

Acceptance and Use of HRIS and Influence on Organizational Performance of SMEs in a Developing Economy: The Case of Cameroon

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Abstract. Nowadays, organizations in developed countries use Human Resources Information System (HRIS) in their management as a key element for strategic purposes. However, developing nations such as Cameroon seemed to face challenges in deploying HRIS. Our research attempts to identify salient factors that promote the acceptance and use of HRIS within Cameroonian organizations, and their influence on performance. By drawing on the extant relevant literature, we identified several factors that were analyzed against findings from a survey we conducted among a dozen of HR Managers and 258 HR's employees. Data were analyzed through SmartPLS 3.2.4. We found quality system is the only predictor of adoption of HRIS. Furthermore, it appeared that acceptance and use, and users' satisfaction significantly influence performance. Contrary to available research conclusions, our research revealed that HRIS is not sufficiently implemented within firms. Such unusual findings suggest practitioners, mainly SMEs, for the need to develop this system if they are actually eager to face the global competition and take the best of advantage from it. For the better explanation of organizational performance, future researchers may add "business/functional managers" and "end users'" points of view or include moderating variables such as age, gender and education.

Keywords: HRIS · Factors of acceptance and use · Satisfaction · Performance

1 Introduction

In today's knowledge-based economy, which in turn stems from and nurtures a global changing environment, the success of an organization depends inevitably on the performance of its Human Resources (HR). As such, organizations, institutions, firms and other corporate entities become increasingly dependent on the Human Resources Information System (HRIS), which is emerging as a strategic, innovative tool for any ambitious, top-notch management process, in order to increase the effectiveness of their most valued assets: HR [1]. HRIS is defined, according to Tannenbaum, as "a system

used to acquire, store, manipulate, analyze, retrieve and distribute pertinent information about an organization's human resources" [2]. Nowadays, the use of HRIS can provide a number of benefits, not only for the HR function, but also for line managers and the whole organization [3].

Originally, the HR function was subservient to the administrative framework of the accounting function and boiled down only to payroll. By the mid-1990s, new problems arose with the growing complexity of payroll. The new regulatory requirements and the trend of digitization will increasingly push HR activities to merge with computerization. This will result in changing practices and HR principles, bringing another core challenge to the Human Resource Management (HRM), which is henceforth expected to adapt quickly to a fast-growing workforce, coupled with the emergence of new processes, and consideration to the changing regulatory, social and economic context. HRM has therefore become one of the services or departments that mostly use management information systems [4]. Since then, HRM has been facing a growing pressure so as to play a more strategic role in helping organizations to achieve their long-term strategic objectives [5].

The growing link between HR and business strategy has caused organizations to look for HR professionals who have the potential to efficiently implement in-house innovative programs and practices, the ultimate goal being to build a more competitive workforce [5]. IT is therefore strongly correlated with HRM, as the former appears as a potential source of competitive advantage in the HR function. There arises the concept of HRIS, a tool available within the HR department and integrated into the information system (IS) of the company. Moving from a standard management to a computerized management will simplify business management (HR activities) and allow for a more comprehensive and open-plan view. This tool, according to Gillet, M. and Gillet, P. [6], "will help to automate procedures, but also accelerate time and to facilitate the dissemination of information" [7]. Therefore, HRIS is positioned as an essential and necessary tool able to be aligned with the strategic objectives of the company. While it helps managers to obtain quality information for better decision making, the demand for increased efficiency of HRIS information processing contributes to its legitimation for any type of organization, despite its size [8]. Such automation of administrative tasks has been a key driver for HR managers to focus their work on more decisional, strategic or political era.

Although organizations have spent a huge amount of money on implementing various information systems, their acceptance and usage among end users remains a crucial problem in developing countries [9]. Despite the importance of HRIS in any modern organizations, some authors seem to agree that HRIS adoption remains insignificant and still suffers a low level of investigation [10], particularly in developing countries [11]. Concerning our study context, Cameroon, no study has yet been conducted in this regard. The acceptance and usage of a technology has been widely investigated by several authors in various sectors and regions of the globe. So goes differently in Cameroon, where there is still deep resistance to adopting the technology, according to Kemayou et al. [12]. Therefore, the main objective of this study is, on one hand, to examine factors of acceptance and usage of HRIS in organizations in Cameroon and, on other hand, to measure the potential impacts of HRIS usage on organizational performance in our context.

