

Human Resource Information System of Urdaneta City University: An Assessment Towards Its Enhanced Service Delivery

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ABSTRACT

Background and Purpose: Higher education institutions increasingly rely on digital platforms such as the Human Resource Information System (HRIS) to streamline personnel administration and improve service delivery. This study assessed the HRIS of Urdaneta City University using the system quality, information quality, and service quality dimensions of the DeLone and McLean updated information systems (IS) success model. System quality focused on the reliability, ease of use, and accessibility of the HRIS; information quality covered completeness of content, ease of understanding, and timeliness; and service quality was examined through responsiveness, empathy, and assurance. The problems encountered by HRIS users were likewise identified.

Methods: A mixed-method design was employed. A validated researcher-made survey questionnaire using a four-point Likert scale was administered to employees of Urdaneta City University, drawn from a population of 846 administrative and teaching staff, and 390 responses were obtained. A frequency-of-use item served as a filter to identify actual users of the system. Interviews with the personnel of the Human Capital Management Office provided qualitative data. Frequencies, percentages, and weighted means were used to analyse the data.

Results: Respondents assessed the HRIS positively, with overall weighted means of 3.50 for system quality, 3.46 for service quality, and 3.47 for information quality, all interpreted as "agree." However, weak internet connection and ICT infrastructure, slow processing of online services, and limited security and privacy safeguards emerged as the most common problems encountered by users.

Conclusion: The HRIS of Urdaneta City University is reliable, easy to use, and responsive to the needs of employees, supporting more efficient human resource processes. To sustain and enhance service delivery, the University must maintain a user-friendly platform, invest in comprehensive ICT infrastructure and security features, and provide capacity-building activities to strengthen the digital skills of its employees.

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I. INTRODUCTION

In today's rapidly evolving digital world, technology implementation has become essential for enhancing governance and education systems globally. To facilitate seamless communication in public administration and effortlessly manage the distribution of educational content, training programs, and professional development activities, digital transformation tools such as Human Resource Information Systems (HRIS) have become indispensable. These tools provide a consolidated platform that promotes efficiency and transparency in the organisation and enables the successful creation and delivery of information for employees. The higher education sector has seen enormous growth in recent years and continues to expand (Altbach et al., 2019), and a sound technology-based administration is needed to sustain institutions in a globally competitive environment (Al Mubarak & Hamdan, 2023).

HRIS are software tools designed to help organisations manage employee data and streamline various human resource processes, storing information such as personal details, employment history, payroll data, and benefits administration (Bondarouk & Brewster, 2016). From the automated payroll systems of the late 1950s and the mainframe-based record-keeping of the 1960s and 1970s (Marler & Parry, 2016), HRIS evolved through client-server systems in the 1980s (Fisher & Howell, 2020), analytical tools and employee self-service portals in the 1990s and early 2000s (Johnson et al., 2016; Malik & De Silva, 2021), and into today's cloud-based solutions offering enhanced security, scalability, real-time data access, and automated workflows (Fenech et al., 2019). Modern systems also include advanced analytics that help organisations align their human resource strategies with broader business goals (Stone & Deadrick, 2015). HRIS has thus

transformed from simple payroll systems into comprehensive platforms that play a vital role in strategic human resource management (Abolade, 2020).

At its core, an HRIS centralises employee data, making essential information such as demographics and job classifications easy to access and manage (Lee & Chen, 2020). Key features such as recruitment and onboarding streamline hiring by managing job postings, tracking applicants, and facilitating the transition of new hires (Parsa & Shadabi, 2023). By serving as a centralised repository of employee data (Ferrell, 2021) and automating repetitive tasks such as onboarding, payroll processing, and benefits enrollment, HRIS reduces the administrative burden on human resources staff and allows them to focus on strategic initiatives (Kwan, 2019).

