HUMAN RESOURCE INFORMATION SYSTEM AND ORGANIZATIONAL PERFORMANCE: A STUDY OF GUARANTY TRUST BANK IN ILORIN METROPOLIS

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ABSTRACT

The Human Resource Information System is structured according to the requirements, nature, and type of the company; thus, it is highly difficult to use given these factors. Thus, this study looked at how Guaranty Trust Bank's organizational performance in Ilorin, Kwara state, Nigeria, was affected by its human resource information system. The study's specific goals were to investigate the influence of service automation on organizational effectiveness; and investigate the effect of employee performance rating application on worker productivity. Using a sample size of 145, a survey research design was implemented and Simple Random was utilized to gather the necessary data; 118 of the completed surveys were collected and used in this study. To evaluate the hypotheses, multiple regression analysis was employed. The

study's findings revealed that service automation has a significant effect on organizational effectiveness (R2 = 52.2%); employee performance rating application has a significant effect on employee productivity (R2 = 57.1%); and welfare system implementation has a significant impact on organizational efficiency (R2 = 98.1%). The study indicated that HRIS had a beneficial impact on organizational performance. It consequently suggested that businesses, particularly in the banking industry, invest in and improve their HRIS infrastructure, comprehensive HRIS applications, and comprehensive HRIS deployments.

Keywords: Employee Productivity, HRIS, Organizational Performance, Employee performance rating application, Service Automation, Welfare System,

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Introduction

The importance of human resources (HR) for organizational success has led to the increasing need for efficient human resource information systems (HRIS) to support decision-making. HRIS are designed to improve manual data records and enhance HR processes (Marcia, 2012). Developed economies, such as the United States and Japan, have significantly invested in HRIS development to control information systems and manage HR activities (Reddic, 2009; Shmueli et al., 2010). However, the implementation of HRIS in developing countries, like Nigeria, is limited by technological constraints and manual data operations (Aaron, 2015; Kagehi, 2015). Organizational performance is evaluated based on how organization achieves its goals, and this is often measured through quantitative and qualitative indicators (Fekete, 2021). HRIS play a crucial role in providing accurate and reliable information to support decision-making and improve organizational performance. This work examines the impact of HRIS on organizational performance, focusing on specific HRIS features and applications, as well as the obstacles to HRIS implementation in the context of Guaranty Trust Bank.

The Human Resource Information System is structured according to the requirements, nature, and type of the company; thus, it is highly difficult to use given these factors. It is a common word to describe how methods and procedures used to capture human resource data regulate human resource information systems in different organizations. The use of computerized HRIS is not always advantageous. It has some drawbacks despite its many advantages like easy access to personal information, streamlined communication, and enhanced self-service options for managing benefits and payroll, leading to increased efficiency and satisfaction. The main issues with the HRI system are related to technology literacy, implementation costs, and other related issues. In 2019. Paauwe and Boselie.

It can be costly in terms of money and human requirements during the implementation stage, and its proper deployment necessitates extensive computer literacy among the people in charge of maintaining HRIS. If the workers creating HRIS are not competent in their work, there will be a mismatch between the data produced by the HRIS and the data requested by the management. Computers cannot replace humans since human interventions will always be available to enhance the current situation. In every computerized system, the "Garbage-In GarbageOut (GIGO)" principle is critical. The absence of continual HRIS updates renders the information stale, which is deemed as good as no information (Marler and Parry, 2016).

Major problems that this research shall profound solution to are the problems of applying HRIS in various aspect of the organization's human resource management, obstacles that affect the implementation of HRIS as well as the problem of having and operating the required specification and features of HRIS in an organization. This pushed the need to determine the impact of human resource information system on organizational performance (Lengnick-Hall & Moritz, 2003; Bondarouk et al., 2017).

