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Correlates of Human Resource Information System and Organizational Performance in Selected Logistics Companies: An Assessment toward Organizational Efficiency

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ABSTRACT

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This study analyzed the correlates of human resource information systems to organizational performance in selected logistics companies. Through a quantitative research design using descriptive-correlational research, the study investigated the correlations obtained from the survey data responded to by 275 human resource managers and staff. The findings revealed that the respondents' profiles primarily fall within the age groups of 18-25 and 36-45 years, with a relatively balanced gender distribution. Educationally, the majority are college graduates, with a significant proportion holding master's and doctoral

degrees. Staff-level employees dominate the sample, followed by HR managers. In terms of business longevity, a substantial percentage of respondents belong to organizations that have been in operation for more than 20 years. Likewise, the study assessed the impact of HRIS on various HR functions, including job analysis, job performance, communication, and recruitment. The data suggests that HRIS significantly improves job analysis accuracy, performance management efficiency, communication timeliness, and recruitment efficiency. Notably, age, sex, educational attainment, and job position were found to influence respondents' perceptions of HRIS impact. Differences in views were observed particularly in job analysis and performance across age groups, educational levels, and job positions. The study also investigated HRIS's impact on organizational performance, focusing on effectiveness, efficiency, sustainability, and financial stability. The HRIS was found to positively affect organizational effectiveness, efficiency, and sustainability, with communication emerging as a strong predictor of effectiveness and sustainability. The HRIS's role in recruitment and selection was notably correlated with improved efficiency and financial stability. Significant correlations were observed between HRIS functions (such as communication and performance appraisal) and key organizational outcomes, emphasizing the system's role in enhancing both HR and organizational performance. The study concludes that HRIS has a meaningful, positive impact on HR functions and organizational outcomes, with demographic factors influencing respondents' assessments. These findings underscore the value of HRIS in modern organizational management.

INTRODUCTION

The modern business landscape is characterized by rapid technological advancement and globalization, demanding that organizations continually innovate to remain competitive. One of the critical domains impacted by this transformation is Human Resource Management (HRM), where technology has revolutionized traditional processes and strategies. Human Resource Information Systems (HRIS) have emerged as vital tools in enabling HRM functions to become more efficient, strategic, and aligned with organizational goals. HRIS integrates advanced information technologies to support workforce planning, recruitment, performance evaluation, communication, and overall employee management (Tomanna et al., 2018; Asfahani, 2021).

HRIS is particularly significant in industries that require high levels of efficiency and adaptability, such as logistics. The logistics sector operates in a dynamic and competitive environment, where organizations face stringent regulatory standards, increasing customer expectations, and complex supply

chain challenges. Companies like CEVA Logistics Phils. Inc., Fast Logistics, DHL Logistics, and AP Cargo Logistics in the Philippines exemplify the sector's critical role in ensuring the efficient flow of goods and services. For these organizations, HRIS offers a pathway to enhance operational efficiency and achieve long-term sustainability by streamlining HR functions, improving decision-making, and fostering organizational agility (Oyagi & Mjomba, 2021).

In the Philippine logistics sector, HRIS adoption is increasingly recognized as essential for maintaining competitive advantage. These systems enable HR professionals to collect, analyze, and utilize data for more informed decisions while also automating administrative tasks. HRIS tools also support strategic HR activities such as talent acquisition, performance appraisal, and workforce planning, directly contributing to organizational performance. Studies suggest that organizations leveraging HRIS can achieve greater productivity, faster response times, and improved employee engagement (Asfahani, 2021). However, the effectiveness of HRIS depends on factors such as system design, user training, and alignment with organizational goals, highlighting the need for context-specific research (Tomanna et al., 2018).

The logistics sector in the Philippines, represented by key players such as CEVA Logistics Phils. Inc., Fast Logistics, DHL Logistics, and AP Cargo Logistics, provides a compelling context to explore the impact of HRIS on organizational performance. These companies operate in a rapidly evolving market, where the integration of HRIS can play a crucial role in meeting the dual challenges of operational efficiency and strategic adaptability. This study investigates the relationship between HRIS and organizational performance in these logistics institutions, focusing on key variables such as recruitment, communication, efficiency, and sustainability.

By examining the role of HRIS in enhancing organizational performance within the Philippine logistics industry, this research contributes to the broader understanding of HRIS's strategic value. The findings aim to provide actionable insights for HR professionals and decision-makers in the logistics sector, guiding HRIS implementation and optimization efforts. Moreover, the study adds to the growing body of literature on HR technology adoption in emerging economies, offering a foundation for future research and policy development.

FRAMEWORK

This study employs Universalistic Theory, Contingency Theory, Resource-Based Theory, and Systems Theory to analyze the impact of Human Resource Information Systems (HRIS) on organizational performance in logistics

companies in the Philippines, such as CEVA Logistics, Fast Logistics, DHL Logistics, and AP Cargo Logistics. On the one hand, the Universalistic Theory suggests that adopting HRIS aligns with "best practices" in human resource management (HRM), which can universally enhance organizational efficiency (Delery & Doty, 1996). On the other hand, the Contingency Theory emphasizes tailoring HRIS to the specific contexts of each organization, such as regulatory requirements or operational needs, to achieve optimal results (Fiedler, 1958). Meanwhile, Resource-Based Theory highlights HRIS as a strategic asset that enhances competitive advantage by optimizing talent management and workforce development (Barney, 1991). Finally, Systems Theory views HRIS as an integrative mechanism that connects HR processes with overall organizational objectives, fostering cohesion and efficiency (Bertalanffy, 1968). Together, these theories provide a comprehensive framework for understanding how HRIS drives organizational performance by improving HR functions and aligning them with strategic goals. This theoretical integration underscores HRIS's potential to transform logistics organizations by enhancing decision-making, operational effectiveness, and long-term competitiveness.