In the Philippines, HRIS are becoming essential for organisations, offering advantages that improve efficiency, compliance, and employee satisfaction (Bernardo, 2021). These systems consolidate employee information—personal details, payroll, benefits, and performance records—in one centralised location, reducing reliance on multiple spreadsheets and minimizing errors (Cabrera, 2018). With constantly changing labour laws, HRIS helps organisations remain compliant by automating compliance tasks and securely storing sensitive employee data (Robinson, 2020), while self-service portals lighten the workload of human resources teams and boost employee engagement (Green, 2019). HRIS adoption likewise generates cost savings (Taylor & Lee, 2023) and offers scalability that is especially beneficial as organisations grow (Patel & Wong, 2020).

At Urdaneta City University, the Human Capital Management Office oversees human resource functions, including the use of the HRIS. The system centralises employee information,

automates payroll, tracks employee data, and supports performance evaluation, while self-service portals allow faculty and staff to access their own information. These functions support the University's goal of providing quality education and help create a more efficient and productive academic environment. However, to fully unlock these advantages and ensure that the system operates at its optimal capacity, the HRIS must be assessed in terms of three factors: system quality, service quality, and information quality.

Service quality is a construct drawn from the SERVQUAL model (Parasuraman et al., 1988), which measures service quality along five dimensions: reliability, responsiveness, empathy, assurance, and tangibles. Responsiveness captures the willingness to assist clients and deliver timely service; reliability is the capacity to deliver the promised service accurately and dependably; empathy describes considerate, customised care; assurance focuses on employees' expertise, civility, and capacity to inspire confidence and trust; and tangibles cover the appearance of physical facilities, equipment, staff, and communication materials. System quality, meanwhile, refers to the features and functionalities of the system, which should be comprehensive and easy for users to engage with, while information quality concerns the integrity and usability of the data the system offers—information that is readable, intelligible, accurate, current, pertinent, and adequate to fulfil job needs (DeLone & McLean, 2003). Enhancing HRIS performance for better service delivery is a primary goal of Urdaneta City University.

1. Theoretical and Conceptual Framework

This study is anchored on the Technology Acceptance Model (TAM) and the Information Systems (IS) Success Model. TAM, developed by Davis (1989), explains how users come to accept

and utilise new technologies by emphasising perceived usefulness and perceived ease of use, helping organisations identify key factors that influence technology adoption. The IS Success Model of DeLone and McLean (1992) examines the correlations among six IS success indicators: system quality, information quality, IS use, user satisfaction, individual impact, and organisational impact. The updated model (DeLone & McLean, 2003) modifies these into information quality, system quality, service quality, ease of use, user satisfaction, and perceived net benefits.

As illustrated in the conceptual framework (see Figure 1), the HRIS is evaluated through three interrelated dimensions: information quality, system quality, and service quality, which collectively influence the overarching outcome of enhanced service delivery. Information quality pertains to the characteristics of the data produced by the HRIS, indicated by completeness of content, ease of understanding, and timeliness; a system that generates comprehensive, clear, and timely information supports informed decision-making and efficient human resource operations. System quality measures the overall performance and functionality of the HRIS, indicated by reliability, ease of use, and accessibility; a reliable and accessible system that is easy to operate enhances productivity and reduces operational errors. Service quality refers to users' perception of the service performance associated with the HRIS, indicated by responsiveness, empathy, and assurance. These three quality dimensions function as mediating variables between the HRIS and enhanced service delivery, which refers to improvements in human resource services such as faster processing times, greater accuracy, streamlined workflows, and improved user satisfaction.

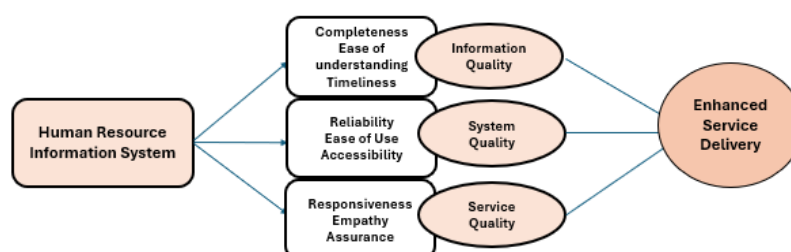


Figure 1: Conceptual Paradigm of the Human Resource Information System of Urdaneta City University Towards Its Enhanced Service Delivery

2. Objectives of the Study

This study assessed the Human Resource Information System of Urdaneta City University towards enhanced service delivery among its employees. Specifically, it sought to: (1) determine the respondents' assessment of the HRIS in terms of system quality, service quality, and information quality; (2) identify the issues and challenges encountered by the respondents in utilising the HRIS; and (3) propose recommendations to improve HRIS service delivery to the employees of Urdaneta City University based on the findings of the study.

