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ADOPTION OF HUMAN RESSOURCES INFORMATION SYSTEM BY THE MORROCAN ADMINISTRATION: A QUANTITATIVE STUDY APPLYING DELONE AND MCLEAN MODEL

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A B S T R A C T

With the ever-increasing use of new technologies within organizations, human resources management has been transformed into a strategic, value-creating function. This transformation is largely due to the adoption of human resources information systems, which enable organizations to make operational, relational and strategic gains. the main goals of this research is to evaluate the use of human resources information system by employees working in public administration in Morocco. We opted for a quantitative study, using questionnaires to collect data, analytical techniques and SPSS20 software to analyze the data, and a sample of 80 employees working in public administrations, based on Delone and McLean's IS success model. The results of the study showed that the effectiveness of the service has a positive impact on the use and adoption of HRIS and that HRIS significantly and favorably affects the performance of the Moroccan administration overall as well as the productivity of human resources departments in particular.

1. INTRODUCTION

Previously, the HR department was only responsible for payroll and was part of the accounting department's administrative structure. HR managers were essentially responsible for monitoring business activity. At a time when HR departments are having to integrate the notions of value creation, competitiveness and innovation, organizations need to be able to equip themselves with sufficiently flexible tools to enable them not only to achieve the desired objectives, but also to be competitive. This is where HRIS comes in as an indispensable and necessary tool for aligning with the company's strategic objectives. Human Resources (HR) refers to the day-to day management of a large mass of personnel data. This information is the linchpin on which organizations base their decisions, enabling them to achieve their objectives. At the same time, one of the most spectacular changes of this century has been the development of Information Technology. These technologies are revolutionizing organizational practices. With the increased impact of technology, organizations have been using information systems in a number of business functions for several years now. And Human Resources Management (HRM) is one of the functions that makes most use of information systems management , (Bal et al., 2012). As a result, HR professionals need to be equipped with increased capacity, not only to collect information, but also to

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retrieve and store it efficiently and quickly enough (Sadiq et al., 2012).

According to Lee (2008), who evaluated the value of HRIS to organizations, HRIS is a crucial piece of intellectual property and the organization's spirit. It is impossible to dispute its importance in accomplishing the organization's strategic goals. From an organizational perspective, HRM constantly aspires to leverage the most recent developments in HRIS technology, allowing it to handle conventional procedures with cutting-edge tools (Lee, 2008). Using HRIS practically means maintaining a Information gathering and file management fall within the purview of the HRIS team. Information gathering and management of these records fall within the purview of the HRIS team.

Many researchers have explored the use and acceptance of Human Resource Information Systems (HRIS), including studies by Urbach & Müller (2011), Huang & Martin-Taylor (2013), Al-Zu'bi (2014), Haines & Petit (1997), Panayotopoulou et al. (2007), and Lau & Hooper (2009). However, these studies were conducted primarily in developed countries, where organizational and cultural contexts differ significantly from those in developing nations. As a result, their findings cannot be easily applied to HRIS adoption and usage issues in developing countries. There is a scarcity of research on HRIS adoption and usage in developing nations. The adoption and use of HRIS are interconnected, reinforcing each other rather than developing independently, which means they can either amplify or limit the respective impacts of HRIS implementation. Therefore, assessing HRIS adoption and usage across various organizations is crucial. The main goal of this study is to explore how HRIS is adopted and used in Moroccan public administrations and how it can enhance human resource management (HRM) processes. The study also aims to determine whether these systems contribute to improving organizational performance.

The research question posed by this study is: What are the key drivers behind HRIS adoption and usage, and how does its implementation affect the quality of work within Moroccan administrations? By identifying the factors that promote effective HRIS adoption and usage in Moroccan administrations, this study adds significant value. It also quantifies the factors involved and evaluates their correlation with user satisfaction, HRIS adoption, and HRIS usage. This information may help Moroccan administrations in successfully implementing HR information systems. The purpose of the study is to assess how HRIS usage influences HRM functions and the performance of HR employees in Moroccan public administrations. To examine how employees perceive the impact of HRIS in the human resources departments of these administrations, a quantitative study will be conducted. This approach will allow us to evaluate the perceived effectiveness of HRIS usage and to understand the relationship between HRIS and HR practices in this specific context. Data will be collected using a survey method.