2 Theoretical Background

Many theories have been proposed to analyze the adoption of ITs. The Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh et al. [13], is a model of technology acceptance that aims to explain the intended use of that information system by end users and their subsequent behavior use. UTAUT model, as compared to other intention models, has been subject to various empirical validations. It has been tested in various areas and remains the model explaining the best the individual adoption of technologies. Subsequent validation by Venkatesh et al. [13] of UTAUT in a longitudinal study found it to account for an impressive 70% of variance in Behavioral Intention to Use (BI) and about 50% in actual use. UTAUT argues that there are three (03) direct determinants of usage intention and behavior (*performance expectancy, effort expectancy, and social influence*), two (02) direct determinants of user behavior (*facilitating conditions, and intention to adopt a behavior*), and four (04) moderating variables (*gender, age, experience, and voluntariness*).

In the Bangladesh organization, Rahman et al. [14] performed a survey for the identification of salient factors affecting adoption of HRIS by Bangladeshi banking and financial sector through applying the UTAUT model. They found that social influence and behavioral intention of the management of the organization have a significant effect on the intent to adopt HRIS. Also, social influence has both direct as well as partially mediated (by behavioral intention) effect on the adoption of HRIS.

In the context of Saudi ministries, Al-Khowaiter et al. [15] in their study revealed that Social Influence exerts both a direct and indirect effect for encouraging employees to use HRIS. The findings also suggest that TAM factors (i.e. PU and EU) had a significant effect on both the use of the system and user satisfaction. The importance of these two factors was also confirmed by Bazomanza et al. [16] in their study “Factors Adoption of Facebook in the workplace Cameroon”. Others factors like perceived connectivity [17, 18] were also identified as having a significant positive effect on the intention to adopt an IS in organizations. In the IS success model developed by DeLone and McLean (2002), the authors proposed several determinants of IS success including: user’s satisfaction, quality of the system, and quality of information. They argue that user’s satisfaction is a key element to measure computer system success [19, 20].

DeLone and McLean [21] and Seddon and Kiew [22] have shown that the quality of the system, information quality and usefulness explain for up to 72% the measure of user’s satisfaction. According to DeLone and McLean [21], satisfaction has an explanatory force, insofar as it is difficult to question the success of an application when it is highly appreciated by end users. Their monograph helps identifying critical success factors that drive information system success and provide measurement and evaluation guidance for practitioners [23]. Isaias and Issa [24] highlighted that this model defends the interdependency between usage and user satisfaction. Explorations have been undergone in various contexts such as information security context. Thus, Montesdioca and Maçada [25] proposed empirically measure user satisfaction using the quality dimensions of the DeLone-McLean model. Their findings demonstrated that information quality is the only variable which had a positive association with user satisfaction.

IS success model has been used and validated in many settings, including healthcare [26]. For example, Haines and Petit [27] use a modified IS success model, together with two determinants (user’s satisfaction, and use of HRIS system), to evaluate the success of a HRIS. Ulrich [28] uses a modified IS success model to study the impact of the actual use of HRIS as key element for the transformation of HR professional roles [29].

Practitioners use this system in order to enhance accurate information quality and strategy planning in day-to-day management. Ankrah and Sokro [30] maintain that HRIS enables HR professionals and supervisors to manage complex information entities and to plan HR efficiently. As a manner of fact, organizations are becoming increasingly dependent on HRIS in order to increase the effectiveness of their human resources [1, 11]. But SMEs in China are facing many problems in the application of HRIS [31] alike Cameroonian organizations.

Drawing on these prior studies, we propose the research model below (Fig. 1). The variables used are as follows: *Internal social influence* and *Facilitating Conditions* from UTAUT; *Ease of use* and *perceived usefulness* from TAM; *Acceptance and system usage*, and *user’s satisfaction* from Haines and Petit; and *System quality and performance* (individual and organizational) from Delone and McLean.

