (as users of HRIS), predictors of users' attitudes (satisfaction with HRIS), and predictors of organizational outcome (turnover intention). In order to test these hypotheses, multiple regression analysis parametric tests including correlation and simple linear regression were used.

Correlation Statistics

Table 5. Correlation Statistics

Constructs	Pearson Correlation	Sig. (2-tailed)
Perceived Ease of Use and Perceived Usefulness	0.798	0.000
Perceived Ease of Use and Attitude Towards HRIS	0.740	0.000
Perceived Usefulness and Attitude Towards HRIS	0.868	0.000
Attitude Towards HRIS and Turnover Intention	-0.625	0.000

As shown in table 5, strong positive correlations were found between Perceived Ease of Use and Perceived Usefulness, Perceived Ease of Use and Attitude, Perceived Usefulness and Attitude Towards HRIS while a strong negative correlation was found between Attitude Towards HRIS and Turnover Intention. Correlation coefficients were statistically significant as Sig. 2-tailed (0.000) is less than the level of significance (0.01).

Regression Analysis

Table 6. Regression Statistics

Constructs	R Square	B	beta	F value	T Value	Sig.
Perceived Ease of Use on Perceived Usefulness	0.636	0.875	0.798	230.925	15.196	0.000
Perceived Ease of Use on Attitude Towards HRIS	0.548	0.798	0.740	160.092	12.653	0.000
Perceived Usefulness and Attitude Towards HRIS	0.754	0.854	0.868	404.638	20.116	0.000
Attitude Towards HRIS and Turnover Intention	0.385	-0.644	-0.625	84.405	-9.187	0.000

As depicted in Table 6, 63.6% (R Square = 0.636) of the variation of perceived usefulness is explained by perceived ease of use towards HRIS. Beta value is 0.798 which is significant at 99% confidence level. This implies that perceived usefulness is positively and significantly affected by perceived ease of use. When it comes to the regression analysis of perceived ease

of use and attitude towards HRIS, 54.8% (R Square = 0.548) of the variation of attitude of HRIS could be significantly (Sig. = 0.000 which is less than 0.05) explained by the perceived ease of use of HRIS. The impact is positive and significant as the beta and the p values are respectively, 0.740 and 0.000. Further, there is a significant positive impact (beta = 0.868, p = 0.000) from perceived usefulness on attitude towards HRIS as 75.4% (R Square = 0.754) of the change in attitude of HRIS is due to the perceived usefulness of HRIS. The last finding of regression analysis is that the more positive the attitude towards HRIS the less turnover intention is as the beta value is negative (beta = -.625) and this is significant at 99% confidence level. When there is a reduction of turnover intention 39% of proportion of that reduction may result due to the positive attitude towards HRIS. Furthermore, to test the hypothesis for the combined impact from ease of use of HRIS and usefulness of HRIS on turnover intention, multiple linear regression analysis was done. According to the model summary of multiple regression analysis, two independent variables (perceived ease of use of HRIS, perceived usefulness of HRIS) in the conceptual framework have a combined effect of 57.7% (as Adjusted R Square = 0.577) on the determination of the dependent variable; employees' turnover intention. Though the F value (91.608) ANOVA, is less 100 still it is statistically significant as the sig. value is 0.000. Hence, the model strength could be statistically ensured via ANOVA Table.

Mediation Effect Results

To test the mediation effect of attitude towards HRIS on the relationship between perceived usefulness and turnover intention, online Sobel calculator was used. Results are given in following Table.

Table 7. Sobel Test Results

	Test statistic:	Std. Error:	p-value:
Sobel test	-1.9760041	0.11755441	0.04815431
Aroian test	-1.97364123	0.11769515	0.04842255
Goodman test	-1.97837548	0.11741351	0.04788636

As the p -value of the Sobel test statistic is less than 0.05, the Sobel test statistic is statistically accepted. Accordingly, attitude towards HRIS has depicted a significant mediation impact. Further, as both direct and the indirect paths of the IV – DV relationship are significant, Attitude towards HRIS could be considered a partial mediator.

To test the mediation effect of attitude towards HRIS in the linkage between perceived ease of use and turnover intention, online Sobel calculator was used. Results are given in Table 8.