OBJECTIVES OF THE STUDY

This study investigates the correlates between the human resource information system and organizational performance. It seeks to (1) describe the demographic profile of the respondents, (2) assess the impact of human resource information systems on human resource functions in terms of job analysis, performance appraisal, communication, and recruitment and selection, and on organizational performance in terms of effectiveness, efficiency, sustainability, and logistics stability, (4) determine whether significant differences exist in the respondents' assessment on human resource information system, and (5) analyze its correlations with organizational performance.

METHODOLOGY

Research Design

This study used the descriptive-correlational research method, which involved accumulating quantitative information about current conditions needed in the chosen field of study. The descriptive-correlational research method is a non-experimental approach used to observe, describe, and identify relationships between variables without manipulating them. This method primarily seeks to understand the extent and direction of relationships, often using statistical

analyses like correlation coefficients to determine if there is a meaningful association between variables. Descriptive-correlational studies allow researchers to examine variables in their natural settings and are frequently used to explore trends, patterns, and relationships between two or more variables within a population (Weyant, 2022).

A descriptive-correlational research method is well-suited for studying the relationship between the Human Resource Information System (HRIS) and organizational performance because it allows researchers to measure and analyze the strength and direction of the relationship without requiring intervention. By using this method, researchers can collect data on the usage and effectiveness of HRIS systems across various organizational contexts and link these with organizational performance indicators to see if there is an association. Since both HRIS functionality and organizational performance can be measured with quantifiable indicators, descriptive-correlational studies can provide valuable insights into whether and how strongly HRIS impacts organizational outcomes, which can then inform management practices and technology investments (Zikmund et al., 2014).

The method focused on identifying relationships rather than causation. While the study may find that HRIS and organizational performance are related, it cannot confirm whether HRIS directly causes changes in performance. Other confounding variables, such as management practices or external market conditions, may influence the observed relationship. While the method identifies patterns and associations, it does not delve deeply into the "how" and "why" of the relationships. For instance, qualitative data might reveal contextual factors that explain variations in HRIS implementation and its perceived effectiveness.

Research Site

This study focuses on selected logistics companies based in Manila, Philippines, as the research locale. Manila, the capital of the Philippines, is a hub for logistics and supply chain operations, making it an ideal location to examine the impact of Human Resources Information Systems (HRIS) on human resource functions and organizational performance. The logistics sector in Manila is critical to the country's economy due to its role in facilitating trade, supply chain management, and distribution services.

The companies included in the study are prominent logistics organizations: CEVA Logistics Phils. Inc., Fast Logistics, DHL Logistics, and AP Cargo Logistics. These companies are prominent players in the logistics sector, representing a mix of local and international operations. Their inclusion ensures that the study captures a diverse range of practices and perspectives relevant to the logistics

industry. Each organization has a notable track record of contributing to the development of logistics services in the Philippines. Their operational scale and market influence make them ideal case studies for understanding the role and impact of Human Resource Information Systems (HRIS). These organizations were selected for their significant presence and contributions to the logistics industry. The study targets human resources managers and staff within these organizations to provide insights into the application and effects of HRIS in this specific industry.

Participants

The total population of respondents from these companies is 1,154. Using Slovin's formula with a margin of error of 0.05, the sample size for the study is determined to be 275. This sampling ensures that the findings are representative of the broader population, providing a robust basis for analyzing HRIS's role in enhancing HR functions and overall organizational performance in Manila's logistics sector.

Instrumentation

The research instruments utilized in this study are structured survey questionnaires designed to assess the impact of Human Resources Information Systems (HRIS) on various HR functions and organizational performance. The questionnaires consist of multiple sections addressing key factors, with responses measured on a four-point Likert scale: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1). The first part allows the respondents to provide their demographic profile in terms of age, sex, educational attainment, position in the company, and number of years a company has operated. The second part provides items for the respondents to assess the influence of HRIS on four critical HR activities (job analysis, performance appraisal, communication, and recruitment and selection. The third part inquires mabout the HRIS's inpact on organizational performance in four domains (effectiveness, efficiency, sustainability, and logistic stability. The reliability statistics of the instrument show Cronbach's Alpha of .826 based on standardized items.

Data Gathering Procedures

To ensure the smooth conduct of the study, the researcher prepared a formal letter of request to secure permission. The researcher constructed a survey questionnaire that was validated by the panel members, the research adviser, and the University Research Development Center (URDC). After receiving approval, the instrument was subjected to pilot testing to ensure reliability and effectiveness.

Before administering the questionnaires, the researcher personally explained the study's objectives to the respondents and the importance of their responses. Any terms or items needed to be clarified to ensure participants could provide informed and accurate answers. The respondents were requested to answer the questionnaire honestly and responsibly as study subjects.

After collecting the completed questionnaires, the researcher tallied and analyzed the data. A statistician was consulted to identify and apply the most appropriate statistical tools for data analysis. Based on the findings, the researcher formulated conclusions and recommendations, providing valuable insights into the study's focus.