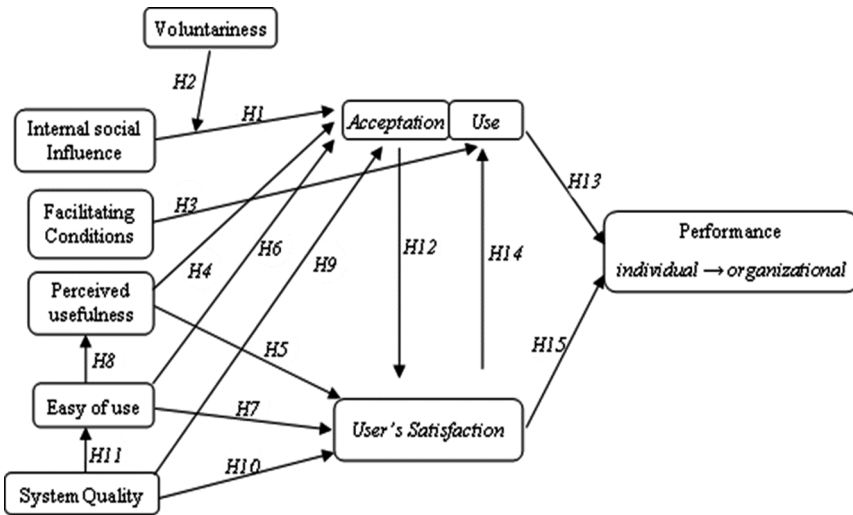


Fig. 1. Theoretical research model

Internal Social Influence. It is the degree to which an individual perceives that the people he considers important think he should use a system. And in that case, such people will encourage him. Moreover, recent works by Venkatesh et al. [32] indicated that the influence on the intention to adopt the system is moderated by voluntariness. In other words, the more the system context of use is voluntary, the less significant is the influence on acceptance.

H1: Internal social influence has a significantly positive influence on the acceptance of the system.

H2: Voluntariness to use the system plays a moderating role between internal social influence and acceptance.

Facilitating Conditions. They are determinant factors that produce a unique and direct effect on use, without the intermediation of acceptance. They can be considered as a degree to which an individual believes that the perception or non-perception of subjective elements could support the use of the system (Venkatesh et al. [13].)

H3: The facilitating conditions have a positive effect on the use of the system.

Perceived Usefulness. It is an individual's belief that the use of the system could be useful for him, with a view to increasing significantly their tasks at the workplace and thereby improving their performance.

H4: Perceived usefulness of the system has an induced effect on the acceptance and use of the system.

H5: Perceived usefulness of the system has an induced effect on user's satisfaction.

Ease of Use. It is the ability of a user to master the use of a system.

H6: The system's usability has a significant influence on its acceptance and use.

H7: The system's ease of use has a significant influence on user's satisfaction.

H8: Ease of use has an effect on perceived usefulness.

Quality System. The high quality of a system depends on the suitable characteristics and measures the IS. These measures usually focus on several aspects such as accessibility, reliability, and flexibility.

H9: The quality of the system facilitates its acceptance and usage.

H10: Quality system facilitates user's satisfaction.

H11: Quality system has a significant effect on the ease of using the said system.

Acceptance and Use of the System. It defines the degree to which a user accepts and uses a system in his/her daily work.

H12: The acceptance and use of the system have a positive effect on user's satisfaction.

H13: The acceptance and use of the system have a positive impact on performance.

User's Satisfaction. It defines the degree to which a user is satisfied with both the use of the system and the results obtained when accomplishing his/her tasks.

H14: User's satisfaction has a positive effect on the acceptance and use of the system.

H15: User's satisfaction has a positive impact on performance.

3 Methodology

In this study, we opted for a mixed approach. The qualitative study was conducted among HR managers following best practices. It helped us to better understand what is being done in the field of study and the level of implementation of HRIS, the reasons behind its implementation and the objectives being targeted. For organizations without a computerized system, it is easier to understand why they stand for a non-adoption attitude and what their future system implementation plans, especially as regards the desired modules, may look like in the short, medium and long term. Concerning the quantitative study, it was conducted with an HR department staff. Then, a hypothetico-deductive approach was used. As for the survey, data were collected using a questionnaire administered to relevant respondents.

Survey items were drawn from prior studies, while the constructs were measured using a seven-point scale. The questionnaire undergone 3 stages: firstly, the questionnaire to be used was being pre-tested with six former students in IS Management (Master's level), so as to ascertain its reliability and level of understanding (field survey with paper questionnaire). While taking into consideration comments and suggestions, we secondly conducted online pilot survey through Google Forms with a sample of twenty (20) respondents who were randomly drawn from our survey population, in order to test the effectiveness of our constructs. Afterwards we did not remove a single relevant item, but instead we reviewed and adjusted any poorly-understood item. The final stage was with the processing of data collection using both online surveys and field surveys.

