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Article

Evaluating the impact of Human Resource Information Systems on organizational performance in the Maldivian tourism and hospitality sector

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Abstract: HRIS is a crucial tool for HR departments as it provides a digital platform for managing and automating various HR functions. HRIS is a comprehensive solution that integrates HRM functions with IT, enhancing the daily operations of HR professionals. In today's knowledge-based economy, business success relies heavily on the performance of its human resources, which are essential in a rapidly changing global environment. Businesses continually strive to stay ahead of the curve in the ever-evolving technology landscape to thrive in the market. Some scholars have highlighted the negative impact of Human Resource Information Systems, primarily focusing on the invasion of privacy as the main disadvantage. The study indicates that implementing a Human Resource Information System (HRIS) enhances business performance in the tourism and hospitality industry of the Maldives. It highlights that user satisfaction and ease of use are positively influenced by these systems. The research surveyed 211 professionals and managers from the Maldives tourism and hospitality sector using a Likert Scale questionnaire to assess the impact of the HRIS on business performance. The study used SPSS 22.0 to analyze the impact of the Human Resource Information System (HRIS) on the dependent variable. The findings indicate that managerial personnel and human resource specialists in organisations find a user-friendly and satisfying HRIS motivating and beneficial for enhancing their performance. Organisations implement the HRIS to achieve their goals, identify system shortcomings, and develop strategies to improve business performance in the Maldives' tourism and hospitality sector.

Keywords: human resource information system; business performance; Maldives' tourism and hospitality industry

1. Introduction

Maldives Tourism and hospitality organizations utilize Human Resource Information Systems (HRIS) to efficiently manage their large workforce. These systems play a crucial role in handling employee management, which significantly improves the overall effectiveness of Human Resource Management (Savitri et al., 2024; Sikira et al., 2024; Troshani et al., 2011). Organizations increasingly rely on the Human Resources Information System as a strategic tool for efficient management and effective utilization of their valuable human resources (Noutsa et al., 2017; Rusilowati et al., 2024; Shakir et al., 2024). As the world develops, market competition intensifies, making it challenging for organizations to maintain market dominance without adapting to new innovations and technology. Organizations must innovate in using basic information technology for competitive survival and success in a time of revolutionary advancements (Mutoffar et al., 2024; Swanson, 1994; Yayha et al., 2024). Employers can leverage technology to swiftly adapt to changing market conditions by developing effective strategies like customizing compensation,

investing in training, and implementing redeployment plans. Human Resource Information Systems improve organizational efficiency by reducing tasks, administration costs, and errors by eliminating paper forms, which are slower and more prone to human error (Aggarwal and Kapoor 2012; Matimbwa et al., 2024).

Organizations must train employees to use Human Resource Information Systems and address concerns about complexity. Proper training is crucial for implementing and adopting systems, as employees may have gaps in knowledge due to inadequate resources and inadequate training and development allocation (Cabrera-Moya et al., 2024; Roach et al., 2016; Vasudevan, 2014; Vasudevan et al., 2024). Training all user levels, including operational and strategic, is necessary to expand knowledge and skills in using the Human Resource Information System, enabling employees to effectively acquire data for tasks and decision-making. Kumar and Passah (2019) and Razali et al. (2024) highlights the benefits of a Human Resource Information System in India, including improved facilitation of human resource plans, quicker decision-making, precise job definition, and enhanced employee and community communication.

Scholars from various countries have conducted research on the impact of Human Resource Information Systems on business performance in the private sector. Some scholars hail from Jordan, Canada, Thailand, Bangladesh, Singapore, Cameroon, and America (Arefin and Hosain; 2019, Khashman et al., 2016; Maxwell and Yadav, 2019; Noutsa et al., 2017; Siengthai and Udomphol, 2016; Spirig, 1991; Teo et al., 2001). Barišić et al. (2019) and Satispi et al. (2023) research from 32 countries found that businesses with more Human Resource services in their HR Information System are more innovative, productive, and deliver better service. Despite the increasing relevance of HRIS in global HRM practices, empirical evidence remains limited in small island economies like Maldives where tourism and hospitality sector are the backbone of the economy. While, limited studies addressed HRM practices in Maldivian resorts (Abdulla, 2024; Khurana et al., 2024; Najeeb, 2013), limited empirical evidence exists on the role of HRIS in driving business performance in Maldives unique geographical and economic context.