In practical terms, this research is of paramount importance for any administration seeking to digitize its HR function, enabling it to focus on strategic rather than administrative tasks, particularly for managers and HR professionals.

The main sections of this paper will include two parts. In the first part we will define the HRIS concept, the presentation of Delone and MClean IS success and the variables that encourage the use and adoption of HRIS. In the second part the presentation of the methodology of our quantitative study, the research hypotheses and the limitation of our research.

2. LITERATURE REVIEW

2.1 HRIS definition

In the literature, HRIS has been defined in a number of ways. The methods differ in spite of their multiplicity because of the attributes that the writers hold most dear. There are two schools of thinking on HRIS, according to Exbrayat et al. (2010): the first believes it has the ability to process information using whatever means necessary, while the other believes it has the widest variety of technological capabilities.

HRIS is defined by Kovach et al. (1999) as "a procedure for collecting, storing, restoring and validating data on human resources, personnel activities and the characteristics of organizational units required by a company". They seem to point out that HRIS does not imply that it is complex or computerized, but that it is not dependent on the technologies that make it up (Merck, 2002) proposes: "an HRIS is a set of more or less interconnected software programs that enable the coherent performance of various administrative acts and management operations applied to HR". Here, unlike the previous author, he shows that there is a link between computerization, i.e. a set of software and human resources, and management dedicated to human resources (Castillo, 2012). But Tannenbaum (1990) definition is the one that seems to have brought unanimity, as it is the most widely used in the literature. It encompasses the three concepts that make up the term HRIS (System, Information and HR). The author defines HRIS as "a system for acquiring, storing, manipulating, analyzing, retrieving and distributing information relevant to an organization's human resources" (Beadles et al., 2005). All HR function management procedures must be covered by the Human Resources Management Information System, or HRIS. Since it is typically composed of a collection of software bricks (processes), it must have the ability to automate the different HR management tasks that were previously repetitive. A sequence of value-added information flows will then be composed of these tasks.

2.2 Theory used: Delone and McLean's IS success model

In response to a question posed by Peter Keen in 1980, DeLone and McLean worked from 1980 to 1992 to develop a framework for evaluating the success of information systems. According to Petter et al. (2008), the model proposed by DeLone and McLean (1992) is composed of six interrelated dimensions. To create a comprehensive definition of information systems (IS) success, DeLone and McLean reviewed earlier definitions and the associated metrics. From this analysis, they identified six key categories: Individual Impact (II), System Quality (SQ), Information Quality (IQ), System Use (U), User Satisfaction (US), and Organizational Impact (OI). These categories formed the basis of a multidimensional model that highlights the interdependencies among various factors contributing to IS success.

DeLone and McLean argue that the success of information systems should be viewed as a multidimensional concept, rather than being measured by a single criterion. By analyzing existing definitions and measurement approaches, they grouped IS success into six broad categories: User Satisfaction (US), System Use (U), Individual Impact (II), Information Quality (IQ), and System Quality (SQ). Their model emphasizes the connections between these success factors, presenting a comprehensive framework for evaluating IS performance.

Many studies have sought to improve or validate the original model, as DeLone and McLean encouraged further development. In response, DeLone and McLean revised their initial model in 2003, drawing on a decade's worth of research contributions to assess the success of updated information systems (DeLone & McLean, 2003). In this revision, they introduced a significant change by replacing the dimensions "Individual Impact" and "Organizational Impact" with "Net Benefits," recognizing that the impact of information systems (IS) can extend beyond individuals and organizations, affecting teams, industries, and even entire markets. This adjustment allowed the model to be applied across various levels of analysis, depending on the researcher's focus (Petter et al., 2008).

Additionally, DeLone and McLean suggested incorporating "Service Quality" into the model, which refers to the level of support provided to system users by the IS department or internal and external IT support staff. This includes qualities such as responsiveness, reliability, technical expertise, and empathy. In their updated model, "Net Benefits" (formerly "Individual Impact" and "Organizational Impact") represent the outcomes of the system's implementation and use. DeLone and McLean argue that these outcomes are critical for managers, designers, and users when evaluating IS success. "Net Benefits" measure how well the system's results align with its intended objectives, making it one of the most variable and context-dependent dimensions within the six success measurement dimensions of the D&M model (Figure 1).