Table 8. Sobel Test Results

	Test statistic:	Std. Error:	p-value:
Sobel test	-1.60327946	0.06918445	0.10887297
Aroian test	-1.59838564	0.06939627	0.10995718
Goodman test	-1.60821852	0.06897197	0.10778733

According to the calculation results, as shown in above Table, the Sobel test's test statistic is 1.60, with the associate p-value being 0.10, which is greater than 0.05. Thus, the mediation effect of attitude towards HRIS is not significant. Hence, "H₆= Employee attitude about HRIS mediates the relationship between perceived ease of use of HRIS and turnover intention" is not accepted under 95% confidence interval level.

Discussion of Findings

This study examines the impact of HRIS usage on employee attitudes and organizational outcomes. It focuses on the perceptions of employees in ABC Tiles PLC and their attitudes towards HRIS, considering factors that influence these perceptions. Hypotheses were formulated to explore the relationships between variables and their impact on employee perceptions and attitudes. The study investigates the relationship between perceived ease of use and perceived usefulness of HRIS, as well as their impact on each other. It also explores the mediating role of attitude towards HRIS, which is influenced by perceived ease of use and perceived usefulness. Additionally, the study examines the mediation effect of attitude towards HRIS on the relationship between perceived ease of use and employee turnover intention. The respondents' perspectives and measurements shed light on the significance of HRIS and their attitudes towards it.

Objective 1 of this study was dedicated to examine the impact of perceived ease of use on perceived usefulness of HRIS. Accordingly, by accepting H₁, current study results indicate that a significant impact was found from perceived ease of use on perceived usefulness. Due to its impact on acceptance, the literature has highlighted the significance of this construct. Therefore, this study empirically supports that ease of use has a significant impact on perceived usefulness.

The study findings are consistent with previous research conducted by Ajzen and Fishbein (1975), Seddon and Kiew (1996), Davis (1989), Husein (2015), and Legris et al (2003). The research highlights that system quality, particularly ease of use, has a significant impact on perceived usefulness and satisfaction with information systems. When employees perceive a system as easy to use, it leads to reduced errors, less training, and decreased anxiety, resulting in improved performance and effective time utilization. The analysis confirms a positive influence of perceived ease of use and perceived usefulness on employee attitudes towards HRIS. These variables are identified as important predictors of attitudes and are hypothesized to affect employee turnover intention. These findings align with established theories such as reasoned action theory, the Technology Acceptance Model (TAM), and previous research. Legris et al (2003) also emphasize the significant role of perceived ease of use and perceived usefulness in shaping attitudes towards technology usage.

Hypothesis H₄, which examines the impact of employee attitude towards HRIS on employee turnover intention, was supported by the analysis results, indicating a significant influence of attitude towards HRIS on turnover intention (Maier et al, 2013). This finding aligns with previous literature highlighting the relationship between attitudes towards technology and work-related outcomes such as turnover. Maier et al (2013) emphasize that attitude is a key

driver of employee turnover intention, as it strongly influences their decision to remain or leave an organization. Therefore, it can be inferred that user attitudes towards HRIS play a crucial role in predicting organizational turnover.

Hypothesis H₅ was supported, indicating that employee attitude towards HRIS partially mediates the relationship between perceived usefulness of HRIS and turnover intention. However, H₆ was not supported. These findings align with previous research by Maier et al (2013), which found that perceived usefulness and perceived ease of use affect turnover intention, with employee attitude towards HRIS fully mediating this relationship. The current study also found a negative association between attitude towards HRIS and turnover intention, supporting the existing literature (Maier et al, 2013).

The regression analysis showed that perceived ease of use had a significant impact on employees' turnover intention, with a higher standardized coefficient of Beta (-0.679) compared to perceived usefulness. However, ease of use of HRIS was found to be insignificant and was not included in the regression equation. The combined effect of both variables accounted for 57% of the impact on turnover intention.

Conclusion and Implications

This study contributes to the understanding of HRIS adoption in the Sri Lankan context, specifically examining the influence of perceived ease of use and perceived usefulness on employee attitude about HRIS and turnover intention. It fills a gap in the existing literature by investigating the mediating effect of attitude towards HRIS on the relationships between perceived usefulness, perceived ease of use, and turnover intention. The study's findings provide insights applicable to the manufacturing sector and similar contexts, highlighting the challenges faced by HRIS users and emphasizing the importance of top management involvement, IT skills, and infrastructure. Recommendations are provided to support HRIS users, improve system performance, and promote HRIS as a strategic tool for achieving employee goals. The study emphasizes the significance of user-friendly systems, active engagement with users, and adequate resources in maximizing HRIS benefits in HR management.

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