This gap is especially critical considering that island nations like the Maldives face unique HR challenges, such as workforce shortages, high operational costs due to geographic isolation, and dependency on tourism (Commonwealth Secretariat, 2014; UNWTO, 2020). In such settings, the strategic use of HRIS could offer transformative potential by streamlining HR operations, supporting remote management, and providing timely data for agile decision-making (Alkadash et al., 2023; Sharma, 2021). Despite this, no comprehensive studies have yet evaluated the practical effectiveness of HRIS in enhancing business outcomes in the Maldivian tourism and hospitality sector (Abdulla, 2024; Khurana et al., 2024; Najeeb, 2016).

Therefore, this study not only contributes to academic literature by addressing this research void but also offers practical insights for policy makers and industry leaders in small island economies. It highlights the potential of HRIS as a catalyst for organization growth, operational efficiency, and competitive advantage in resource-constrained yet dynamic environments like Maldives.

2. Literature review

The Human Resource Management (HRM) function plays a pivotal role in overseeing and is responsible for managing the Human Resource Information System, which manages various employee-related data such as absence reports, employee profiles, salary administration, and leave request status (Cascio, 2015; Kaur, 2024). More than just administrative tools, HRIS have evolved into strategic assets that support organizational effectiveness by enhancing data management, decision-making, and employee engagement. Recent studies such as Arefin and Hosain (2019) and Wakabi et al. (2024), highlight that Human Resource Information Systems are becoming a crucial component in numerous enterprises, offering numerous advantages with minimal restrictions. This section discusses the importance of the Human Resource Information System in improving work life, facilitating information exchange, and enhancing business performance in the tourism and hospitality industries.

Rather than merely digitalizing HR tasks, HRIS contributes to business performance by improving the quality of work life and facilitating communications and transparency within organizations particularly in labor intensive sectors like tourism and hospitality. Maxwell and Yadav's (2019) secondary analysis revealed that the Human Resource Information System simplifies, expedites, and enhances the Human Resource Management process, thereby boosting organizational success. Moreover, Begum et al. (2020) found that the perceived status of Human Resource experts in a company will increase due to the financial and intangible benefits of using HR Information System solutions. These findings suggest that HRIS not only serves a technical role but also elevates the strategic importance of HR departments, thereby contributing to both organizational efficiency and workforce satisfaction.

Ease of use and business performance:

This principle relates to how much a person thinks using a specific system will be effortless (Davis, 1989). Hari (2012) revealed that perceived usefulness and ease of use significantly influence users' intentions to use a system, which in turn affects its actual utilization. It is also mentioned by another researcher that Ease of use states the ability of a user in utilizing a system proficiently (Noutsa et al., 2017). Moreover, a study conducted by Al-Momani and Mohd (2009), suggested that one of the factors influencing Electronic Customer Relation Management (E-CRM) performance is ease of use and that it is one of the technological factors that has a big impact on how well E-CRM works as the more the E-CRM increases the more the business performance will increase. Thus, business performance is positively and significantly impacted by ease of use (Lanlan et al., 2019).

H1: The ease of use significantly enhances business performance.

Perceived usefulness and business performance:

The degree to which a person thinks employing a HRIS would improve his or her performance in an organizational environment (Davis, 1989). As a result, a user's main reason for using HRIS will come from the tasks it accomplishes for them. Also, in order to considerably increase their workload at work and consequently improve their performance, an individual believes that using the system will be beneficial for him (Noutsa et al., 2017). Studies done by Adams et al. (1992) and Davis er al. (1989,

1992) proves that perceived usefulness affects users' acceptance of computer systems which makes them faster at work and improve their productivity level increasing the performance of their organization in overall. Hence, perceived usefulness has a positive significant impact on business performance (Lee and Fisher, 2007).

H2: Perceived usefulness significantly enhances business performance.