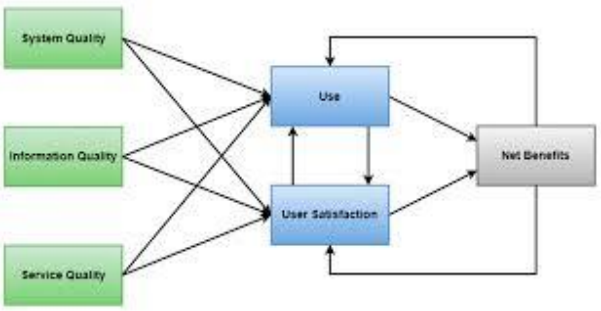

Figure1. Delone and McLean's model

2.3. Dimensions of the Delone & McLean's model

The "System Quality" dimension

This dimension evaluates the performance of the information processing system itself. As highlighted by DeLone & McLean (1992), Ravasan & Rouhani (2018), Ifinedo & Nahar (2007), Govindaraju et al. (2014), and Jalil et al. (2016), it assesses how effectively the tool functions. Grounded in the extensive research on the Technology Acceptance Model (TAM) (Davis et al., 1989; Fryling, 2012; Hossain & Quaddus, 2011; Saeed et al., 2010), this dimension primarily focuses on "system quality," using perceived ease of use as a key metric.

Gable et al. (2008) applied the concept of system quality to measure how effectively an enterprise information system operates within an organization. In their study, they used nine validated tools to assess system quality, which included system features, user requirements, accuracy, flexibility, sophistication, integration, customization, and ease of learning. This comprehensive evaluation of system quality leads to the following hypothesis:

H1: System quality has a significant influence on HRIS use.

The "Information Quality" dimension

The role of high-quality information is to prevent operational errors and disruptions in business processes. It also reflects the value that information provides to its users. DeLone and McLean argue that information quality is a key factor in determining user satisfaction.

Both system quality and information quality are critical in influencing how users interact with and perceive a system (DeLone & McLean, 1992).

Petter et al. (2008) confirmed and applied the DeLone and McLean model, finding a strong link between information quality and user satisfaction. Unlike other software applications, such as operating systems, HRIS generates user-specific outputs like documents and

reports, which makes the quality of the information produced a crucial determinant of system use. Therefore, in DeLone and McLean's (1992, 2003) model, both system quality and information quality significantly impact system usage and user satisfaction. To further explore the effect of information quality on user satisfaction, the following theory was developed:

H2: A high-quality information source improves system performance

The "Quality of Service of IT Support" dimension

When the D&M model was revised in 2003, a third dimension for gauging IS success was included (Delone & McLean, 2003 ; Gable et al., 2008; Govindaraju et al., 2014; Ifinedo & Nahar, 2007; Zare & Zareravasan, 2014). Delone and McLean contend that the performance of individual users is influenced by the quality of IS services by including this dimension in their initial model. As a result, it merits inclusion as a component of IS success. The revised D&M model of 2003 now includes IT organization service quality (Delone & McLean, 2003). The SERVQUAL tool, created by Parasuraman, was utilized by the writers to gauge the level of IT support service quality. The tool evaluates the IT team's contribution to the development and upkeep of information systemsThe goal of the (Urbach et al., 2010) study was to gain more insight into the effectiveness of employee portals. Their theoretical framework also drew upon the information success model of DeLone and McLean (1992). They used 10,000 workers from 22 different companies to test their theories. The results of their study indicate that, in order to ensure the success of an employee portal, other success dimensions—such as collaboration quality and process support—must also be taken into consideration in addition to those that typically contribute to IS success. This implies that the determination of service quality is based on personal experience. needs to be both concrete and responsive in order to assess the caliber of care that HRIS users receive. This prompts us to formulate the subsequent hypothesis:

H3: System usage is influenced by service quality

The "Use and Intent to Use" dimension

This aspect of evaluating the effectiveness of information systems concentrates on various facets of system operation. Delone and Mclean made reference to these elements in the original D&M model: the first is about using the data and reports that the system provides. "Who uses the system" is the main topic of discussion in the second aspect. Ginzbeg mentions, on the one hand, the use that results from managerial actions, as cited by DeLone and McLean (Delone & McLean, 1992). however, the use that brings about change and, lastly, the system's frequent use. DeBrabander, cited by DeLone and McLean (Delone & McLean, 1992), makes a distinction between the information system's uses for planning, control, recording data, and obtaining instructions. DeLone and McLean (Delone & McLean, 2003) contend that the primary goal of evaluating the effectiveness of IS in organizations should be its use and its outcomes, or net impacts.