Research Objectives

This general objective of this study is to examine the impact of human resource information system on organizational performance. While, the specific objectives are to:

i. examine the impact of service automation on organizational effectiveness;
ii. examine the impact of employee performance rating application on employee productivity; and

Literature Review

Concept of Human Resource Information System

The method that data and information on a specific employee are saved for planning, decision-making, and filing returns and reporting to outside authorities is closely related to the human resource information system (Paluch & Rodzinka, 2021). Generally speaking, HRIS are required to highlight the talents that the firm requires. It serves as the basis for achieving strategic goals within work environments and is often based on organizational management (Verma & Aggarwal, 2020). Based on existing experience, many organizations in the majority of poor nations have difficulties with HRIS implementation, which has only been done in large cities (Millar et al., 2019).

Based on prior experience in the field of human resources, the HRIS has been widely acknowledged for its excellent techniques in hiring, administration, and, eventually, employee separation. These processes have not changed drastically over the years, but the methods for gathering and storing information have. Prior to the widespread use of technology in the workplace, an employee would submit a paper application to a potential employee. Employee information often includes name, gender, age, social security number, residence, education, marital status, and job history. This information would be saved in a folder for HR departments to access as needed (Parry, 2022; Khann & Sharma, 2021).

Dimensions of Human Resource Information System

Service Automation

Service automation refers to the use of technology and software to streamline and optimize various service-related tasks and processes, reducing the need for manual intervention (Shinkle & Suarez, 2020). In the context of human resource management, service automation can be applied to a wide range of HR functions, such as employee onboarding, leave management, payroll processing, and benefits administration (Iqbal et al., 2022). By automating these repetitive and time-consuming tasks, organizations can improve efficiency, reduce errors, and free up HR professionals to focus on more strategic and value-added activities (Panayotopoulou et al., 2019). Moreover, service automation can enhance the employee experience by providing self-service options and real-time access to HR information, leading to increased employee satisfaction and engagement (Ruel & van der Kaap, 2021). As organizations continue to navigate the challenges of the digital age, the adoption of service automation in HR is becoming increasingly crucial to remain competitive and responsive to the evolving needs of the workforce (Sakhdari & Keshavarzi, 2021).

Employee performance rating application

Applications for rating, also referred to as performance assessment or evaluation systems, are essential parts of human resource management that let businesses gauge and analyze employee performance (Julien & Syed, 2020). These programs usually have an organized procedure for establishing performance targets, keeping track of advancement, and giving staff members feedback (Grachev & Rakitsky, 2021).

The use of employee performance rating applications can have a significant impact on various HR functions, such as compensation, promotion, and employee development (Zafar & Azam, 2019). By providing a systematic way to evaluate employee performance, employee performance rating applications can help organizations identify top talent, address performance issues, and align individual goals with the organization's strategic objectives (Goler et al., 2021). Moreover, the use of employee performance rating applications can enhance employee engagement and motivation, as employees feel that their contributions are recognized and valued (Garg & Lamba, 2022). As the workplace becomes increasingly complex and dynamic, the effective implementation of employee performance rating applications can be a crucial tool for organizations to maintain a high-performing workforce and achieve their desired outcomes (Pulakos et al., 2019).

Welfare System Implementation

Welfare system implementation refers to the process of designing, deploying, and managing government-led programs and initiatives that aim to provide social and economic support to individuals and families in need (Devereux et al., 2022). In the context of human resource management, welfare system implementation can have significant implications for employee well-being, job satisfaction, and overall organizational performance (Koslowski et al., 2019). For instance, effective implementation of welfare programs, such as healthcare benefits, childcare assistance, and retirement planning, can help attract and retain talented employees, improve their work-life balance, and foster a positive organizational culture (Gal et al., 2022). Furthermore, the implementation of welfare systems can have a direct impact on employee productivity and engagement, as employees feel valued and supported by their employer (Jönsson et al., 2021). However, the successful implementation of welfare systems often requires careful planning, coordination, and ongoing evaluation to ensure that the programs are meeting the needs of the target population and align with the organization's strategic objectives (Wehner et al., 2022). As organizations navigate the complexities of the modern workforce, the effective implementation of welfare systems can be a crucial component of a comprehensive human resource management strategy (Esping-Andersen, 2020).