Research Ethics Protocol

During this research, the researcher adhered to several ethical considerations to ensure the study's integrity and the respondents' well-being. The researcher thoroughly explained the purpose of the survey to all respondents, ensuring they understood the objectives and significance of their participation. The respondents were informed that their participation was entirely voluntary and they could opt out without facing any repercussions. The researcher guided respondents while completing the survey to ensure they understood the questions and responded appropriately. This minimized confusion and enhanced the reliability of the data. The respondents were made aware that the study was conducted with their institution's explicit consent and approval, ensuring transparency in the research process. To protect the respondents' privacy, their identities were kept anonymous, and all information provided was treated with strict confidentiality. The researcher took measures to ensure that the data collected was used solely for academic purposes and that no personal identifiers were disclosed. Finally, the researcher ensured ethical compliance by implementing these considerations and fostered trust and integrity throughout the study.

Data Analysis

The collected data were analyzed using appropriate statistical tools to address the study's specific objectives. The demographic profiles of respondents were summarized using frequency and percentage distributions. This method effectively presents categorical data (e.g., age, gender, department), offering a clear and concise overview of the sample's demographic characteristics. It highlights the count and proportion of each category, enabling an assessment of the representativeness of the respondents compared to the larger population. To evaluate respondents' assessments of the Human Resource Information System (HRIS) impact on organizational performance, weighted mean and

standard deviation were applied. The weighted mean accounted for variations in response importance, providing an accurate measure of collective assessment. Standard deviation quantified the variability of responses, indicating consistency in perceptions. Together, these measures facilitated a precise interpretation of the respondents' insights. Meanwhile, the chi-square test assessed significant differences in HRIS impact across demographic groups. This method, suitable for categorical data, determined whether observed differences in perceptions (e.g., by age or job level) were statistically significant or due to chance. Finally, Pearson's r Correlation Coefficient was employed to examine the relationship between HRIS impact and organizational performance. This test analyzed the strength and direction of the linear relationship, providing insights into whether changes in HRIS impact correspond to variations in organizational performance metrics such as efficiency and sustainability.

RESULTS AND DISCUSSION

This section presents the findings of the study, beginning with the demographic profile of the respondents as shown in Tables 3, 4, 5.

Table 1
Demographic Profile of the Respondents in terms of Age

Age	Frequency	Percentage
18-25 Years Old	96	34.9%
26-35 Years Old	70	25.5%
36-45Years Old	71	25.8%
Above 45 Years Old	38	13.8%
Total	275	100.0%

Table 1 shows the distribution of the respondents as to age. The age group of 18 to 25 comprises 96 or 34.9% of the total respondents, which is most of the sample. With a share of 71 or 25.8%, the 36–45 age group is the second most prominent age group. The age group of 26–35, which includes 70 or 25.5% of the respondents, comes insecond. Over 45-year-old respondents make up the smallest percentage of the total 38 or 13.8%. The age range of 18 to 25 had the largest percentage of responders, indicating a notable proportion of younger people in the sample. This could indicate a greater degree of accessibility or involvement among younger populations, perhaps because of things like interest in the topic or technological competence. There is a notable presence of people

in their prime working and family-building years, as evidenced by the reasonably even distribution of age groups 26–35 and 36–45. The survey or study may have drawn participants from a range of backgrounds and phases of life, as indicated by the demographic variety. This overrepresentation of younger adults could be attributed to several factors, such as increased familiarity with digital platforms and a heightened willingness to engage in surveys related to contemporary topics. Younger adults are often more comfortable with online surveys and other digital tools, which can lead to higher participation rates among this demographic (Zhou & Fishbach, 2016). Hence, younger individuals are generally more willing to contribute to research, possibly driven by curiosity, technological proficiency, or alignment with surveys. The age diversity in this investigation suggests that the study sample includes individuals from various life stages, enriching the data with a range of perspectives. By capturing responses across different age groups, the study can more comprehensively understand age-related differences in attitudes or behaviors relevant to the research topic. This demographic variety also contributes to a more balanced view of how the study's topic impacts individuals at different phases of their lives, from emerging adulthood to mid-life and beyond.

Table 2

Demographic Profile of the Respondents in terms of Sex

Sex	Frequency	Percentage
Female	127	46.2%
Male	148	53.8%
Total	275	100%

The data in Table 2 reveals a nearly balanced gender distribution among respondents, with 53.8% being male and 46.2% female. This near parity ensures a representative sample, reducing potential gender bias and allowing for meaningful comparisons between male and female perspectives. Such balance is particularly valuable in studies where gender may influence experiences or attitudes, as it enables a more comprehensive and inclusive analysis.

Gender-balanced samples, as advocated by Smith et al. (2022), enhance the reliability and generalizability of findings. The slight overrepresentation of males does not significantly affect the study's validity, as the near-equal distribution supports insights reflective of both genders. This balance also highlights equal interest and motivation to participate, suggesting the topic's relevance across genders. Additionally, as gender distribution influences research outcomes

(Johnson et al., 2012), this study benefits from a holistic approach that strengthens its applicability.

Incorporating perspectives from both genders is crucial in areas where gender dynamics shape behaviors or attitudes (Campbell & Lee, 2021). Therefore, the study's gender-balanced sample enhances its credibility, inclusivity, and potential for robust, unbiased conclusions.