II. LITERATURE REVIEW

1. The Role of HRIS in Higher Education Institutions

HRIS plays a critical role in streamlining human resource processes in universities. Smith and Brown (2015) highlight how HRIS enhances efficiency by automating administrative tasks, reducing errors, and improving decision-making, while Patel et al. (2021) emphasise its role in improving service delivery by ensuring accurate data management and facilitating better communication among university employees. HRIS provides centralised access to employee data, reducing paperwork and redundancy; Jones and White (2014) found that HRIS significantly improves employee data management by ensuring updated and accurate records, and Garcia and Torres (2020) report that universities using HRIS experience fewer data inconsistencies and enhanced record accessibility. Automating payroll within HRIS ensures timely salary disbursement and compliance with labour laws (Henderson, 2016), with Martinez and Lopez (2022) underscoring the importance of data security in payroll management. HRIS also facilitates performance evaluation: automated appraisals increase transparency in employee assessment (Adams, 2017), and HRIS-enhanced performance management contributes to improved productivity and motivation (Kim et al., 2023). Recruitment modules streamline hiring and reduce biases (Foster & Grant, 2015), with automation of resume screening, interview scheduling, and onboarding reducing hiring times in universities (Nguyen & Lee, 2022).

2. Challenges in HRIS Implementation

One of the primary challenges in HRIS implementation is technological limitations, as many institutions struggle with outdated infrastructure that hinders adoption (Baker, 2013), although advances in cloud computing now provide scalable solutions that allow universities to overcome these barriers (Chen & Zhang, 2021). Resistance to new systems is another common issue: employees often resist HRIS due to lack of familiarity and fear of job displacement (Brown & Wilson, 2012), while comprehensive training and user involvement during implementation significantly improve acceptance (Garcia et al., 2020). Data security and privacy remain crucial concerns (Kumar, 2010), with advancements in encryption and multi-factor authentication enhancing HRIS security and preventing unauthorised access (Singh & Sharma, 2023).

3. HRIS and Enhanced Service Delivery in Higher Education

HRIS contributes to enhanced service delivery in universities by automating human resource processes, streamlining recruitment, and improving employee engagement (Guthrie, 2020). Institutions that successfully implement HRIS benefit from self-service portals where employees independently access payroll, benefits, and leave applications (Marler & Fisher, 2013); automated workflows that reduce paperwork and administrative overhead (Jackson et al., 2019); data-driven decision-making that improves workforce planning and faculty management (Podsakoff et al., 2020); and improved compliance with labour regulations (Becker & Huselid, 2018). Successful implementation, however, requires continuous system updates, user training, and proper change management (Delery, 2021). Jackson et al. (2019) found that HRIS implementation resulted in faster response times, better analytics, and improved engagement, and a study of human resource digitalisation in Southeast Asian universities reported a 40% reduction in processing times and a 30% increase in service efficiency (Podsakoff et al., 2020). HRIS further enables real-time tracking of employee performance, workforce analytics, and compliance monitoring (Huselid, 2020), while organisations using AI-driven HRIS report significant improvements in recruitment efficiency and employee retention (Parry & Strohmeier, 2019).

4. System Quality and HRIS Effectiveness

System quality refers to the technical and functional aspects of HRIS, including usability, security, reliability, and adaptability. High system quality enhances user satisfaction and operational efficiency, while poor system quality can lead to workflow disruptions, data inconsistencies, and employee resistance (DeLone & McLean, 2016). Delery (2021) found that HRIS with user-friendly interfaces and automated features significantly improved workflow efficiency in universities, and Kavanagh et al. (2019) emphasised that system security and data integrity are critical to maintaining institutional compliance with labour laws and data protection regulations. Institutions with outdated systems, in contrast, report processing delays, security vulnerabilities, and inefficiencies in record management (Parry & Strohmeier, 2019).