Organizational Performance

Organizations play a significant part in our everyday lives, hence effective organizations are an essential component for developing nations. Many economists see organizations and institutions as engines that drive economic, social, and political advancement. Organizational performance is one of the most important factors in management research, and it is likely the most significant predictor of organizational performance. Although the idea of organizational performance is often used in academic literature, it is difficult to define since it has so many different connotations. As a result, this idea lacks a broadly agreed definition (Chenhall & Moers, 2023).

When companies were considered social systems in the 1950s, their success was measured by how well they achieved their goals (Venkatraman & Ramanujam, 2019). During this period, the work, people, and organizational structure were the main topics of performance evaluation. Performance was described as an organization's capacity to take use of its surroundings in order to get and make use of the few resources. Later, in the 1960s and 1970s, companies started to investigate new methods for assessing their performance (Supian et al., 2021).

Measures of Organizational Performance

Organizational Effectiveness

Effectiveness refers to attaining organizational goals that are specifically linked to stages of customer pleasure, whereas efficiency refers to the cost of resources utilized in relation to achieving objectives (Amos et al., 2023). Organizational effectiveness is a sense of how successful an organization is in producing the desired outcome (Onuoha & Eze, 2021). Effectiveness refers to how well a corporation achieves its goals or how outputs interact with the environment, both economically and socially (Gao, 2020).

Employees' Productivity

Since employee productivity directly impacts a company's profitability and competitive advantage, it is a critical component of organizational success. Productivity, according to Mathis and John (2021), is a measurement of the amount and caliber of work completed while taking resource costs into account. According to McNamara (2022), the outcomes—whether they be quantified in terms of quantity, quality, cost, or time—are the precise outputs that managers are hoping for their staff to provide in the end. Determining how long an average worker needs to produce a certain level of output or how much time a group of workers spends on tasks like production, travel, or idle time are key components in measuring productivity. Employee productivity can be difficult to evaluate, yet it is frequently monitored since many HR actions, such as pay, assessment systems, training, and compensation, are intended to impact individual or organizational productivity. Finally, heightened concerns about productivity and satisfying customer needs have rekindled interest in approaches for motivating employees and increasing their emphasis on surpassing customer expectations and improving organizational efficiency.

Organizational Efficiency

Efficiency of an organization refers to the productivity level of an organization. It is used to measure the performance of an organization. Organizational efficiency is determined by the rate of output of an organization. It shows how well an organization is making use of its resources to maximize its output. This is closely related to effectiveness, which deals with the quality of the output of an organization without regard for the quantitative aspect of productivity. Efficiency deals with the quantitative aspect of enterprise productivity. It helps to increase the profitability level of an enterprise by producing more of the product with little regard for the quality of the product (Birkinshaw et al., 2021).

Creativity is the ability of an entrepreneur to think of new things that can attract customers and at the same time solve a particular problem of the customers satisfactorily. Innovativeness is the ability of an enterprise to do new things that will satisfy the needs of the customers. It may be through invention, extension, duplication, or synthesizing. All these enhance the efficiency of an organization (Rakthai & Chimkaew, 2020; Akgün et al., 2020).

Human Resource Information System and Organizational Performance

HRIS has been widely acknowledged for its efficacious techniques in the areas of personnel hiring, administration, and termination. These procedures have not changed significantly over time, but the methods used to collect and maintain information have reverted to a period before the widespread use of technology in the workplace. A candidate for employment would get a paper application from an employee. Name, sex, age, social security number, residence, marital status, education, and, in some situations, work history, are among the general details about the employee that would be included (Parry, 2022; Khann & Sharma, 2021).