Table 3

Demographic Profile of the Respondents in terms of Educational Attainment

Educational Attainment	Frequency	Percentage
College Graduate	146	53.1%
Doctoral Degree	50	18.2%
Masteral Degree	51	18.5%
Post- Doctoral Degree	28	10.2%
Total	275	100.0%

Table 3 highlights the educational attainment of respondents, revealing a diverse and academically accomplished sample. Most respondents (146 or 53.1%) are college graduates, indicating a solid foundation in higher education. Additionally, a significant proportion holds postgraduate degrees: 51 respondents (18.5%) have master's degrees, and 50 (18.2%) have doctoral degrees. Notably, 28 respondents (10.2%) possess post-doctoral qualifications, underscoring the high academic profile of the sample.

The predominance of college graduates aligns with research suggesting that individuals with higher education levels are more likely to participate in studies, particularly when topics align with their professional or intellectual interests (Nguyen et al., 2020). The notable representation of respondents with postgraduate degrees, including master's and doctoral qualifications, reflects the relevance of the study topic to academic and professional fields where advanced education is prevalent. These participants may also be motivated by a sense of contributing to knowledge or professional development (Choi & Park, 2022).

The inclusion of respondents across a spectrum of educational levels, from undergraduate to post-doctoral, enriches the study by incorporating diverse academic perspectives. Such diversity enables a nuanced analysis of the research topic, as educational attainment can influence respondents' perceptions, attitudes, and responses. Overall, the sample's educational diversity enhances the study's depth, fostering varied insights and potentially innovative perspectives.

Table 4
Demographic Profile of the Respondents in terms of Position

Position in the Company	Frequency	Percentage
HR Manager	96	34.9 %
HR Staff	179	65.1 %
Total	275	100.0 %

Table 4 provides insights into respondents' roles within their companies, showing that most (179 or 65.1%) are HR Staff, while a smaller proportion (96 or 34.9%) hold HR Manager positions. This distribution reflects the hierarchical structure of HR departments, where the majority perform operational or frontline duties, and a leaner management tier oversees strategic tasks. The predominance of HR Staff aligns with workforce structure trends, where operational roles typically outnumber managerial positions due to the diverse and hands-on nature of their responsibilities, such as recruitment, employee relations, and administrative tasks. This higher representation of HR Staff underscores their critical role in managing day-to-day functions that require greater numbers for effective execution.

The smaller percentage of HR Managers highlights the streamlined nature of managerial roles, which focus on leadership, policy development, and strategic planning. Research suggests that organizations maintain a lean management tier to reduce overlap, enhance decision-making efficiency, and ensure effective oversight of a larger operational workforce (Bhamu & Sangwan, 2014). This hierarchical setup, where fewer managers guide a substantial support staff, reflects a common organizational model aimed at balancing strategic oversight with operational effectiveness.

Additionally, the division of responsibilities between HR Managers and HR Staff aligns with findings that distinct levels of responsibility are crucial for ensuring both strategic direction and efficient execution of HR functions. This structure also supports trends toward flatter hierarchies, which enhance responsiveness and reduce bureaucracy (Johnson, 2023).

Table 5
Demographic Profile in terms of Years of Company

Number of Years a Company Operated	Frequency	Percentage
5-10 years	22	8.0%
11-15 Years	29	10.5%
16-20 Years	84	30.5%
Above 20 Years	140	50.9%
Total	275	100.0%

Table 5 highlights the operational longevity of businesses in the surveyed sector. A small portion (8.0%) of respondents represent companies operating for 5–10 years, indicating a limited presence or participation of younger businesses. Slightly more (10.5%) fall within the 11–15-year range, while a significant 30.5% belong to the 16–20-year category, suggesting a stable and experienced segment in the market. The largest group, comprising 50.9% of respondents, includes businesses that have been operational for over 20 years, emphasizing the industry's maturity and the dominance of well-established companies.

This distribution suggests that older businesses benefit from stability, extensive networks, and market influence, making them valuable contributors to industry. Meanwhile, younger companies face challenges such as limited resources and higher closure risks, which may hinder their survey participation. The maturity of the sector fosters stability but also intensifies competition, requiring newer players to balance innovation and adaptability against the experience and established reputations of older firms..

Table 6
Respondent's Assessment of the Impact of Human Resources Information System on the Human Resource Functions

Parameters	Mean	Standard Deviation	Verbal Interpretation
Job Analysis	3.02	0.499	Agree
Job Performance	2.97	0.431	Agree
Communication	3.02	0.449	Agree
Recruitment and Selection	3.03	0.462	Agree
Total	3.01	0.460	Agree

The data shows consistent agreement among respondents regarding the positive impact of the Human Resource Information System (HRIS) on HR functions such as job analysis (mean = 3.02), job performance (mean = 2.97), communication (mean = 3.02), and recruitment and selection (mean = 3.03). The overall weighted mean of 3.01 and a standard deviation of 0.46 suggest moderate uniformity in responses. This underscores the perception that HRIS enhances operational aspects of HR processes, aligning with literature that emphasizes HRIS as a tool for improving efficiency and accuracy (e.g., Asfahani, 2021).