Quality System and information and business performance:

The quality of both system functionality and information output is a key determinant of how effectively HRIS support business performance. According to Petter et al. (2008), quality system contains attributes like reliability, usability, flexibility, and response time, while Quality Information refers to output attributes like precision, thoroughness, relevance, and understandability. These elements collectively influence the user's experience and the value derived from the system.

DeLone and McLean (1992) emphasize that information and system quality are crucial components in their Information System Success Model for the success of an organization's Human Resource Information System and ultimately boost business performance. Moreover, Urbach et al. (2011) emphasize the importance of ongoing evaluation for the quality of an information system to ensure proper operation and user satisfaction. In the context of HRIS, high quality systems and outputs enable HR teams to access timely and accurate data, which improves decision making, reduces administrative errors, and increase efficiency. Therefore, ensuring both high system and information quality within HRIS is essential for driving productivity and achieving business objectives.

H3: Quality system and information significantly enhance business performance.

User satisfaction and business performance:

User satisfaction is widely recognized as a critical factor influencing the success of information systems, including HRIS. Rather than being a simple outcome, satisfaction reflects a user's overall experience with the system based on perceived ease of use, usefulness, reliability and information quality. Ives et al. (1983) found that user satisfaction can significantly predict improvements in organizational performance, a crucial yet immeasurable outcome of an information system.

Many researchers, including Bailey and Pearson (1983), Igbaria and Zviran (1991; 1996), Sengupta and Zviran (1997), Zviran (1992), have used user satisfaction as a variable to study Information System effectiveness and improve organizational performance. Their findings suggest that when users are satisfied with system functionality and the quality of information received, they are more likely to use the system effectively, leading to better HR operations and improved overall performance of the business.

H4: User satisfaction significantly enhances business performance.

3. Materials and methods

The research framework outlines the methodology for data collection and analysis, including the sample population and the process by which it will be conducted. This quantitative study aims to effectively explain the factors of human resource information systems on business performance in Maldives tourism and hospitality sectors using a descriptive approach, which was employed to capture

measurable insights from industry professionals using a structured questionnaire. The primary data collection method was determined using the innermost layer of Saunder's Onion Model alignment with a positive paradigm and a deductive methodology. The target population for this study is the human resource professionals and administrative and managerial staff across various tourism- and hospitality-based organizations, such as resorts, hotels, guest houses, safari vessels, and souvenir outlets, sourced from the Maldives Ministry of Tourism official directory.

The random sampling method was used to minimize bias, ensuring the sample is representative of the target population to increase the generalizability of the results. As in the Maldives, resorts have the largest share of tourism and hospitality employment due to their operational scale; the larger proportion of the questionnaires were distributed to them. The research instrument, consisting of 25 items, multiplied by 10, which is following the widely accepted guideline of 10 respondents per item (Hair et al., 2014), yielded a minimum sample size of 250 for this study to ensure statistical reliability. A total of 520 questionnaires were distributed via Google Forms to accommodate remote and confidential participation. However, only 211 responses were received, failing to meet the initial target, which still captures a diverse cross section of the sector and exceeds the minimum threshold required for many types of multivariate analysis (Krejcie and Morgan, 1970). Although the sample size fell short, it still retains representational integrity due to broad sectoral coverage and proportional representation from key tourism and hospitality subgroups and enterprises.

Ethical considerations were carefully observed throughout the whole data collection process, where participants were provided with a clear understanding of the study's purpose and their rights as respondents, including voluntary participation and data confidentiality. Informed consent was obtained through organization mails before distributing the questionnaire to the participants, where they were able to maintain their anonymity and privacy, as the Google questionnaire does not require the respondent's name or anyone else to be present along with the respondent to fill it out.

The measurement items are indicated in **Table 1**.

Table 1. Measurement items.

Variable	Items	Likert Scale
Ease of use	EU1: I find it easy to learn how to use a Human Resource Information System.	5 Likert Scale
	EU2: I find it easy to utilize the Human Resource Information System to achieve their desired outcomes.	
	EU3: I find it easy to acquire proficiency in the Human Resource Information System.	
	EU4: The Human Resource Information System is user-friendly and straightforward.	
	EU5: The Human Resource Information System is a versatile tool that can perform various tasks efficiently.	
Perceived usefulness	PU1: The utilization of a Human Resource Information System enhances the speed and efficiency of tasks.	5 Likert Scale
	PU2: The use of the Human Resource Information System has significantly enhanced my work productivity.	
	PU3: The effectiveness of my work has been enhanced by the implementation of the Human Resource Information System.	
	PU4: The use of a Human Resource Information System has significantly simplified my job.	
	PU5: The Human Resource Information System is highly beneficial and efficient in performing my tasks.	