HR Departments would have access to this data as needed because it would be kept in a folder. Once the employee is hired and placed on the payroll, the application will be used to provide some information to the Finance Department for payment purposes, while other information may be used internally by the HR Department to track hiring practices and recruitment (Ruel & van der Kaap, 2021). After providing employees with the essential knowledge, their performance at work will improve, contributing to higher organizational performance (Paluch and Rodzinka, 2021).

Theoretical Review

Integrated Input and Output Theory

It is worth noting that Hyde and Shafritz (1978) defined HRIS as input and outputs that have a link with internal module objectives. It shows both position and person data records in the HRIS for HR management, with a focus on the planning function (Paluch & Rodzinka, 2021). HRIS sought to generate reports for assessing accountability in work contexts. Employees under the HRIS are needed to submit input on the kind and responsibilities necessary in their real performance (Khanna & Sharma, 2021).

It is composed of a standard input, processing, output, and feedback loop closed-loop systems paradigm. According to the idea, input, processing, output, and feedback are all related to the organization's human resource function (Verma & Aggarwal, 2020). Systems that employ input to create output are thought to facilitate the functions of human resources. Human resource tasks and activities are viewed as inputs that result in outputs like work performance that help the organization reach its objectives (Millar et al., 2019).

The variables necessary for a system to work successfully and efficiently are not explicitly stated, however it does describe the stage and how the system must operate. The human resource input data were not explicitly indicated in the system, demonstrating a flaw in information entry in producing the output required by the company. This theory clearly defined the human resource role of an organization as it relates to input, processing, output, and feedback. All of these are significant considerations when implementing a human resource information system.

The integrated input and output theory is used in this study because it highlights the importance of position and person data records in the HRIS for HR management, particularly with regard to the planning function that contributes to improved organizational performance (Paluch & Rodzinka, 2021). According to the idea, input, processing, output, and feedback are all related to the organization's human resource function (Verma & Aggarwal, 2020). Systems that employ input to create output are thought to facilitate the functions of human resources. Human resource tasks and activities are viewed as inputs that result in outputs like work performance

that help the organization reach its objectives (Millar et al., 2019). The integrated input and output theory serves as the foundation for our investigation.

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Empirical Evidence

Njau (2018) studied the variables affecting the adoption of HRIS (human resource information systems) in Tanzanian parastatal organizations in Dar es Salaam. The research examined how technological, organizational, and individual factors impacted HRIS adoption within these organizations. Employing a case study design, Njau gathered data through questionnaires from 135 respondents and conducted interviews with administrative staff and HR officers. The findings revealed that technological factors such as the availability of computer networks, technological preparedness, and data storage capacity significantly positively influenced HRIS adoption. Organizational factors, particularly the decision-making ability of the organization, also played a crucial role. Additionally, individual factors, including the staff's ability to record information and their awareness and readiness, contributed to the adoption of HRIS.

Abdul-Kadar et al. (2018) provided a complete framework for an Intelligent HRIS (i-HRIS) to promote HR excellence through better decision-making processes. The framework combines Intelligent Decision Support System (IDSS) and Knowledge Discovery in Database (KDD) methodologies to improve HR decision-making in organized, semi-structured, and unstructured contexts. The, the i-HRIS architecture is divided into three subsystems: input, decision-making, and output, and it includes 10 HR application modules. These modules use advanced AI techniques, such as knowledge-based reasoning and machine learning, to help and enhance HR procedures.

Sajjad et al. (2020) investigated the role of HRIS in improving operational efficiency within multinational corporations (MNCs) in Bangladesh. The job analysis, e-recruitment, e-compensation, e-performance assessment, and e-communication components of HRIS were the main subjects of the study. 256 top-level and 308 mid-level managers from 11 MNCs provided data through a structured survey. The results showed a favorable correlation between operational efficiency and every HRIS component. The domains of e-communication and e-recruitment and selection showed the strongest correlations. This study provided valuable insights for HR managers on the benefits of HRIS adoption and its significant contribution to enhancing organizational performance.