Table 7

Respondent's Assessment of the Impact of Human Resources Information System on the Organizational Performance

Parameters	Mean	Standard Deviation	Verbal Interpretation
Effectiveness	3.07	0.397	Agree
Efficiency	3.04	0.429	Agree
Sustainability	3.14	0.363	Agree
Logistics Stability	3.07	0.417	Agree
Total	3.08	0.401	Agree

The parameters for organizational performance—effectiveness (mean = 3.07), efficiency (mean = 3.04), sustainability (mean = 3.14), and logistics stability (mean = 3.07)—received ratings indicative of agreement, with an overall mean of 3.08. The highest rating for sustainability reflects HRIS's role in supporting long-term organizational goals. Previous studies, such as those by Tomanna et al. (2018), support these findings, emphasizing that HRIS improves strategic HR functions and contributes to organizational adaptability.

Table 8

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information System on the Human Resources Functions according to Age

	Age	N	Mean	SD	X^2	p	Significance
Job Analysis	18-25 Years Old	96	2.77	0.485	81.9	<.001	Significant
	26-35 Years Old	70	2.9	0.457			
	36-45 Years Old	71	3.21	0.368			
	Above 45 YearsOld	38	3.51	0.283			
Job Performance	18-25 Years Old	96	2.87	0.416	13.76	0.003	Significant
	26-35 Years Old	70	2.96	0.386			
	36-45 Years Old	71	3.02	0.44			
	Above 45 YearsOld	38	3.14	0.478			
Communication	18-25 Years Old	96	3.06	0.338	4.38	0.223	Not Significant
	26-35 Years Old	70	2.9	0.52			
	36-45 Years Old	71	3.04	0.416			
	Above 45 YearsOld	38	3.08	0.578			
Recruitment and Selection	18-25 Years Old	96	2.98	0.433	9.92	0.019	Significant
	26-35 Years Old	70	2.99	0.506			
	36-45 Years Old	71	3.04	0.467			
	Above 45 YearsOld	38	3.22	0.406			

Age-based comparisons reveal significant differences in perceptions of HRIS's impact on job analysis ($X^2 = 81.9$, $p < 0.001$), job performance ($X^2 = 13.76$, $p = 0.003$), and recruitment and selection ($X^2 = 9.92$, $p = 0.019$). Respondents aged 45+ consistently rated HRIS functions higher, possibly due to their greater experience with organizational processes and reliance on technology for decision-making. This aligns with Zhou and Fishbach (2016), who highlighted age differences in technology adoption and perceived utility.

Table 9

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information System on the Human Resources Functions according to Sex

	Group	N	Mean	SD	U	p	Significance
Job Analysis	Female	127	3.08	0.507	8089	0.046	Significant
	Male	148	2.96	0.486			
Job Performance	Female	127	3.03	0.417	8038	0.038	Significant
	Male	148	2.92	0.438			
Communication	Female	127	3.01	0.492	9131	0.683	Not Significant
	Male	148	3.02	0.411			
Recruitment and Selection	Female	127	3.05	0.434	9326	0.913	Not Significant
	Male	148	3.02	0.486			

Female respondents provided significantly higher ratings for job analysis (U = 8089, p = 0.046) and job performance (U = 8038, p = 0.038), while no significant differences were observed for communication and recruitment. These findings suggest potential gendered perceptions of HRIS utility in specific HR functions. Literature indicates that women in HR roles may place greater value on systematic tools for structuring and appraising job functions (Eagly & Wood, 2012).

Table 10

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information System on the Human Resources Functions according to Educational Attainment

	Educational Attainment	N	Mean	SD	X^2	p	Significance
Job Analysis	College Graduate	146	2.8	0.475	80.53	<.001	Significant
	DoctoralDegree	50	3.35	0.318			
	Masteral Degree	51	3.07	0.442			
	Post-DoctoralDegree	28	3.48	0.302			

Job Performance	College Graduate	146	2.91	0.401	9.45	0.024	Significant
	Doctoral Degree	50	3.05	0.499			
	Masteral Degree	51	2.97	0.398			
	Post-DoctoralDegree	28	3.12	0.476			
Communication	College Graduate	146	2.97	0.413	5.13	0.162	Not Significant
	DoctoralDegree	50	3.09	0.437			
	Masteral Degree	51	3.05	0.469			
	Post-DoctoralDegree	28	3.03	0.594			
Recruitment and Selection	College Graduate	146	3	0.445	9.8	0.02	Significant
	Doctoral Degree	50	3.07	0.488			
	MasteralDegree	51	2.95	0.493			
	Post-DoctoralDegree	28	3.26	0.383			

Educational attainment significantly influenced perceptions of HRIS's impact on job analysis ($\chi^2 = 80.53$, $p < 0.001$), job performance ($\chi^2 = 9.45$, $p = 0.024$), and recruitment and selection ($\chi^2 = 9.8$, $p = 0.02$). Postdoctoral degree holders rated these functions highest, reflecting their advanced understanding of HR technologies and their applications in strategic decision-making. This finding aligns with studies (Nguyen et al., 2020) emphasizing the role of education in shaping perceptions of technology efficacy.

Table 11

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information System on the Human Resources Functions according to Positions

	Group	N	Mean	SD	U	p	Significance
Job Analysis	HR Manager	96	3.35	0.347	3258	<.001	Significant
	HR Staff	179	2.84	0.475			
Job Performance	HR Manager	96	3.09	0.481	6193	<.001	Significant
	HR Staff	179	2.91	0.389			
Communication	HR Manager	96	3.08	0.516	6935	0.008	Significant
	HR Staff	179	2.98	0.406			
Recruitment and Selection	HR Manager	96	3.11	0.482	6883	0.006	Significant
	HR Staff	179	2.99	0.447			

HR managers rated HRIS functions significantly higher than HR staff, particularly for job analysis ($U = 3258$, $p < 0.001$), job performance ($U = 6193$, $p < 0.001$), and communication ($U = 6935$, $p = 0.008$). This difference may stem from managers' strategic responsibilities, which often involve leveraging HRIS for policy-making and performance tracking.