5. Synthesis

The reviewed literature indicates that HRIS significantly improves human resource operations and service delivery in higher education institutions through automation, data-driven decision-making, and enhanced analytics (Becker & Huselid, 2018; Guthrie, 2020). System quality is a critical determinant of effectiveness, where usability, security, and adaptability influence user satisfaction and organisational performance (DeLone & McLean, 2016). Institutions with well-integrated HRIS experience faster response times, better self-service options, and improved regulatory compliance (Parry & Strohmeier, 2019), while continuous upgrades, user training, and workflow integration are needed to maximise benefits and reduce resistance (Podsakoff et al., 2020). As Urdaneta City University assesses its HRIS, it is crucial to focus on enhancing system quality, implementing automation, and strengthening digital human resource capabilities to optimise service delivery and institutional efficiency.

III. METHODS

1. Research Design and Instruments

This study used a mixed-method approach to examine the variables in assessing the Human Resource Information System of Urdaneta City University, combining quantitative and qualitative

techniques with a survey questionnaire and interviews as the main instruments. The researcher-made questionnaire gathered data in three areas: (1) the profile of the respondents in terms of civil status, sex, age, employment status, highest educational attainment, length of service, position/rank, and frequency of using the HRIS, with frequency of use serving as a filter question to identify employees who actually use the system; (2) the assessment of the HRIS in terms of information quality, system quality, and service quality, using four-point Likert-type items where 4 is the highest ("strongly agree") and 1 is the lowest ("strongly disagree"); and (3) multiple-response items identifying the issues and challenges encountered by the respondents. The questionnaire underwent validation by an expert reviewer from the Human Capital Management Office to ensure that the items adequately capture the intended concepts. For the qualitative data, interviews were conducted with the personnel in charge of the Human Capital Management Office.

2. Population and Sampling

The respondents were employees of Urdaneta City University who are users of the HRIS, drawn from a population of 846 administrative and teaching staff. The Cochran formula was used to determine the sample size:

$$n = Z^2 p(1 - p) / e^2 = (1.96)^2 (0.50)(0.50) / (0.05)^2 = 384.16 \quad (1)$$

where n is the sample size, Z is the z -score based on the confidence level, p is the population proportion assumed to be 0.50, and e is the margin of error at 0.05. The sample was then adjusted for the finite population of 846:

$$n_a = 384.16 / (1 + (384.16 - 1)/846) = 264 \quad (2)$$

A sample of 264 was selected using stratified sampling, a probability technique in which the population is divided into subgroups based on employee type and status (see Table 1). The researchers then used convenience sampling to administer the instrument, distributing the survey questionnaire face-to-face; a total of 390 employees answered the questionnaire.

Table 1: Population and Sample Respondents of Urdaneta City University

Employees	Population	Sample
Administrative Staff	301	94
Regular	92	29
Casual	209	65
Teaching Staff	545	170
Regular	263	82
Part-time	282	88
Total	846	264

Of the 390 respondents, the majority were single (57.4%), female (49.0%), aged 21–30 years old (45.9%), casual in employment status (50.2%), college graduates (59.2%), and had served the University for one to five years (55.1%). In terms of position, administrative aides (26.3%), instructors (13.8%), and clerical staff (9.2%) comprised the largest groups. On the frequency of use of the HRIS, 20.8% answered “always,” 15.9% “often,” 37.2% “sometimes,” and 20.0% “rarely,” while respondents who indicated that they never use the system were excluded from the assessment portion of the questionnaire through the filter question.

3. Data Analysis

Descriptive statistics—frequencies, percentages, and weighted means—were used to treat the data gathered on the system quality, information quality, and service quality of the HRIS and the problems encountered by its users. Mean ratings were interpreted as follows: strongly agree (3.51–4.00), agree (2.51–3.50), disagree (1.51–2.50), and strongly disagree (1.00–1.50).