For field survey, questionnaires were distributed to relevant respondents and collected after a short period, when available. As for online survey, questionnaire (link) went sent through LinkedIn and email, with reminders after two weeks. The subsequent responses received through the same means. In addition to that, RH's questionnaires were also administrated online.

Data were collected in two Cameroonian cities, namely Yaounde and Douala. In total, five hundred and ten (510) questionnaires (amongst them, 446 online) were sent to HR departments' staff in various firms and organizations. Of that number, 258 usable questionnaires (221 online) were effectively used, thus giving a response rate of 50.58%. The participants, in various business units, were the target users of the available HR software applications to accomplish their daily tasks. We used Smart- partial least squares (PLS) software for data analysis [33]. As for General Managers (GM) and HR Managers, ten responded positively to our questionnaire, out of the 23 who were contacted. This resulted in an average response rate of 43.47% when it comes to these executive respondents.

In addition, direct discussions were undertaken with some editors and consulting firms and the above mentioned executives, so as to better understand what is done concretely in the field and what are these executives' expectations and vision, regarding the implementation of such a system.

4 Results

4.1 Analysis of Data from General Managers/HR Managers

Of the ten managers who filled in and returned the questionnaire, 9 were men (90.00%). This category of respondents was principally made of relatively young executives, 9 of them being aged between 20 and 40 years. Education-wise, all the nine were holders of a master's degree (90.00%). From our discussions with different respondents, we noticed that there was no employee in charge of HRIS in the targeted organizations. Of the respondents, 04 reported that they had never participated in any HRIS implementation. Others (60.00%) mentioned they had already implemented HRIS in various cases, setting forth the following elements as the key motivators of such an implementation process: HRIS necessity; the pressing need for digitalization; the need for effectiveness, efficiency and transparency in data management; the importance of having a more reliable, optimized management of data; and the automation of the payroll and annual performance evaluation system.

The expected goals targeted by most of the respondents were to improve the quality/effectiveness of the HR office/section/department, and hence of the whole organization including the communication between the HR services and the overall organization's workforce, so as to allow each employee to access their own personal record, create monitoring indicators, improve data security, and even reduce the bulk of paperwork.

Among the modules of interest to us, only the one related to payroll has reached a certain relative maturity. Moreover, the majority of respondents emphasized that modules such as "Administrative Management", "Career Management", "Management Skills, Knowledge & Employment" and "Training" were still at the stage of pre-implementation. Furthermore, they did not consider carefully the "Recruitment" and "Total Compensation" modules. Further analysis revealed that the organizations targeted for the purpose of the survey used only an average of two modules in their daily operation.

Apart from the absence of license costs, the factors that most caught their attention were, in order of importance, security and reliability. Regarding their perception of the system's utility, the respondents clearly indicated that HRIS had visibly reduced paperwork, while facilitating data processing and enabling better and evidence-based decision-making. In general, not only had the system improved organizations' HR processes, but also it had an undeniable impact on certain strategic tasks.

As for the respondents whose organization did not have HRIS, they pointed out many reasons to justify such a shortage: no qualified staff, lack of know-how, company's size, and budget restrictions. Taken into consideration their strategy, specificities and future objectives, each company proposed modules that could be still used in the years ahead. Thus, the three-fourths of respondents considered the opportunity to acquire such a tool as soon as possible.

4.2 Quantitative Data Analysis

Characteristics of Respondents. Tables 1 and 2 present some demographic characteristics of our survey population. Of the 258 respondents, 138 were women (53.49%). Most of the participants' average age was between 20 and 40 (80.24%), which is eloquent

proof of the HR services/departments’ inclination for a relatively young staff. As for their educational background, 238 respondents were holders of at least of a secondary-school diploma (92.25%).

Table 1. Characteristics of respondents

Profile	Description	Effective	Percentage
Gender	M	120	46.51%
	F	138	53.49%
Age range	20–30	106	41.09%
	31–40	101	39.15%
	41–50	11	4.26%
	51–60	40	15.50%
	Over 61 years	0	0
Educational background	High school	20	7.75%
	1st university cycle (HND, Bachelor degree, ...)	76	29.46%
	Master	162	62.79%
	PhD and above	0	0