The "User Satisfaction" dimension

The D&M model's authors contend that earlier measures lose their usefulness when using the information system becomes required and mandatory. After that, the emphasis should be on gauging success in terms of user contentment. But it's important to understand the difference between measuring "user satisfaction" and measuring "attitude towards the IT tool," which are two entirely different ideas. The "user satisfaction" dimension, according to Delone and Mclean (Delone & McLean, 2003), gauges the user's general perspective on their interaction with the system. They suggest one of the six dimensions of success be an overall satisfaction measure (i.e., a single-item measure).

The dimension « Nets Impacts »

One of the D&M model's dimensions that has experienced the most updates and modifications is this one. The original model by Delone and Mclean showed this dimension as two consecutive variables. Information's influence on a recipient's behavior is measured by "Individual Impact," while information's effect on an organization's performance is measured by "Organizational Impact." According to Delone and Mclean, an information system can have an impact at levels beyond the individual and organizational. Thus, the success of IS affects people individually, in groups, and even within organizations.

The variables "individual impact" and "organizational impact" were swapped out for the variable "Net Benefits" when the model was updated in 2003. This change explains the gains at multiple levels of analysis. The authors of the 2016 D&M model update suggested renaming the "Net Benefits" variable as "Net Impacts." They defend this modification by pointing out that the concept of "Net Impacts" compares the system's output to its predetermined goals. This suggests the following theory:

H4: HRIS use has a positive impact on administrative performance

3. METHODOLOGY

This section will merely outline the research methodology that was employed. Prior to starting the data collection process, we defined our study population as well as the tools and procedures that would be used. After that, SPSS software will be used to analyze the data.

The study's objectives are to determine what drives Moroccan public sector employees to use HRIS and how this use affects user satisfaction. Consequently the nature of the study is explanatory. Previous studies on technology adoption clearly show that the authors used

explanatory research to ascertain the impact of different factors on technology use.The research employs a quantitative approach, an empirical epistemology, and a positivist ontology.

The study is carried out in a single sitting. As a result, the study is cross-sectional. Because the research is quantitative and necessitates the identification of relationships between various variables, the study employs a deductive approach.

3.1. Research design

The positivist paradigm used in this study emphasizes empirical observation and objective verification of quantitative data that was gathered through the use of a structured questionnaire for fact-finding and observation. The objectives are to measure each variable's degree of influence on HRIS adoption, establish causal relationships between variables, and evaluate the effect of HRIS use on administrative performance.

The procedure is hypothetico-deductive in nature. After selecting a method, we thought it was critical to identify the data collection tools that would yield the results of the aforementioned techniques.

3.2. Data collection instruments

We opted for a multiple-response questionnaire using a 5-level Linkert scale.

The sample
We chose a sample of eighty workers and HR managers, taking into account no less than five variables: gender, age, education level, and administrative location. This kind of non-probability sampling technique selects a sample from a population that is readily accessible.

Drafting questionnaires
This is one of the most important stages. The various questions were drawn from the literature, according to the different constructs used. The choice of questions took our context into account. We therefore selected items that we felt were relevant to better explain our model.

Study sample
Our sample will be made up essentially of HR department staff in public administrations located in Morocco, regardless of their size.

To respond to these propositions, we will draw on previous research addressing similar themes, in particular Delone and McLean's (2003) research on IS success, using their models respectively. Empirical analysis and statistical survey data will be used to verify our research proposals. To carry out our research work, we will proceed with the following steps:

- Identification of our study sample;
- Questionnaire design;
- Pre-testing and pilot testing;
- Questionnaire administration;
- Data collection;

-Analysis of the gathered data to identify the components that encourage HRIS adoption and use in enterprises and to gauge its impact on output.