IV. RESULTS AND DISCUSSION

1. Assessment of the HRIS in Terms of System Quality

Table 2: Respondents’ Assessment of the Human Resource Information System in Terms of System Quality

System Quality Indicators	Mean	Verbal Interpretation	Rank
1. The HRIS is easy to use.	3.54	Strongly Agree	1
2. The HRIS is user-friendly.	3.53	Strongly Agree	2
3. The HRIS is accessible on any type of device, such as a mobile phone, desktop, and tablet.	3.46	Agree	3
4. The HRIS is always reliable.	3.45	Agree	4
Overall Mean	3.50	Agree	

Table 2 shows the respondents’ assessment of the HRIS in terms of system quality. Generally, respondents agreed on the system quality of the HRIS, with an overall mean rating of 3.50 (agree). Indicator 1, “The HRIS is easy to use,” got the highest mean rating of 3.54 (strongly agree), and respondents also conveyed that the HRIS is

user-friendly (3.53, strongly agree). Accessibility across devices obtained a mean rating of 3.46 (agree), while “The HRIS is always reliable” got the lowest mean rating of 3.45, still interpreted as agree.

System quality refers to the features and functions of the system, which should be complete and convenient so that users can interact with it. The results indicate that the HRIS is easy to use and user-friendly. Government agencies must focus on developing a user-centric approach to online systems (Rubaii-Barrett & Wise, 2008): if online services are concise, reliable, and accessible, people will adopt them. The HRIS facilitates the

centralisation of employee data, which streamlines record management and expedites administrative duties, while self-service portals allow faculty and staff to quickly access their own information, improving their engagement and overall experience.

2. Assessment of the HRIS in Terms of Service Quality

Table 3: Respondents' Assessment of the Human Resource Information System in Terms of Service Quality

Service Quality Indicators	Mean	Verbal Interpretation	Rank
1. HRIS employees give prompt service to users.	3.47	Agree	1.5
2. Keeping users informed of the time when the service will be performed.	3.43	Agree	4
3. HRIS employees understand the specific needs of the users.	3.47	Agree	1.5
4. HRIS has operating hours convenient to users.	3.45	Agree	3
Overall Mean	3.46	Agree	

The respondents' assessment of the HRIS in terms of service quality is presented in Table 3. In general, respondents conveyed their agreement on the service quality of the HRIS, with an overall mean of 3.46 (agree). They agreed that HRIS employees give prompt service to users and understand the specific needs of the users, with these two indicators acquiring mean ratings of 3.47 each. Respondents likewise agreed that HRIS operating hours are convenient to users (3.45) and that users are kept informed of when the service will be performed (3.43).

These results indicate that HRIS personnel are responsive in giving services to users, showing their willingness to help and provide prompt service. Providing quality services is essential because the success of an organisation lies in the satisfaction of its clients, and customer satisfaction depends on observations and views about service quality. Kant and Jaiswal (2017) and Kumar (2018) found a significant correlation between customer satisfaction and service quality, while Ali and Amir (2020) reported that service quality is positively correlated with customer satisfaction, with responsiveness as the determinant that most greatly influences satisfaction. Clients prefer a

welcoming environment in which service providers, such as HRIS personnel, are keen on assisting them during the service process. Relatedly, Annamdevula and Bellamkonda (2012) developed HiEdQUAL to measure service quality in Indian higher education institutions and found that teaching and course content, administrative services, academic facilities, campus infrastructure, and support services significantly influence students' overall perception of service quality.

3. Assessment of the HRIS in Terms of Information Quality

Table 4: Respondents' Assessment of the Human Resource Information System in Terms of Information Quality

Information Quality Indicators	Mean	Verbal Interpretation	Rank
1. The HRIS provides sufficient information.	3.44	Agree	4
2. The information content of the HRIS meets the user's needs.	3.46	Agree	2
3. The information in the HRIS is easy to understand.	3.51	Strongly Agree	1
4. The HRIS provides up-to-date information.	3.45	Agree	3
Overall Mean	3.47	Agree	

The respondents' assessment of the HRIS in terms of information quality is shown in Table 4. On average, respondents agreed on the information quality provided by the HRIS, with an overall mean of 3.47 (agree). Among the indicators, "The information in the HRIS is easy to understand" got the highest mean rating of 3.51 (strongly agree). "The information content of HRIS meets the user's needs" obtained a rating of 3.46 (agree), and respondents also agreed that the HRIS provides up-to-date (3.45) and sufficient (3.44) information.