Table 12

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information System on the Human Resources Functions according to Number of Years the Company Operated

	Years of Company Operation	N	Mean	SD	X^2	p	Significance
Job Analysis	11-15 Years	29	2.86	0.475	13.981	0.003	Significant
	16-20 Years	84	2.96	0.487			
	5-10 years	22	2.85	0.51			
	Above 20 Years	140	3.11	0.493			
Job Performance	11-15 Years	29	3.02	0.308	2.829	0.419	Not Significant
	16-20 Years	84	3	0.416			
	5-10 years	22	2.85	0.362			
	Above 20 Years	140	2.96	0.47			
Communication	11-15 Years	29	3.06	0.314	0.813	0.846	Not Significant
	16-20 Years	84	2.96	0.5			
	5-10 years	22	3.06	0.365			
	Above 20 Years	140	3.03	0.454			
Recruitment and Selection	11-15 Years	29	2.99	0.362	1.359	0.715	Not Significant

Table 12 examines whether the impact of a Human Resources Information System (HRIS) on HR functions varies by company longevity. Results indicate a significant difference in job analysis, with companies operating for over 20 years scoring higher ($M = 3.11$, $SD = 0.493$) than younger counterparts, suggesting that older firms may utilize HRIS more effectively for job analysis due to greater system integration and experience ($\chi^2 = 13.981$, $p = 0.003$). This aligns with studies showing that longer-established companies often have better-developed HR practices and resource integration.

For job performance, communication, and recruitment, no significant

differences were found across operational years ($p > 0.05$). This lack of variation suggests that HRIS impacts these functions uniformly across companies, regardless of longevity, possibly reflecting the universal adaptability of HRIS technologies to these domains.

The higher scores for older firms in job analysis highlight the potential for maturity to enhance HRIS efficiency, as these companies likely possess more robust infrastructures and processes to support advanced functionalities. Younger firms may need targeted strategies to fully leverage HRIS capabilities for job analysis to bridge this gap.

Table 13

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information Systems on Organizational Performance According to Age

	Age	N	Mean	SD	X^2	p	Significance
Effectiveness	18-25 Years Old	96	3.04	0.394	8.9	0.031	Significant
	26-35 Years Old	70	3.02	0.394			
	36-45 Years Old	71	3.09	0.353			
	Above 45 Years Old	38	3.19	0.47			
Efficiency	18-25 Years Old	96	3.01	0.397	7.03	0.071	Not Significant
	26-35 Years Old	70	2.97	0.49			
	36-45 Years Old	71	3.08	0.422			
	Above 45 Years Old	38	3.18	0.37			
Sustainability	18-25 Years Old	96	3.1	0.374	5.31	0.151	Significant
	26-35 Years Old	70	3.1	0.381			
	36-45 Years Old	71	3.15	0.356			
	Above 45 Years Old	38	3.26	0.292			
Financial Stability	18-25 Years Old	96	3.05	0.405	7.86	0.049	Significant
	26-35 Years Old	70	2.99	0.485			
	36-45 Years Old	71	3.11	0.318			
	Above 45 YearsOld	38	3.19	0.454			

Table 13 explores the relationship between respondents' age and their assessment of HRIS impact on organizational performance. A significant difference in effectiveness (p = 0.031) suggests that older respondents (above 45

years) perceive HRIS as having a greater impact (M = 3.19, SD = 0.47) compared to younger respondents, possibly due to greater experience with organizational systems and processes (Chang & Lee, 2007). Similarly, a significant variation in financial stability (p = 0.049) indicates that older age groups view HRIS as more influential, reflecting their familiarity with long-term strategic benefits (Kim & Smith, 2021).

For efficiency and sustainability, no significant differences were found (p > 0.05), implying that HRIS impacts these dimensions consistently across age groups. This uniformity could highlight HRIS's standardized ability to improve operational tasks and long-term viability, regardless of the respondent's age.

The higher evaluations by older respondents for effectiveness and financial stability could stem from their broader organizational insights, reinforcing findings that experience often enhances awareness of technological benefits (Nguyen et al., 2020). Organizations might consider targeted training for younger employees to maximize their understanding and application of HRIS functionalities, thereby aligning perceptions across age groups.

Table 14

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information Systems on Organizational Performance According to Age

	Group	N	Mean	SD	U	p	Significance
Effectiveness	Female	127	3.08	0.403	0.927	<.001	Significant
	Male	148	3.07	0.393			
Efficiency	Female	127	3.03	0.473	0.897	<.001	Significant
	Male	148	3.05	0.388			
Sustainability	Female	127	3.15	0.324	0.901	<.001	Significant
	Male	148	3.12	0.394			
Financial Stability	Female	127	3.06	0.442	0.909	<.001	Significant
	Male	148	3.08	0.396			

Table 14 highlights gender-based differences in the assessment of HRIS impact on organizational performance. Across all dimensions—effectiveness, efficiency, sustainability, and financial stability—significant differences were observed ($p < .001$). However, the mean scores for females and males are closely aligned, suggesting that while statistically significant, the practical differences in perceptions between genders are minimal.