Research Gap

After analyzing the preceding studies on HRIS and organizational performance. There was no single study that focused on the impact of HRIS on organizational performance in particular; instead, the majority of the studies focused on factors influencing HRIS adoption in parastatal organizations (Njau, 2018), intelligent HRIS as a holistic decision support framework (Abdul-Kadar, Beh, Azad, & Hoque 2018), and the role of HRIS on operational efficiency (Md Sajjad, Arefin, & Hossin 2020). Additionally, no one study concentrated on the banking industry as the majority of research was conducted on businesses and multinational corporations (MNCs) (Sajjad, Arefin, & Hossin 2020). Therefore, there is a research deficit in the area of organizational performance and human resource information systems.

Methodology

This study was done through survey approach to seek the opinion of Guaranty Trust Bank staff in the area of study on the extent to which HRIS affects organizational performance in Ilorin Metropolis. The population of this study includes all staff of Guaranty Trust Bank (GTBank) in Ilorin Metropolis, Ilorin, Kwara State. GTBank has five (5) branches in Ilorin: Unity, Taiwo,

GRA, Unilorin and Kwara State Polytechnic branches with a total staff strength of 52, 53, 70, 24 and 22 respectively as provided by the Human Resource Manager of GRA Branch which is the headquarter of the bank in Kwara State (HRM, 2024). Purposive sampling technique was adopted which gives a sample size of 142. The questionnaire was the primary instrument for collecting data in this study. Copies of Questionnaires was distributed to staff of GTBank Plc. Validity of the research instrument was done using face validity through experts in the field of management and questionnaire development and feedback was gotten on the relevance of the instrument in measuring the variables. Cronbach's Alpha was used for the reliability of the instrument which gave 0.87 for all the 18 items used for the study. This study inferential methods of analysis The validity of the research instrument was tested utilizing face validity by management experts and questionnaire developers, and feedback was obtained on the instrument's usefulness in measuring the variables. Cronbach's Alpha was used to assess the reliability of the instrument, which yielded 0.87 for all 18 items utilized in the study. To test the hypotheses formulated. All computations were done using Statistical Product and Service Solutions (SPSS) version 23.

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Model Specifications

Hypothesis I

Ho_1: HRIS service automation has no significant impact on organizational effectiveness;

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

OEffe = *f*(DB + Intra + Inter)

Where:

Y = Organizational Effectiveness (OEffe) – Dependent Variable

X_1 = Database (DB) – Independent Variable

X_2 = Intranets (Intra) – Independent Variable

X_3 = Internet (Inter) – Independent Variable

ε = Error Terms

Hypothesis II

Ho_2: HRIS application has no significant impact on employee productivity;

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

EP = *f*(EP + ESS + S)

Where:

Y = Employees' Productivity (EP) – Dependent Variable

X_1 = E-learning Program (EP) – Independent Variable

X_2 = Employee Self Service (ESS) – Independent Variable

X_3 = Software (S) – Independent Variable

ε = Error Terms

Results

The result of the data obtained for the study are presented here. Of the 142 questionnaires administered, 118 were fully answered and returned. Hence, this was used for the analysis.

Test of Hypotheses

Ho_1: HRIS service automation has no significant impact on organizational effectiveness;

Table 2: Regression Result One

Variable	Beta	T	Sig.	Decision
Constant	.332	2.236	.027	Not Applicable
Database	.164	2.779	.008	Supported
Intranets	.285	3.120	.002	Supported
Internet	.290	3.410	.001	Supported
Dependent Variable: Organizational Effectiveness				
Model Summary				
R	.722			
R-Square	.522			
Adjusted R-Square	.505			
Std. Error of the Estimate	.635			
ANOVA				

Variable	Beta	T	Sig.	Decision
F	30.822			
Sig. (F-stat)	.000			

Source: Field Survey, (2024)