Table 2. Descriptive statistics

Constructs	N° of items	Average	Median	Min.	Max.	Standard deviation
Internal social influence	3	5.755	6.167	1.667	7.000	1.381
Voluntariness	2	4.554	5.000	1.000	7.000	1.841
Facilitating conditions	5	4.796	5.000	1.455	7.000	1.597
Perceived usefulness	5	5.112	5.400	1.400	7.000	1.393
Ease of use	5	5.901	6.000	2.800	7.000	0.979
Quality system	4	5.109	5.286	2.143	7.000	1.247
Acceptance and use	3	5.136	5.333	2.000	7.000	1.252
User’s satisfaction	3	5.272	5.333	2.667	7.000	1.249
Individual performance	3	5.140	5.000	1.667	7.000	1.179
Organizational performance	6	5.445	5.667	2.333	7.000	1.186

Data analysis was conducted in two phases using the Hulland’s procedure [34]. In order to test the reliability and convergent validity of our model, we made an estimation of our model by conducting a confirmatory factor analysis (CFA) using a composite of several indices of reliability. Then, we used the structural model (Partial Least Squares - PLS) to test our model [33]. Testing involved the estimation of the correlations between constructs.

Model Measurement. Tables 3 and 4 present the measurement model results, including information about reliability, validity, correlations, and factor loadings. For each construct, we examined the convergent validity by calculating the internal consistency reliabilities (ICRs), the Cronbach’s alpha and the average variance extracted

(AVE). Cross-loading and correlations ensure that items measure their constructs. The results are acceptable and confirm the psychometric properties of the various multi-item scales.

Table 3. Confirmatory factor analysis

Constructs	Items	Loading items	AVE	CR	Cronbach's alpha	rho_A
ACCEPT. & UTIL.	AC-UTIL-1	0.949	0.889	0.960	0.938	0.942
	AC-UTIL-2	0.947				
	AC-UTIL-3	0.933				
FACILIT. CONDIT.	DOC-1	0.878	0.634	0.893	0.852	0.923
	DOC-2	0.948				
	DOC-3	0.874				
	FORM-2	0.672				
	FORM-3	0.532				
EoU	EoU-1	0.752	0.628	0.893	0.852	0.899
	EoU-2	0.828				
	EoU-3	0.892				
	EoU-4	0.820				
	EoU-5	0.650				
SOC. INFL.	INFL.SOC-2	0.708	0.726	0.887	0.817	1.237
	INFL.SOC-5	0.867				
	INFL.SOC-6	0.962				
P.U.	PU-1	0.699	0.758	0.940	0.918	0.923
	PU-2	0.903				
	PU-3	0.892				
	PU-4	0.917				
	PU-5	0.923				
INDIV. PERF.	PERF.USER-1	0.848	0.766	0.907	0.847	0.849
	PERF.USER-2	0.908				
	PERF.USER-3	0.868				
ORGANIZ. PERF.	PERF.ORG-1	0.815	0.565	0.885	0.864	1.017
	PERF.ORG-2	0.675				
	PERF.ORG-3	0.662				
	PERF.ORG-4	0.738				
	PERF.ORG-5	0.831				
	PERF.ORG-6	0.771				
QoS	Qo-3	0.773	0.613	0.862	0.789	0.795
	Qo-4	0.854				
	Qo-5	0.830				
	Qo-7	0.660				
SATISF.	SATISF-1	0.910	0.838	0.939	0.903	0.911
	SATISF-2	0.948				
	SATISF-3	0.887				
VOL.	VOL-2	0.964	0.759	0.862	0.725	1.144
	VOL-3	0.768				

Table 4. Correlations

Constructs	ACCEPT & UTIL.	FACIL. COND.	EoU	INFL.-SOC.	P.U.	INDIV. PERF.	ORGAN. PERF.	QoS	SATISF.	VOL.	INFL. SOC. VOL.
ACCEPT & UTIL	0.943										
FACIL. COND.	0.264	0.796									
EoU	0.269	0.077	0.793								
INFL.SOC.	0.393	0.152	0.256	0.852							
P.U.	0.252	0.147	0.604	0.182	0.871						
INDIV. PERF.	0.750	0.213	0.261	0.308	0.352	0.875					
ORGAN. PERF.	0.406	0.235	0.237	0.462	0.156	0.517	0.751				
QoS	0.431	0.348	0.585	0.291	0.401	0.506	0.206	0.783			
SATISF.	0.857	0.307	0.508	0.468	0.400	0.788	0.458	0.5	0.915		
VOL.	0.226	-0.301	-0.012	0.242	-0.128	0.206	0.014	0.129	0.151	0.871	
VOLUNT-SOC. INFLU-ENCE	0.019	-0.004	-0.104	-0.238	0.008	0.031	0.047	-0.205	-0.085	-0.100	1.000

Diagonal elements are AVEs and off-diagonal elements are correlations

Table 4 shows that the composite reliability (CR) was between 0.862 and 0.960, greater than 0.70 [35, 36]. The AVE was greater than 0.50 in all cases [37]. As for the Cronbach's Alpha, it was greater than 0.70. We can say that the convergent validity of our model is confirmed, i.e. the relevance of the constructs used in our theoretical research model is justified.