Table 1. (*Continued*).

Variable	Items	Likert Scale
Quality System and Information	QSI1: The Human Resource Information System offers swift responses. QSI2: The Human Resource Information System is capable of swiftly adapting to evolving job requirements. QSI3: The Human Resource Information System is a crucial tool that provides current and accurate information. QSI4: The Human Resource Information System provides trustworthy information. QSI5: The Human Resource Information System is a tool that provides accurate and relevant information to meet your specific needs.	5 Likert Scale
User Satisfaction	US1: The Human Resource Information System has successfully fulfilled my expectations. US2: The Human Resource Information System is responsible for meeting the HR criteria in my area of responsibility. US3: The Human Resource Information System is of high quality. US4: The Human Resource Information System is a crucial tool that provides precise data. US5: The user expresses satisfaction with the use of the Human Resource Information System.	5 Likert Scale
Business performance	BP1: The Return on Investment (ROI) of my organization has significantly improved in recent years. BP2: The organization's revenues have been steadily increasing over the past few years. BP3: My organization's market share has significantly increased in recent years. BP4: The productivity level of my organization has significantly increased in recent years. BP5: The competitiveness of my organization has significantly improved in recent years.	5 Likert Scale

Analytical framework

Figure 1 illustrates the theoretical framework of this study. The theoretical framework of this study examines the impact of human resource information system factors on business performance in the Maldives tourism and hospitality sectors. This framework combines two well-established theories, such as the Technology Acceptance Model (TAM) by Davis (1989) and the Information System Success Model (ISSM) by DeLone and McLean (1992), to capture both pre-adoption motivations and post-adoption outcomes associated with the use of HRIS as a contribution to business performance, an integration rarely explored in HRIS research, particularly in the tourism and hospitality sector (Arefin and Hosain, 2019; Sentosa et al., 2011). This dual theory framework is particularly relevant in the Maldivian context as a small island developing state (SIDS) where tourism and hospitality sectors are the pillars of economic activity (UNWTO, 2021).

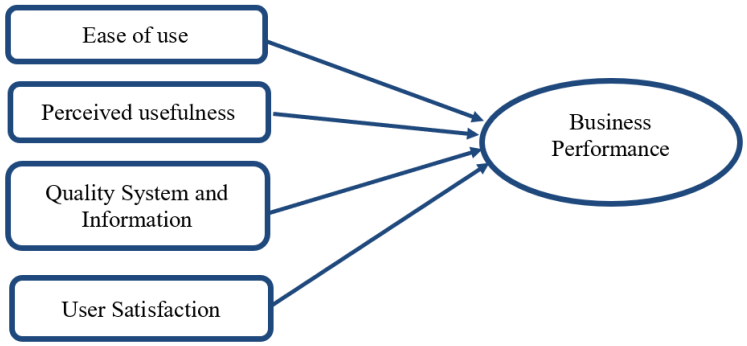

Figure 1. Theoretical framework of ease of use, perceived usefulness, quality system and information and user satisfaction on business performance.

The TAM provides insight into users's behavioral intentions by focusing on two core factors: ease of use and perceived usefulness (Venkatesh and Davis, 2000). These two perceptions are seen as critical factors that influence people's decisions to adopt new technology (Lai, 2017). However, TAM primarily addresses the intention to use, without fully considering what happens after the adoption of technology, such as system impact, quality of information, and user satisfaction. According to Davis (1989), there is a weak relationship between attitude and perceived usefulness, but a strong relationship between perceived usefulness and behavioral intention, eliminating the attitude factor from the final TAM model. Hence, to address this limitation, the IS Success model is integrated, which offers a broader evaluation of system quality, information quality, and user satisfaction as predictors of business performance (Almutairi and Subramanian, 2005; DeLone and McLean, 1992). In addition to this, the ISSM model tested by Almutairi and Subramanian (2005) and Landrum and Prybutok (2004) also found that system quality, information quality, and service quality significantly influence user usefulness and contentment.