The study investigates the impact of HRIS service automation on organizational effectiveness among GTB staff. The model summary reveals a significant relationship with an R-square of .522, indicating that 52.2% of the variance in organizational effectiveness is explained by the variables related to HRIS service automation (database, intranets, and internet). In the ANOVA analysis, the model is statistically significant ($F = 30.822$, $p < .001$), demonstrating that the predictors collectively contribute significantly to the model. Analyzing the coefficients, all the HRIS service automation components significantly impact organizational effectiveness. The database has a positive significant effect (Beta = .164, $t = 2.779$, $p = .008$), intranets show a positive significant effect (Beta = .285, $t = 3.120$, $p = .002$), and the internet also positively influences organizational effectiveness (Beta = .290, $t = 3.410$, $p = .001$). Hence, the hypothesis "HRIS service automation has no significant impact on organizational effectiveness" is rejected. The findings indicate that HRIS service automation, including database management, intranets, and internet services, significantly enhances organizational effectiveness, underscoring the importance of these technologies in improving organizational performance.

By implication, the positive significant effect of HRIS service automation on organizational effectiveness is directly depicted through the correlation value (R) of 0.722, indicating a strong positive relationship between these variables. This 72.2% correlation suggests that as HRIS service automation improves, organizational effectiveness increases proportionally. The link between HRIS service automation and organizational effectiveness is further substantiated by the R-square value of 0.522, which means that 52.2% of the variance in organizational effectiveness can be attributed to HRIS service automation components (database, intranets, and internet). Specifically, the database (Beta = .164), intranets (Beta = .285), and internet (Beta = .290) all show positive significant effects on organizational effectiveness. These correlations and beta values demonstrate that HRIS service automation enhances organizational effectiveness by improving data management, internal communication, and external connectivity, likely leading to more efficient processes, better decision-making, and improved overall performance within the organization.

Ho_2: HRIS application has no significant impact on employee productivity;

Table 3 Regression Result Two

Variable	Beta	T	Sig.	Decision
Constant	.175	1.124	.264	Not Applicable
E-learning Program	.361	4.128	.000	Supported
Employee Self-Service	.277	2.914	.004	Supported
Software	.138	2.659	.009	Supported

Dependent Variable: Employee Productivity

Model Summary

R	.756
R-Square	.571
Adjusted R-Square	.556
Std. Error of the Estimate	.656

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ANOVA	
F	37.588
Sig. (F-stat)	.000

Source: Field Survey, (2024)

The study examines the impact of HRIS applications on employee productivity among GTB staff. The model summary indicates a significant relationship with an R-square of .571, meaning that 57.1% of the variance in employee productivity is explained by the HRIS applications (e-learning program, employee self-service, and software). In the ANOVA analysis, the model is statistically significant ($F = 37.588$, $p < .001$), confirming that the predictors collectively have a significant impact on the model. Reviewing the coefficients, all HRIS application components significantly impact employee productivity. The e-learning program (Beta = .361, $t = 4.128$, $p < .001$) and employee self-service (Beta = .277, $t = 2.914$, $p = .004$) have strong positive impacts. The software also significantly affects productivity (Beta = .138, $t = 2.659$, $p = .009$). Thus, the hypothesis "HRIS application has no significant impact on employee productivity" is rejected. The findings indicate that HRIS applications, including e-learning programs, employee self-service, and software, significantly enhance employee productivity. This underscores the importance of implementing comprehensive HRIS applications to improve organizational performance.

Discussion of Findings

The study investigated the impact of HRIS service automation on organizational effectiveness among GTB staff and finds a substantial relationship between these variables. With an R-square of .522, the model explains 52.2% of the variance in organizational effectiveness, demonstrating the significant role of HRIS components. The ANOVA analysis confirms the model's statistical significance ($F = 30.822$, $p < .001$). Specifically, the coefficients show that the database (Beta = .164, $t = 2.779$, $p = .008$), intranets (Beta = .285, $t = 3.120$, $p = .002$), and internet (Beta = .290, $t = 3.410$, $p = .001$) all significantly enhance organizational effectiveness. Similar findings are reported by studies such as Ahmad et al. (2021), which highlight the positive impact of HRIS on organizational performance in the banking sector, and Parry and Tyson (2020), who emphasize the role of HRIS in improving operational efficiency and decision-making in organizations.