Female respondents slightly favored the impact of HRIS on sustainability (M = 3.15, SD = 0.324) compared to males (M = 3.12, SD = 0.394). This

might reflect a gendered inclination towards long-term organizational benefits and strategic outcomes, as suggested by recent literature emphasizing women's preference for sustainable practices in workplace technologies (Jones & Taylor, 2020). Male respondents, however, demonstrated slightly higher evaluations of efficiency and financial stability, aligning with findings that men may prioritize operational outcomes and cost-effectiveness in technological assessments.

These results underscore the nuanced perspectives each gender brings to evaluating HRIS. Organizations should consider fostering inclusive decision-making processes to capitalize on the diverse insights males and females contribute, ensuring comprehensive approaches to HRIS implementation and evaluation.

Table 15

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information Systems on Organizational Performance According to Educational Attainment

	Educational Attainment	N	Mean	SD	X^2	p	Significance
Effectiveness	College Graduate	146	3.04	0.399	9.76	0.021	Significant
	Doctoral Degree	50	3.06	0.456			
	Masteral Degree	51	3.09	0.273			
	Post-DoctoralDegree	28	3.23	0.444			
Efficiency	College Graduate	146	3	0.428	8.56	0.036	Significant
	Doctoral Degree	50	3.13	0.479			
	Masteral Degree	51	2.99	0.404			
	Post-DoctoralDegree	28	3.17	0.35			
Sustainability	College Graduate	146	3.11	0.366	3.6	0.308	Not Significant
	Doctoral Degree	50	3.16	0.346			
	Masteral Degree	51	3.11	0.403			
	Post-DoctoralDegree	28	3.27	0.28			
Financial Stability	College Graduate	146	3.04	0.431	7.7	0.053	Not Significant
	Doctoral Degree	50	3.13	0.409			
	Masteral Degree	51	3.02	0.369			
	Post-DoctoralDegree	28	3.18	0.426			

Table 15 reveals significant differences in the perceived impact of HRIS on

organizational performance based on respondents' educational attainment in the areas of effectiveness (p = 0.021) and efficiency (p = 0.036). Respondents with post-doctoral degrees consistently rated HRIS impact higher across these dimensions, particularly for effectiveness (M = 3.23, SD = 0.444) and efficiency (M = 3.17, SD = 0.35). This could be attributed to their advanced expertise and greater familiarity with strategic applications of technology in organizational contexts, as suggested by studies linking higher education to improved technology adoption and strategic decision-making (Choi & Park, 2022).

Respondents with master's and doctoral degrees also rated HRIS impact positively, albeit slightly lower than those with post-doctoral qualifications. In contrast, college graduates provided lower ratings, potentially reflecting less exposure to advanced applications of HRIS and its strategic benefits.

Interestingly, no significant differences were observed for sustainability (p = 0.308) and financial stability (p = 0.053), indicating a more uniform perception across educational levels for these dimensions. This suggests that while advanced education enhances appreciation for HRIS's strategic impact, its broader benefits are recognized across all educational categories.

Table 16

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information Systems on Organizational Performance According to Positions

	Group	N	Mean	SD	U	p	Significance
Effectiveness	HR Manager	96	3.12	0.423	0.929	<.001	Significant
	HR Staff	179	3.04	0.38			
Efficiency	HR Manager	96	3.13	0.441	0.884	<.001	Significant
	HR Staff	179	2.99	0.416			
Sustainability	HR Manager	96	3.2	0.321	0.901	<.001	Significant
	HR Staff	179	3.1	0.38			
Financial Stability	HR Manager	96	3.15	0.405	0.904	<.001	Significant
	HR Staff	179	3.03	0.419			

Significant differences in organizational performance were found between managers and staff, with managers assigning higher ratings across parameters such as effectiveness (U = 0.929, p < 0.001) and efficiency (U = 0.884, p < 0.001). Managers' higher ratings may reflect their direct involvement in aligning HRIS applications with strategic goals, as documented in HRIS literature (Tomanna et

al., 2018)

Table 17

Significant Difference in the Respondents' Assessment of the Impact of Human Resources Information Systems on Organizational Performance According to Years of Company Operation

	Number of Years	N	Mean	SD	X^2	p	Significance
Effectiveness	11-15 Years	29	3.03	0.402	0.75	0.861	Not Significant
	16-20 Years	84	3.09	0.364			
	5-10 years	22	3.06	0.352			
	Above 20 Years	140	3.07	0.424			
Efficiency	11-15 Years	29	3.13	0.311	2.659	0.447	Not Significant
	16-20 Years	84	3	0.461			
	5-10 years	22	3.06	0.301			
	Above 20 Years	140	3.04	0.447			
Sustainability	11-15 Years	29	3.22	0.225	3.31	0.346	Not Significant
	16-20 Years	84	3.07	0.407			
	5-10 years	22	3.21	0.274			
	Above 20 Years	140	3.14	0.367			
Financial Stability	11-15 Years	29	3.09	0.294	1.233	0.745	Not Significant
	16-20 Years	84	3.07	0.436			
	5-10 years	22	3.01	0.411			
	Above 20 Years	140	3.07	0.431			

Table 17 indicates no significant differences in the perceived impact of Human Resources Information Systems (HRIS) on organizational performance across companies of varying operational years in effectiveness (p = 0.861), efficiency (p = 0.447), sustainability (p = 0.346), and financial stability (p = 0.745). This uniformity suggests that the influence of HRIS on organizational performance is relatively consistent, regardless of how long a company has been in operation.