Discriminant validity was assessed by using the Fornell-Larcker's criteria [38], that is, by comparing the AVE with the square of the correlations. It is confirmed if its value is greater than 0.7 [35, 38]. But Hair *et al.* [36] advocate to conduct further analysis if the Outer loading is between 0.40 and 0.70, and to systematically remove items with a value lower than 0.40. Due to their low loadings and high cross-loadings, some items were deleted. We can therefore conclude that the discriminant validity is confirmed.

Structural Model. The structural model can be described by one or more dependent relationships between the constructs of a model [39]. Bootstrapping analysis [35] is conducted to test (1) the significance of the links between our different variables (*by interpretation of the T-statistics*), (2) the correlations between constructs by examining the path coefficient, and (3) the values of R^2 .

System quality (QoS) significantly influences the acceptance and use of the system (ACCEPT & UTIL.), the user's satisfaction (SATISF) and the ease of use (EoU). Therefore H9, H10 and H11 are supported;

Moreover, facilitating conditions (FACIL. COND.), ease of use (EoU) and perceived usefulness (P.U.) do not have any significant influence on the acceptance and use of the system (ACCEPT & UTIL). But the user's satisfaction (SATISF) and the acceptance and use of the system (ACCEPT & UTIL.) have a significantly positive influence on each other. Therefore, H3, H4 and H6 are rejected while H12 and H14 are supported;

Considering our Cameroonian context, the use of the moderating variable “voluntariness” was necessary. As far as the development of ICT is one of the most spectacular chances in this century, its adoption and use is still a major problem in Cameroon. Moreover, in his recent work, Venkatesh *et al.* (2008) emphasizes that the influence on the intention to adopt a system is moderated by the voluntariness. In other words, the more voluntary the context of use of the system, the less importance will be attached to acceptance. As to assess this evidence, we decided to test it in our environment.

The aim is to demonstrate if “voluntariness” changes the effect between “*internal social influence*” and “*intention to adopt and system usage*”. For this purpose, each item of the moderating variable is multiplied by each item of the predictor variable. The significance of the links between our different variables is tested by the interpretation of the T-statistics (*most be* > 1.96). Following the results of our structural model showed in Table 5, we noticed the values of *t*-statistics of the relation INFL.SOC. → ACCEPT et UTIL. ($t = 0.050$) and VOLUNT.- SOCIAL INFL. → ACCEPT et UTIL. ($t = 3.418$ which is greater than 1.96).

As far as the relation VOLUNT.- SOCIAL INFL. → ACCEPT et UTIL has a *t*-statistics greater than 1.96, we can concluded that there is a significant interaction.

Internal social influence (SOC. INFL.) has no influence on the acceptance and use of the system (ACCEPT & UTIL). Such influence is more significant if it is moderated by the moderating variable VOLUNTARINESS. The combined effect is significant. So H1 is rejected while H2 is supported;

Concerning the user’s satisfaction (SATISF), the ease of use (EoU) has a significant and positive impact, unlike the perceived usefulness (P.U.). So H5 is rejected and H7 supported;

Ease of use (EoU) has a significant positive influence on the perceived usefulness (P.U.). Thus, H8 is supported;

The acceptance and use of the system (ACCEPT & UTIL.) and the user’s satisfaction (SATISF) have a significant influence on individual performance (PERF-IND). Therefore, H13 and H15 are supported;

We also highlight the strong and significant influence of individual performance (PERF-IND) on organizational performance (PERF-ORG.).

Table 6 highlights the values of R^2 and R^2 *adjusted* by latent constructs.

We can therefore conclude that two of our research proposals are supported, which are similar to the conclusions of Delone and McLean [21]: The system’s quality set forth by Delone and McLean model [40] promotes both the acceptance and use of a technology and the user’s satisfaction; Acceptance and use of a technology and the user’s satisfaction influence individual and organizational performance. On the other hand, the following research proposal is not supported: the psychological factors of Venkatesh *et al.*’s [13] model promote both the acceptance and use of a technology and the user’s satisfaction.