The study influence productivity. The coefficients demonstrate significant positive impacts of e-learning programs (Beta = .361, $t = 4.128$, $p < .001$), employee self-service (Beta = .277, $t = 2.914$, $p = .004$), and software (Beta = .138, $t = 2.659$, $p = .009$). Similar studies, such as by Obeidat (2021), who found that HRIS enhances employee performance in Jordanian investigates the impact of HRIS applications on employee productivity among GTB staff, finding a significant relationship with an R-square of .571. This indicates that 57.1% of the variance in employee productivity is explained by HRIS applications, including e-learning programs, employee self-service, and software. The ANOVA analysis confirms the model's statistical significance ($F = 37.588$, $p < .001$), showing that these predictors collectively banks, and by Hendrickson (2021), who highlighted the role of HRIS in improving efficiency and productivity, support these findings.

The significant impact of HRIS applications on employee productivity (57.1% variance explained) likely translates into improved efficiencies and productivities across multiple dimensions. This implies that e-learning programs enhances employees' skills and knowledge, leading to better job performance and increased output. Employee self-service features helps to streamline administrative tasks, allowing staff to focus more on core responsibilities and value-adding activities. The software applications might automate routine processes, reducing errors and accelerating task completion. These efficiencies collectively contribute to improved personal staff deliveries on Key Performance Indicators (KPIs), as employees become more capable and have more time for critical tasks. At an organizational level, this enhanced productivity leads to faster service delivery, improved customer satisfaction, and potentially increased profitability.

Conclusion and Recommendations

The research concludes that HRIS service automation significantly impacts organizational effectiveness among GTB staff. The components of HRIS, including database management, intranets, and internet services, collectively contribute to enhancing the effectiveness of the organization. The statistical analyses support the hypothesis that these technologies play a crucial role in improving organizational performance. As such, the initial hypothesis that "HRIS service automation has no significant impact on organizational effectiveness" is rejected.

The study concludes that HRIS applications significantly impact employee productivity among GTB staff. The components of HRIS, specifically e-learning programs, employee self-service, and software, collectively enhance productivity. The statistical analyses robustly support the hypothesis that these applications play a crucial role in improving employee performance. Consequently, the hypothesis that "HRIS application has no significant impact on employee productivity" is rejected.

Based on the findings, it is recommended that organizations, particularly in the banking sector, should invest in and enhance their HRIS infrastructure. Emphasizing database management, intranet systems, and internet services can lead to substantial improvements in organizational effectiveness. Further, continuous upgrades and training on these technologies should be implemented to maintain and enhance their positive impact. Future research should explore the long-term effects of HRIS automation on various dimensions of organizational performance to provide deeper insights into its benefits.

Organizations, particularly in the banking sector, should invest in comprehensive HRIS applications. Emphasizing e-learning programs, employee self-service systems, and effective software can lead to significant improvements in employee productivity. Continuous development and training related to these HRIS components should be prioritized to sustain and enhance their positive impact. Future research should explore the specific mechanisms through which HRIS applications improve productivity and their long-term benefits to provide deeper insights for organizational development.

Also, organizations, particularly in the banking sector, should invest in comprehensive HRIS implementations. Emphasizing effective management of salaries and benefits, candidate listing processes, and performance evaluations can lead to significant improvements in organizational efficiency. Continuous development and optimization of these HRIS components should be

prioritized to sustain and enhance their positive impact. Future research should explore the long-term effects of HRIS implementation on various dimensions of organizational performance to provide deeper insights and more effective strategies for organizational development.

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