Therefore, while TAM describes why users adopt HRIS, ISSM explains how its implementation drives organizational effectiveness. This integrated approach ensures a more comprehensive understanding of both the behavioral factors of HRIS adoption and the system-level outcomes that influence organizational performance. While TAM elucidates user motivations through perceived usefulness and ease of use, ISSM provides a broader lens on quality system and information and user satisfaction. This theoretical integration is valuable in the context of the Maldives tourism and hospitality sector, where organizations face distinct operational constraints, including limited human capital, high employee turnover, geographic isolation, and a reliance on real-time decision-making (Khurana et al., 2024; Najeeb, 2016).

4. Results and discussion

The SPSS software is utilized for the generation of demographic analysis, descriptive statistics, correlation, and regression model tables. **Table 2** presents demographic data from 211 respondents, categorized into 10 clusters: gender, age group, educational background, job position, years of experience, organization type, number of employees, and monthly revenue. The study shows that the tourism and hospitality industry have a higher percentage of male employees (68.7%) compared to female employees (31.3%). The majority of respondents are aged 26–35, with 33.6% holding a Bachelor's Degree, 18.5% having a Diploma, and 18.5% having studied up to GCE O'level. The majority of respondents filled out the form, with 33.2% being Department Executives, 25.6% being Department Heads, and 23.2% being HR Professionals. The survey revealed that 41.7% of respondents have 5–10 years of experience, 25.1% have less than 5 years, and 24.6% have 10–20 years of experience. The Human Resource Information System is utilized by 39.8% of respondents daily, 29.9% often, and 16.1% monthly.

Table 2. Result of the respondent's profile.

Demographic Details		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	66	31.3	31.3	31.3
	Male	145	68.7	68.7	100.0
	Total	211	100.0	100.0	
Age group	18–25 years	32	15.2	15.2	15.2
	26–35 years	91	43.1	43.1	58.3
	36–45 years	61	28.9	28.9	87.2
	46–55 years	22	10.4	10.4	97.6
	55 years and more	5	2.4	2.4	100.0
	Total	211	100.0	100.0	
Educational background	A level	23	10.9	10.9	10.9
	Advance Diploma	29	13.7	13.7	24.6
	Bachelor's Degree	71	33.6	33.6	58.3
	Diploma	39	18.5	18.5	76.8
	Masters	10	4.7	4.7	81.5
	O level	39	18.5	18.5	100.0
	Total	211	100.0	100.0	
Job Position	Department executive	70	33.2	33.2	33.2
	Department Head	54	25.6	25.6	58.8
	Director	6	2.8	2.8	61.6
	General Manager	10	4.7	4.7	66.4
	HR professional	49	23.2	23.2	89.6
	Managing Director/Owner	22	10.4	10.4	100.0
	Total	211	100.0	100.0	
Years of experience in the related field	10 to 20 years	52	24.6	24.6	24.6
	20 to 30 years	13	6.2	6.2	30.8
	30 years and more	5	2.4	2.4	33.2
	5 to 10 years	88	41.7	41.7	74.9
	Less than 5 years	53	25.1	25.1	100.0
	Total	211	100.0	100.0	
Usage of HRIS	Daily	84	39.8	39.8	39.8
	Monthly	34	16.1	16.1	55.9
	Not at all	11	5.2	5.2	61.1
	Often	63	29.9	29.9	91.0
	Rarely	19	9.0	9.0	100.0
	Total	211	100.0	100.0	
Type of organization	Guest House	43	20.4	20.4	20.4
	Hotel	43	20.4	20.4	40.8
	Resort	105	49.8	49.8	90.5
	Safari	10	4.7	4.7	95.3
	Souvenir shop	10	4.7	4.7	100.0
	Total	211	100.0	100.0	

Table 2. (*Continued*).