Table 5. Results of the structural model

Hypothesis	Relation between constructs	Moderating variables	Path coefficient (β)	T Statistics (O/STDEV)	P values	Hypothesis (accepted/rejected)
H1	INFL.SOC. → ACCEPT & UTIL.		-0.001	0.050	0.960	<i>Hypothesis rejected</i>
H2	VOLUNT.-SOCIAL INFL. → ACCEPT & UTIL	VOLUNT.	0.103	3.418**	0.001	<i>Hypothesis supported</i>
H3	FACIL. COND. → ACCEPT & UTIL.		-0.036	0.865	0.387	<i>Hypothesis rejected</i>
H4	P.U. → ACCEPT & UTIL.		-0.003	0.076	0.940	<i>Hypothesis rejected</i>
H6	EoU → ACCEPT & UTIL		-0.281	6.641***	0.000	<i>hypothesis rejected</i>
H9	QoS → ACCEPT & UTIL.		0.156	3.411**	0.001	<i>Hypothesis supported</i>
H12-H14	SATISF. → ACCEPT & UTIL		0.935	30.477***	0.000	<i>Hypothesis supported</i>
H5	P.U. → SATISF.		0.124	1.516	0.130	<i>Hypothesis rejected</i>
H7	EoU → SATISF.		0.258	3.550**	0.000	<i>Hypothesis supported</i>
H8	EoU → P.U.		0.604	13.155***	0.000	<i>Hypothesis supported</i>
H10	QoS → SATISF.		0.300	4.743***	0.000	<i>Hypothesis supported</i>
H11	QoS → EoU		0.585	13.796***	0.000	<i>Hypothesis supported</i>
H13	ACCEPT & UTIL → INDIV. PERF.		0.283	3.656**	0.000	<i>Hypothesis supported</i>
H15	SATISF. → INDIV. PERF.		0.545	7.713***	0.000	<i>Hypothesis supported</i>
////////////////	INDIV. PERF. → ORGAN. PERF.		0.517	16.764***	0.000	////////////////

** P 0.05 *** p <<0.01; n = 500 iterations (infinite)

Table 6. R-square values

Latents constructs	R square	R square adjusted
ACCEPT & UTIL.	0.798	0.791
EoU	0.342	0.340
P.U.	0.365	0.362
INDIV. PERF.	0.642	0.639
ORGAN. PERF.	0.267	0.264
SATISF.	0.331	0.323

5 Discussions

Our paper contributes to IS research, particularly in the Cameroonian context, where the available literature in the field of IT in general and of HRIS in particular is absent. Our model sits at the confluence of a number of IS research streams related to individual acceptance and use of technology. The originality of our work resides in the use of constructs from several empirical theories and models, mainly the IS success model of Delone and McLean [21], in the impact of HRIS as discussed by Haines and Petit [27], and in IT adoption with TAM and UTAUT by Venkatesh *et al.* [13]. The strategic level was also explained [41].

As the management of information is extremely essential to the modern HR function in any organization [42] and these organizations should implement HRIS to enable them to benefit from its positive attributes [43]. After the presentation of the main results, we can emphasize that the integration of all HR modules remains a critical problem in our environment. The survey conducted with HR Managers reveals that organizations do not really have a complete HRIS. Apart from Payroll, some of them could be able to implement only one or two other modules. Other respondents believe that HRIS is an indispensable tool, but indicate that organizations fail to focus on such a solution because they face various constraints or lack the appropriate trained staff, amongst other impediments. In addition, information is not shared among employees and the management style is *top-down*. As a developing country, the implementation of ICT is still a major problem in Cameroon. Many SMEs created don't last more than five years because of the style of management mostly based on family or friends relationship. Managers' vision of the business is rarely for a long term.

In the Cameroonian context, the item on the voluntary use was not included in our model. This means that the impact of internal social influence on the acceptance and use of a system will depend tremendously and exclusively on the influence of the supervisor on the user. *Inclusive user has no effect*. This fact is different from the results of Dečman [44] and Rahman *et al.*'s [14]. For Rahman *et al.*, social influence is one of the determinants of the adoption of HRIS for Bangladeshi banking and financial sector without the voluntariness's variable. It can be explain by the socioeconomic context. While the Banking and financial sector in Bangladesh are highly competitive and regulated by the central bank of Bangladesh, the regulatory board in Cameroon industries isn't well organized.