Data was collected using a questionnaire designed for this purpose. It was coupled with informal exchanges with a number of HR_employees, HR managers, HR consultants and some HR solutions publishers. The results obtained will enable us to confirm or refute our research proposals.

3.3. Our conceptual model:

Our conceptual model (Figure 2) consists of three independent variables: system quality, information quality, service quality and their impact on the dependent variable, HRIS use. It is predicated on numerous studies conducted by multiple researchers that demonstrate a connection between the use of HRIS and the caliber of the system, information, and services. Our goal is to validate the research hypotheses in order to verify this proposition, but this time in a particular context: Moroccan administrations.

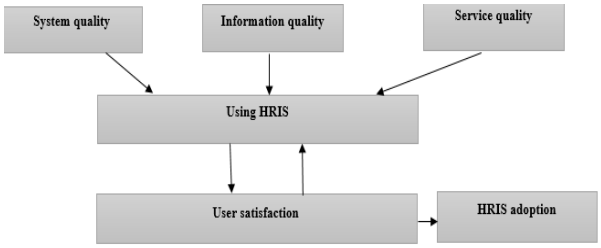

Figure 2. Conceptual model

4. RESULTS AND DISCUSSION:

An online survey, which is known for its quickness, affordability, and enhanced response quality, provided the data needed to test the research model (Nwankpa & Roumani, 2014). In addition to open-ended questions about the user's experience with the HRIS, the survey includes inquiries about user demographics and HRIS usage. Four researchers and five HRIS users reviewed the survey before it was distributed. Their evaluation focused on questions of clarity, comprehensibility and redundancy 80 valid responses were received.

4.1. Analysis of instrument reliability and validity

We used the SPSS software program to calculate Conbach's alpha, which is a commonly used statistical indicator to assess a data set's internal consistency for

variables. The Conbach's alpha for each research variable produced by SPSS is shown in Table 1.

Table 1. Cronbach's alpha

Variable	Alpha De Conbach	Items
System quality	0,909	4
Information quality	0,893	6
Service quality	0,878	4
User satisfaction	0,870	4
HRIS usage	0,951	7

The Cronbach's alphas obtained are 0.909 for system quality, 0.893 for information quality, 0.878 for service quality and 0.951 for HRIS use. This confirms the high internal consistency between items (questions) for each characteristic, above 0.70 (Nunnally, 1978). For user satisfaction, the Alpha Cronbach value is 0.870, indicating high internal consistency.

4.2. Normality test

Tests that are either parametric or non-parametric can be used to analyze statistical data. Validating the data's normality is necessary before choosing which statistical analysis to perform. Parametric tests have to be used for the analysis if the data are normal. On the other hand, non-parametric tests can be applied in case the distribution is not normal. The alternative hypothesis is used if the results of a normality test indicate that the data distribution is not normal (Pallant, 2013).

The Kolmogorov-Smirnov (K-S) test is employed to verify if the data is normally distributed. The data are not normal if the (K-S) test yields a significant result ($p < 0.05$). Every variable was examined for normality, and the findings are shown in Table 2.

Table 2. Normality tests

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistics	ddl	Sig.	Statistics	ddl	Sig.
System quality	,168	80	0,000	0,864	80	0,000
Quality of info	,205	80	0,000	0,890	80	0,000
Service quality	,218	80	0,000	0,882	80	0,000
User satisfaction	,225	80	0,000	0,850	80	0,000
HRIS usage	,186	80	0,000	0,868	80	0,000

Lilliefors Significance Correction

H0: The distribution of the data is normal.
H1: There is an irregular distribution of the data.

The findings of two well-known tests for normalcy, the Shapiro-Wilk and Kolmogorov Smirnov tests, are displayed in Table 2. The latter can be used with large samples as well, but it is more suitable for small samples (less than 50 samples). Since the significance value is less than 0.05, the null hypothesis can be readily rejected based on the results of both tests. At the 5% significance level, we can therefore conclude that the variables are not normally distributed.