Demographic Details		Frequency	Percent	Valid Percent	Cumulative Percent
Number of employees in the organization	10 to 50	50	23.7	23.7	23.7
	100 to 300	51	24.2	24.2	47.9
	300 and more	37	17.5	17.5	65.4
	50 to 100	31	14.7	14.7	80.1
	Less than 10	42	19.9	19.9	100.0
	Total	211	100.0	100.0	
How long the organization have been operating	10 to 20 years	45	21.3	21.3	21.3
	20 to 40 years	43	20.4	20.4	41.7
	40 years and more	20	9.5	9.5	51.2
	5 to 10 years	70	33.2	33.2	84.4
	Less than 5 years	33	15.6	15.6	100.0
	Total	211	100.0	100.0	
Revenue the organization acquire monthly	1 million and more	68	32.2	32.2	32.2
	200 k to 500 k	53	25.1	25.1	57.3
	500 k to 1 million	38	18.0	18.0	75.4
	50 k to 200 k	33	15.6	15.6	91.0
	Less than 50 k	19	9.0	9.0	100.0
	Total	211	100.0	100.0	

4.1. Descriptive statistics

The analysis assesses the research instrument's adequacy using descriptive means and standard deviation, with a standard deviation value below 1 (Basit and Hassan, 2017). Skewness and Kurtosis values between −3.29 and +3.29 are used to determine the normality of sample distributions for sample sizes between 50 and 300. The majority of 211 respondents, with a mean value of 4.024, agree that the ease of use of Human Resource Information System enhances productivity and overall business performance. The reliability of the information in this study is confirmed by the standard deviation value of 0.8848, Skewness (−0.927) and Kurtosis (0.679) values ranging between −3.29 and +3.29. The majority of 211 respondents, with a mean value of 4.051, strongly agree that the perceived usefulness of Human Resource Information Systems leads to improved business performance, followed by other variables that can be referred to in **Table 3**.

Table 3. Result of the descriptive analysis.

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Ease of use	4.024	0.8848	−0.927	0.167	0.679	0.333
Perceived usefulness	4.051	0.8135	−0.761	0.167	0.451	0.333
Quality system and information	3.998	0.7819	−0.689	0.167	0.476	0.333
User satisfaction	3.969	0.8078	−0.693	0.167	0.562	0.333
Business performance	3.916	0.7985	−0.514	0.167	0.145	0.333

4.2. Reliability statistics

Table 4 displays a Cronbach alpha value of 0.6 to 0.7, indicating acceptable reliability, while a value of 0.8 or more indicates a very good level. The reliability statistics table from SPSS software shows that the independent variable (Ease of use 0.937, Perceived usefulness 0.943, Quality System and Information 0.936, User Satisfaction 0.937) has a high Cronbach Alpha value, indicating the reliability of the research instrument and item construction, with an overall Cronbach Alpha value above 0.8.

Table 4. Reliability analysis.

Variables	No of items	Cronbach's Alpha
Ease of use	5	0.937
Perceived usefulness	5	0.942
Quality system and information	5	0.935
User satisfaction	5	0.937
Business performance	5	0.945

4.3. Correlation

Table 5 displays the reliability of a research instrument is determined by the correlation coefficient, which should range from −1 to +1. The study found significant correlations at 1% where perceived usefulness (0.787), user satisfaction (0.783), quality system and information (0.759), and increased business performance at 0.715. Correlation values are all significant at 1% where quality system and information is the highest correlated variable with a value of 0.859, followed by user satisfaction with a value of 0.843, ease of use with a value of 0.787 and increase in business performance with a value of 0.727. The decrease in perceived usefulness leads to a decrease in all other variables, as they all have a positive and significant relationship. Followed by other variables in **Table 5** indicated that the decrease in quality system and information leads to a decrease in all other variables due to their positive and significant relationship.

Table 5. Correlation analysis.