Some of our research hypotheses were supported while others were not. For the hypotheses rejected, prior studies have proven the significance of constructs such as perceived usefulness (PU), ease of use (EoU) [15], the internal social influence (SOC. INFL.), and facilitating conditions (FACIL. COND) over the acceptance and use of technology [12, 13]. Unfortunately, we did not get similar results in our context study. This evidence could be explained by the fact that very few organizations have so far implemented such a technology in Cameroon and that the system is not well perceived by respondents.

In addition, user's satisfaction (SATISF) has significant influence and has a strong effect on the acceptance and use of the system (ACCEPT & UTIL) and on individual performance ($\beta = 0.935$ and $\beta = 0.545$). This indicates that the acceptance and use of the system by users and their performance depend on their degree of satisfaction. Furthermore, as far as the acceptance and use and the individual performance have a high rate of variance explained (79.80% and 64.20% respectively), user's satisfaction contributes more significantly than the other constructs. In fact, when users are satisfied with a system, they accept it easily and their performance is improved. Such satisfaction is linked to the quality of the system. It is an important key success factor to be considered within organizations in our environment, not only because it facilitates the acceptance and use of the system, but also because it increases user's satisfaction. Taking into consideration our changing environment and the enormous bulk of data to be processed, the HRIS system must be as reliable, accessible and flexible as possible.

Although individual performance contributes significantly to the performance of the organization ($\beta = 0.517$), with the variance explained (26.70%), it is obvious that it is not the only contributing factor. Khan et al. [45] indicated that the practice of HRIS has positive effects on the organizational performance.

Future researches can examine the mediating effect of individual performance on organizational performance. And for its better explanation, we also consider adding the perspectives of "business managers", "functional managers" and "end users". This could be done separately by semi-structured interviews. It would also be interesting to go deeper on analysis by using other moderating variables such as age, gender or education. Based on the fact that no study has yet been conducted on the adoption and use of HRIS in Cameroon, future researches may be done using a theoretical model quite rich in terms of variables and research orientation.

This study provides a true framework for Cameroonian organizations. It brings out some key factors that can drive the acceptance and use of HRIS in their management. Mainly the quality of the system. They would make sure that it is reliable, affordable and flexible, given our changing environment, during the procedure on selection of a technology.

On the other hand, HR professionals must be sufficiently trained. To better optimize the performance of employees, the HR function must be align to the organization's strategy. The top management should allocate substantial budgets for the implementation of HRIS within their organization and concentrate on the training of their employees and be actively involved in monitoring, coaching and support them daily. Finally the significance of the moderated effect in our model suggests managers to implement change management to facilitate common use of the system.

In terms of challenges, we faced with the skepticism of some respondents and the unavailability of others. In parallel, we noticed a stark lack of familiarity with the HRIS concept, all of which added to administrative delays and incomplete questionnaires returned, as well as financial and logistic constraints.

6 Conclusion

The objective of our work was to examine the factors that could boost the acceptance and use of HRIS in our environment and to measure its impact on individual and organizational performance.

To this effect, we paid attention to organizations' employees dealing with staff data, mainly HR managers and HR services/departments staff. To have more insight into our analysis, we collected data from HR consultants and solutions vendors, to understand what is being done practically. Thus, we formulated the following research question: What are the factors enabling the acceptance and use of HRIS within Cameroonian companies/organizations and what is the effect of this technology on performance? In order to develop an adapted conceptual framework to our context, we relied mainly on prior research by Delone and McLean [21] on IS success model, Haines and Petit [27] on HRIS success and on IT-adoption improved models (TAM and UTAUT) developed by Venkatesh et al. [13]. Thus, several research proposals were made. To test them, we resorted to a strict methodology consisting in (i) the selection of a sample survey (questionnaire) commensurate with any industry and any company or organization; and (ii) the collection and analysis of data using the SmartPLS software. From these relevant analyses, it is clear that our model fits perfectly with our environment. Typically, the main drivers appear to be key elements on which organizations could rely not only for greater acceptance and use of the system, but also for user's satisfaction. Although the HRIS implementation within Cameroon-based organizations/firms may look imperfect, there is no doubt that the implementation of such a system by the various adopting entities would improve on the management of their most valuable asset—the human capital—in a fast-changing and competitive environment.

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