4.3. Correlation test

When attempting to comprehend the relationship between two variables, correlation is used, especially when describing the direction and intensity of the association (Pallant, 2007). A non-parametric method for determining the correlation between two ranked variables is the Spearman's rank correlation test. The correlation between two ordinal and continuous variables can also be tested with it (Table 3).

Table 3. Variable correlations

		System quality	Information quality	Service quality	User satisfaction	HRIS usage
System quality	Correlation coefficient	1.000	.599	.665	.789	.448
	Sig (bilateral)	.	.000	.000	.000	.000
Information quality	Correlation coefficient	.599	1.000	.574	.543	.358
	Sig (bilateral)	.000	.	.000	.000	.001
Service quality	Correlation coefficient	.665	.574	1.000	.712	.406
	Sig (bilateral)	.000	.000	.	.000	.000
User satisfaction	Correlation coefficient	.789	.543	.712	1.000	.510
	Sig (bilateral)	.000	.000	.000	.	.000
HRIS usage	Correlation coefficient	.448	.358	.406	.510	1.000
	Sig (bilateral)	.000	.001	.000	.000	.

** The correlation is significant at the 0.01 level (two-tailed).

Table 3 shows a significant, positive correlation between all the variables in our model ($p < 0.05$).

4.4. Regression analysis

Regression between Service Quality, System Quality, Information Quality and HRIS Use

R-two has a value between 0 and 1, and the more closely the value approaches 1, the more accurately the model describes the search phenomenon. R-two in this instance is 0.381, meaning that system, information, and service quality account for 38.1% of HRIS usage. However, residuals, other variables not included in our model, account for 61.9% of the usage of HRIS (Table 4).

Table 4. Explanatory model for HRIS use

Overview of models					
Model	R	R-two	Adjusted R-two	Standard error of the estimate	Durbin-Watson
1	,617	,381	,357	0,80195826	1,544

a. Predictors: (Constant), Service quality, System quality, Information quality
b. Dependent variable: Use of HRIS

The ANOVA table

To enhance the analysis and gain a more profound comprehension of the data, the model employed analysis of variance (ANOVA) (Table 5) We look at two different kinds of ANOVA: one-way ANOVA, which considers one independent variable, and two-way ANOVA, which considers two or more independent variables. It's important to keep in mind that in both cases, these are univariate tests that evaluate the group's overall impact on a dependent variable (Gay et al. 2006).

Table 5. ANOVA (use of HRIS)

ANOVA.a						
Model		Sum of squares	ddl	Mean square	F	Sig
1	Regression	30,122	3	10,041	15,612	,000b
	By student	48,878	76	,643		
	Total	79,000	79			

a. Utilizing HRIS is a dependent variable
b. Predictors: Information quality, System quality, Service quality, and Constant.

A substantial correlation between the independent and dependent variables is indicated by the ANOVA table's significance of 0.000 < 0.05. After determining the significance of the model, we can proceed to the coefficient (Table 6).

Table 6. Regression coefficients for the use of SIRH

Coefficients						
Model		Non standardized coefficients		Standardized coefficients	t	sig
		B	Standard error	Beta		
1	(constant)	-1,791E-18	,090		,000	1,000
	System quality	,271	,153	,271	1,774	,080
	Information quality	-,205	,155	-,205	-1,327	,188
	Service quality	,554	,127	,554	4,348	,000

a. Employing HRIS is a dependent variable. Given that both system quality and information quality have p>0.05 in the coefficients table, we can conclude that there is no significant effect of these variables on HRIS use. As a result, we must reject H1 and H2. Conversely, the dependent variable experiences a positive and significant influence from the service quality variable, as evidenced by a standardized beta coefficient of 0.554 and p < 0.05. This indicates that the use of HRIS is significantly positively impacted by service quality, by 66.7%. These findings lead us to reject H1 and H2 and accept hypothesis H3.

Regression between HRIS use and user satisfaction

A simple linear regression analysis is performed to test hypothesis H4 (Table7).

Table 7. Explanatory model for user satisfaction

Overview of models b					
Model	R	R-two	Adjusted R-two	Standard error of the estimate	Durbin-Watson
1	,649	,422	,414	,76527674	2,339

a. Predictors: (Constant), Use of HRIS
b. Dependent variable: User satisfaction

The study's findings indicate that the R2 value is 0.422, meaning that the use of HRIS accounts for 42.2% of user satisfaction, with residuals—other variables not included in our model—accounting for 57.8% of user satisfaction (Table 8).