		EU	PE	QSI	US	BP
Ease of use	Pearson Correlation	1				
Perceived usefulness	Pearson Correlation	0.787**	1			
Quality system and information	Pearson Correlation	0.759**	0.859**	1		
User Satisfaction	Pearson Correlation	0.783**	0.843**	0.909**	1	
Business Performance	Pearson Correlation	0.715**	0.727**	0.732**	0.744**	1

**. Correlation is significant at the 0.01 level (2-tailed).

4.4. Regression analysis

Table 6 displays the study's good fit model is determined by examining the R^2 and Adjusted R^2 values. For a five-variable model, it's recommended to analyze with adjusted R^2 to ensure the reliability of the variables' correlations, considering the

additional variables. The significance *F*-change value and Durbin-Watson value are crucial indicators for assessing the model's fit to the data, with a value below or equal to 0.05. The Durbin-Watson value should be between 0 and 2, indicating a positive autocorrelation in the research model, not a negative one (Kenton, 2021). The study's model, with an Adjusted R^2 value of 0.607, is deemed a good fit, as the independent variable accounts for 60.7% of the target variable's variation. The study's model, with a positive autocorrelation, is significant and accurate, with a significance of less than 0.05 and a Durbin-Watson value between 0 and 2.

Table 6. Regression model summary.

Model	*R*	*R* square	Adjusted *r* square	Std. Error of the estimate	Change statistics					
					R Square Change	*F* Change	df1	df2	Sig. *F* Change	Durbin-Watson
1	0.784[a]	0.615	0.607	0.5003	0.615	82.228	4	206	0.000	2.065

a. Predictors: (Constant), User satisfaction, Ease of use, Perceived usefulness, quality system & information; b. Dependent Variable: Business performance.

5. Discussion

The first research objective and hypothesis supported the correlation between ease of use and business performance. The use of Human Resource Information Systems positively impacts the business performance of organizations in the Maldives' Tourism and Hospitality industry, as indicated by a positive correlation. The majority of respondents believe that the ease of use of their organization's Human Resource Information System leads to increased business performance. The correlation table revealed that ease of use positively influences all variables, with perceived usefulness being the most correlated variable at 0.787. The regression model reveals that ease of use significantly impacts business performance, with a positive Beta coefficient value of 0.264 and a significant value of 0.001. The research found that Human Resource professionals and managerial level personnel find the Human Resource Information System user-friendly and easy to learn. Davis (1989) and Noutsa et al. (2017) both emphasize the concept of ease of use, referring to a user's belief in the ease of using a system.

The second research objective and hypothesis are not supported because the study found that perceived usefulness in the Human Resource Information System insignificantly impacts business performance in the Tourism and Hospitality industry of the Maldives. The correlation table revealed that perceived usefulness positively influences all variables, with quality system and information being the most correlated variable at 0.859. However, the regression model revealed that perceived usefulness, with a positive beta coefficient value of 0.181, does not necessarily impact business performance. This aligns with the findings from prior studies that have shown perceived usefulness does not always lead to significant performance outcomes, especially in contexts where system adoption is driven more by compliance or managerial enforcement rather than genuine user motivation (Sun and Zhang, 2006). Moreover, Venkatesh and Bala (2008), also mentions that perceived usefulness may have an insignificant impact in highly structured or operational environments such as tourism and hospitality enterprises like hotels, guest houses and resorts in Maldives

where system usage is compulsory and does not directly influence strategic decision making.

The correlation table revealed that quality system and information positively correlated with all variables, with user satisfaction being the highest correlated variable at 0.909 to support the third research objective and hypothesis. The regression model showed that quality system and information have a positive beta coefficient value of 0.154 with an insignificant value of 0.177, proving that quality system and information do not necessarily have an impact on business performance. According to Seddon (1997), quality information and systems often influence intermediate variables such as user satisfaction or perceived usefulness more strongly than they directly affect organizational performance, which is usually mediated by broader operational or strategic factors such as tourism and hospitality enterprises in the Maldives, which are scattered to different islands in different parts of the country. Likewise, Wixom and Todd (2005) state that high-quality information and systems do not guarantee improved performance unless users support and use the system meaningfully in their job functions.