Companies operating for 5–10 years, 16–20 years, and over 20 years exhibited similar mean scores for effectiveness (ranging from M = 3.03 to M = 3.09), indicating that HRIS is equally effective in enhancing performance across both newer and more established businesses. This aligns with findings by Lee and Lee (2021), which suggest that HRIS implementation benefits organizations

irrespective of their maturity by standardizing HR functions.

Although slightly higher mean scores for sustainability were observed in younger companies (M = 3.22 for 11–15 years and M = 3.21 for 5–10 years), these differences were not statistically significant. This may reflect younger firms leveraging HRIS to build competitive advantage, whereas older companies rely on HRIS for maintaining operational stability (Smith et al., 2022).

Table 18

Correlation between the Impacts of Human Resource Information Systems on Human Resource Functions and Organizational Performance

		Job Analysis	Performance Appraisal	Communication	Recruitment and Selection	Effectiveness	Efficiency	Sustainability	Financial Sustainability
Job Analysis	Correlation Coefficient	1.000	-.277	-.216	-.154	-.216	-.154	-.197	-.205
	Sig. (2-tailed)	.	.146	.261	.425	.261	.425	.305	.286
	N	275	275	275	275	275	275	275	275
Performance Appraisal	Correlation Coefficient	-.277	1.000	.289	-.149	.459*	-.149	.266	-.160
	Sig. (2-tailed)	.146	.	.128	.441	.012	.441	.164	.407
	N	275	275	275	275	275	275	275	275
Communication	Correlation Coefficient	-.216	.289	1.000	.516**	.912**	.516**	.911**	.670**
	Sig. (2-tailed)	.261	.128	.	.004	.000	.004	.000	.000
	N	275	275	275	275	275	275	275	275
Recruitment and Selection	Correlation Coefficient	-.154	-.149	.516**	1.000	.229	1.000**	.708**	.894**
	Sig. (2-tailed)	.425	.441	.004	.	.233	.	.000	.000
	N	275	275	275	275	275	275	275	275
Effectiveness	Correlation Coefficient	-.216	.459*	.912**	.229	1.000	.229	.800**	.446*
	Sig. (2-tailed)	.261	.012	.000	.233	.	.233	.000	.015
	N	275	275	275	275	275	275	275	275
Efficiency	Correlation Coefficient	-.154	-.149	.516**	1.000**	.229	1.000	.708**	.894**
	Sig. (2-tailed)	.425	.441	.004	.	.233	.	.000	.000
	N	275	275	275	275	275	275	275	275

Sustai nability	Correlation Coefficient	-.197	.266	.911**	.708**	.800**	.708**	1.000	.738**
	Sig. (2-tailed)	.305	.164	.000	.000	.000	.000	.	.000
	N	275	275	275	275	275	275	275	275
Financial Sustai nability	Correlation Coefficient	-.205	-.160	.670**	.894**	.446*	.894**	.738**	1.000
	Sig. (2-tailed)	.286	.407	.000	.000	.015	.000	.000	.
	N	275	275	275	275	275	275	275	275

Strong positive correlations were identified between communication and sustainability ($r = 0.911$, $p < 0.001$), communication and efficiency ($r = 0.516$, $p = 0.004$), and recruitment and financial stability ($r = 0.894$, $p < 0.001$). These results emphasize the critical role of HRIS-facilitated communication in fostering organizational cohesion and achieving long-term objectives, consistent with findings by Asfahani (2021).

CONCLUSION

The study provides insights into respondents' demographics, education, and business roles, along with an evaluation of the impact of Human Resources Information Systems (HRIS) on HR functions and organizational performance. Regarding HRIS's impact on HR Functions, respondents perceive HRIS positively in areas such as employment data accuracy, simplifying job description updates, and job analysis consistency. However, response variability highlights improvement areas, including collaboration among HR professionals and tracking job role changes. Regarding HRIS's Impact on Organizational Performance, HRIS is viewed as effective in enhancing organizational efficiency and sustainability with improved financial stability. Differences in perceptions exist across age, gender, and job roles, particularly in recruitment and financial stability. Finally, HRIS positively correlates with organizational performance, aiding efficiency, adaptability, and sustainability. Effective communication and structured recruitment processes supported by HRIS are strategic advantages for logistics companies.

TRANSLATIONAL RESEARCH

The study highlights several practical applications of HRIS, particularly for logistics companies. HRIS can streamline recruitment processes, enhance

job analysis, and simplify job description management, ensuring better talent acquisition and role clarity. It also fosters collaboration among HR professionals and aids in tracking job role changes, enabling strategic workforce planning. The system supports financial stability by facilitating data-driven resource allocation and budgeting decision-making while promoting organizational efficiency and sustainability. Demographic insights from the study can guide tailored HR training and system upgrades for specific groups, improving adoption and effectiveness. By leveraging HRIS, logistics companies can enhance operational efficiency, adaptability, and long-term growth, gaining a strategic advantage in competitive markets. Addressing identified improvement areas further ensures HRIS's role in driving effectiveness and sustainability in HR and organizational strategies.

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