The information quality of the HRIS centres on the system's completeness of content, ease of understanding, and timeliness. With an HRIS, management and staff may access all the information they require in one location, including organisational charts, policies and procedures, pay and benefits, employee histories, performance reviews, and leave records. Employees experience more seamless transactions when the system's information is complete and easy to understand.

4. Problems Encountered in Using the HRIS

Table 5: Problems Encountered When Using the Human Resource Information System of Urdaneta City University

Problems Encountered*	Frequency	Rank
1. HRIS employees do not have enough knowledge on the services they provide.	45	3
2. Long queues are experienced due to limited personnel.	31	6
3. Slow processing of online services.	46	2
4. Weak internet connection/ICT infrastructure.	94	1
5. The HRIS is difficult to use because users are digitally illiterate.	27	7
6. The links for the online services cannot be accessed.	37	5
7. Limited security and privacy safeguards to protect HRIS users.	43	4

**Multiple response*

The problems encountered by the respondents when using the HRIS of Urdaneta City University are shown in Table 5. Weak internet connection and ICT infrastructure ranked first among the problems encountered, cited by

ninety-four (94) employees, followed by the slow processing of online services (46) and the perception that HRIS employees do not have enough knowledge of the services they provide (45). The slow processing of online services is

attributable to weak ICT infrastructure coupled with slow internet connection.

According to Norris and Moon (2005), the most significant barriers to the implementation of online services are lack of technology and expertise, lack of financial resources, and issues with privacy and security. Insufficient ICT infrastructure and connectivity hinder the provision of online services: strong internet connectivity makes the sharing of information fast and easy, and for the HRIS to work effectively, data must move across departments without interruption. Network resilience enables efficient use and cuts down the time clients need to use the system. Meijer (2015) noted that limited ICT skills and awareness within the public sector are among the human factors behind the failure of e-government programs, and the success of online services also depends on investment in human capital (Ndou, 2004). Another concern of the employees is the limited security and privacy safeguards protecting the HRIS, which ranked fourth. Addressing privacy issues is important to attract more employees to use the HRIS, as low security of ICT infrastructure can hinder the use and adoption of online services.

V. CONCLUSION

The Human Resource Information System of Urdaneta City University is reliable, easy to use, and responsive to the needs of employees, which makes it easier for the human resource department to implement its processes and policies and helps create a more efficient and productive academic environment in the University.

Nonetheless, weak internet connection and ICT infrastructure, limited privacy and protection, and limited digital skills are the problems encountered by the users of the HRIS. Weak internet connection and ICT infrastructure affect the online services of the HRIS by causing delays in loading pages, frequent disconnections, and potential security risks, and employees struggle to access human resource data under such conditions. Likewise, limited privacy safeguards and digital skills discourage users from relying on the HRIS to access their data.

VI. RECOMMENDATIONS

Based on the findings of the study, the following are recommended. First, the University should continue ensuring the provision of an easy-to-use, accurate, and reliable HRIS by maintaining HRIS protocols, as a system perceived to be easy to navigate facilitates user satisfaction. Second, to ensure the success of online initiatives towards enhanced service delivery, the University must capitalise on building a comprehensive ICT infrastructure that will also cater to online services in other offices; the successful use of the HRIS depends on top management support, including personnel, resources, and other relevant assistance, in addition to investments, and partnerships with alumni and the private sector may be tapped to support infrastructure improvement. Third, the privacy and security of the HRIS should be enhanced by adding security features such as digital signatures, encryption, and authentication mechanisms, with sufficient verification and protection measures to ensure that transactions are carried out safely, alongside strict implementation of cybersecurity and data privacy regulations. Finally, education and training must be given considerable attention through capacity-building activities such as training, mentorship, and knowledge-sharing sessions, so that employees can effectively handle new human resource processes and adapt to a changing digital environment.

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