In context to the fourth objective and hypothesis being supported, the study found that User Satisfaction significantly impacts the business performance of organizations in the Maldives' Tourism and Hospitality industry. The correlation table revealed that User Satisfaction positively influences all variables, with quality system and information being the most correlated variable at 0.909. The regression model reveals a positive impact of user satisfaction on business performance, with a significant value of 0.032, and a predictive model indicating a 0.892-unit increase. The study indicates that users of the Human Resource Information System are satisfied with its quality, accuracy, and ability to meet their expectations and criteria, enabling effective decision-making and strategic achievement of organizational goals. User satisfaction measures information system efficiency, while information system effectiveness (Thong and Yap, 1996) measures its contribution to achieving organizational goals and its effect on performance (Hamilton and Chervany, 1981). In the 1970s, Powers and Dickson's (1973) study on Information System success identified user satisfaction as a crucial factor.

5.1. Theoretical and practical recommendation

The study utilizes Davis's Technology Acceptance Model and DeLone and McLean's Information System success model, focusing on ease of use, perceived usefulness, user satisfaction, and quality system information. The study found that the TAM model's ease of use and Information System Success model's user satisfaction significantly impact the dependent variable, resulting in increased business performance. Numerous researchers have extensively studied the adoption and acceptance of Human Resource Information Systems using the TAM model (Suh and Han 2003), claiming it to be one of the best in the literature for forecasting user acceptance and usage behavior. Aletaibi (2016) found that users are more likely to accept and use a Human Resource Information System (IS) if they perceive it as easy to use and useful for daily tasks. Researchers (Al-Shibly, 2011; Landrum and Prybutok, 2004) have found that user satisfaction positively impacts the success of

Human Resource Information Systems due to system and information quality. Livari (1987) emphasized the importance of perceived system and information quality in user satisfaction. Shin (2003) confirmed this in a study assessing the impact of Human Resource Information System success on data warehouse quality using survey questionnaires and interviews. The study demonstrated the reliability of both TAM and DeLone and McLean models in conducting studies on the success of Information Systems, including Human Resource Information Systems.

The study reveals that the ease of use and user satisfaction components of a Human Resource Information System significantly enhance business performance, highlighting its importance in organizations. This study enhances organizational performance by guiding organizations on using Human Resource Information Systems to achieve goals, identify weaknesses, and develop strategies to improve business performance in the Maldives Tourism and Hospitality industry. Human Resource Information Systems can be increasingly relied upon by owners, HR professionals, and managerial personnel in leading organizations to enhance decision-making and develop innovative strategies for achieving organizational goals.

5.2. Limitation and future recommendation

The study faces difficulties in obtaining useful information due to the limited discussion on the impact of Human Resource Information Systems on business performance over the years. Most organizations have few or two people in their Human Resource Department and other departments, making data collection difficult, especially from HR professionals and high officials. The challenge lies in ensuring reliable information from respondents due to differing perspectives and potential reluctance to participate, as it is impossible to guarantee the accuracy of their responses. The tourism and hospitality industry's extensive spread across Maldives makes data collection challenging, primarily focusing on the male area. To address the issues or challenges, several recommendations need to be considered such as (1) the study focused on Human Resource Information System and business performance, suggesting future research on its influence on other Maldivian industries, except Tourism and Hospitality, (2) this study uses various Information System models and components for future research on the impact of Human Resource Information Systems on organizational business performance, (3) future studies could improve accuracy and validity by increasing the sample size to over 1000 respondents, including all personnel in an organization using a Human Resource Information System, and (4) the Maldives Tourism and Hospitality industry's widespread reach across the entire Maldives allows for an expansion of target populations to all tourism and hospitality organizations operating in all atolls.

6. Conclusion

The research aims to establish variables' relationships through hypothesis development, a crucial phase where researchers propose testable statements about these relationships. Understanding various hypotheses is crucial for making testable predictions about variable relationships, which is vital for guiding research objectives. Hypothesis testing is a critical component in achieving RO1, RO2, RO3, and RO4.

The study reveals that the implementation of a Human Resource Information system significantly enhances the business performance of organizations in the Maldives' Tourism and Hospitality industry. The study found that user satisfaction and ease of use, both from the TAM model, significantly impact business performance. The Human Resource professionals and managerial personnel in organizations find the Human Resource Information System user-friendly and satisfying, leading to improved performance and organizational success. The study demonstrates that Human Resource Information System usage enhances business performance and competitiveness in the Tourism and Hospitality industry, emphasizing the importance of adapting to this system for success.

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