Table 8. ANOVA (user satisfaction)

ANOVA						
Model		Sum of squares	ddl	Medium square	F	Sig
1	Regression	33,319	1	33,319	56,893	0,000
	De student	45,681	78	,586		
	Total	79,000	79			

a. Dependent variable: User satisfaction
b. Predictors: (Constant), HRIS usage

Since p<0.05, the model's significant result is shown in the ANOVA table, which also implies that the use of HRIS is a predictor of user happiness (Table 9).

Table 9. Regression coefficients for user satisfaction

Coefficients						
Model		Non standardized coefficients		Standardized coefficients	t	Sig
		B	Standard error	Beta		
1	(Constant)	1,109E-16	,086		,000	1,000
	Using HRIS	,649	,086	,649	7,543	,000

Table 9 demonstrates that the significance level is less than 0.05 and the independent variable's β value is larger than zero (0). The beta coefficient is also positive, supporting hypothesis H4.

Thus, this research clearly shows that using HRIS significantly affects user satisfaction (64.9%), supporting hypothesis H4.

5. CONCLUSION

To shed some light on the subject, the following questions are attempted to be answered by this study: "What variables encourage the usage and acceptance of HRIS, and what determines the quality of departmental work in Moroccan administrations?

This study's main contribution is the creation of a research model that connects system quality, information quality, service quality, and HRIS use to an organization's efficacy. In the modern workplace, using HRIS is essential to preserving the productivity and efficacy of the business and its personnel.

There are two sections to our research. The literature is covered in the first, the quantitative research methodology in the second, and the findings and discussions in the third. The results of this investigation unequivocally demonstrate that using HRIS enhances organizational effectiveness in Moroccan public administrations. According to the study, stakeholders do not completely understand how crucial HRIS is to their company. Administrative stakeholders should think about educating people about the value of HRIS and concentrating on using an analytical method to maximize its use in their organization.

For IS and HR, this is a crucial area for expansion and development. A better organizational culture and the creation of suitable policies will be made easier with an emphasis on usage and user satisfaction. By doing this, the advantages of using HRIS will be maximized, which will enhance its current application, particularly in public administrations.

According to the study's findings, users claimed to have received inadequate training, which may have a negative impact on the effectiveness and use of HRIS. HRIS users should so receive training on adopting and using HRIS. As a result, this could negatively impact the organization's objectives as well as the effectiveness and efficiency of service delivery. The study's findings demonstrated the beneficial effects of high-quality service on user satisfaction and the adoption of HRIS. For this reason, we advise administrators to establish an internal support team in place of an external team, which typically responds to requests more slowly. The study's findings also imply that government officials ought to make better use of HRIS funding in order to raise the caliber of data, systems, and services Reviews of HRIS user acceptability levels, user feedback, and HRIS performance assessments should all be considered when improving quality dimensions. This research highlights the need for government HR managers to provide easy access to better and more comprehensive HR data and related reports in order to increase the use of HRIS in HR departments. The research presents a comprehensive model with suggestions for improving HRM operations by making better use of HRIS solutions.. The study's dependent variables, increased usage and user satisfaction, hold the potential to boost HRIS adoption at Saudi universities through better member care, enhanced services, and increased competitive advantage.

5.1 Research limitations

This small study has its limits, as does any research project, but it also adds significantly to our knowledge of the variables that promote HRIS adoption and the effects of HRIS on performance for future management science researchers, HR managers, and HRIS practitioners.

- One of our research's limitations is that it is primarily quantitative. A qualitative study has the advantage of offering more thorough explanations of action contexts, even though this type of study produces results that can be applied to other contexts. When combined with a thorough investigation would have improved the validity of the study's findings compared to the one conducted here. Regarding the outcomes, the sample size and company type are the limitations that were brought up. From a convenience sample, we gathered 80 responses, choosing to use face-to-face both in-person and online administration. This reduces our sample's ability to be representative. We suggest expanding the study to a larger sample in the future

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