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DEPARTMENT OF COMMERCE**

**THE EMPLOYEE PERCEPTION OF HUMAN
RESOURCE INFORMATION SYSTEM SUCCESS IN
SELECTED PRIVATE BANKS**

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SELECTED PRIVATE BANKS**

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Requirements for Master of Commerce

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ABSTRACT

This study attempts to examine the factors that influence on satisfaction of Human Resources Information System user and to analyze the effect of satisfaction of user on Human Resource Information System Success in selected private banks, Yangon. Primary data as well as secondary data are used in this study. In this study, employees at human resource department from AYA bank, UAB bank and A bank are interviewed with structured questionnaires to get the primary data. Secondary data are obtained from Human Resource text books, journals, articles from internet websites. A sample consists of 51 HR employees from selected private banks who used HRIS in daily tasks. In this study, influencing factors include top management support, perceived ease of use, perceived HRIS information quality, perceived usefulness, perceived HRIS system quality and IT infrastructure on satisfaction of HRIS user. The findings revealed that perceived ease of use and IT infrastructure have significant influence on satisfaction of HRIS user. And the study also revealed that satisfaction of user had a significant effect on the HRIS success. Therefore, management of selected banks should allocate sufficient resources for the implementation and maintenance of the HRIS.

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LIST OF ABBREVIATIONS

A	Ayeyarwady Farmer Development Bank
ASEAN	Association of Southeast Asian Nations
AYA	Ayeyarwady Bank
BOD	Board of Director
CBM	Central Bank of Myanmar
CEO	Chief Executive Officer
CSR	Corporate Social Responsibility
DCEO	Deputy Chief Executive Officer
HR	Human Resource
HRIS	Human Resource Information System
HRMIS	Human Resource Management Information System
HRMS	Human Resource Management System
ICT	Information, Communication and Technology
IT	Information Technology
LMS	Learning Management System
MFSPs	Mobile Financial Services Providers
MIS	Management Information System
NLD	National League for Democracy
ROI	Return on Investment
SHRM	Strategic Human Resource Management
TAM	Technology Acceptance Model
THRM	Traditional Human Resource Management
UAB	United Amara Bank

CHAPTER I

INTRODUCTION

In the modern age, where the explosion of knowledge, and flows of information, international businesses get to enhance or maintain their competitiveness within the progressively challenging international market place. The international environment has grown uncertain and become difficult to predict. Information systems are used to enhance customer service, shorten processing times and decrease costs (Hitt et al., 2002). One of the main functions of every organization includes human resource management (Al Shibly, 2011). The performance of human resource management can improve the success of any organization. Human resource management (HRM) substantially focuses on strategic analysis as well as information sharing.

Nowadays, the introduction of Human Resources Information System (HRIS) in organizations has made employees to be productive and effective in accomplishing organizational goals and objectives (Gupta, 2013). The concept of HRIS came from the concept of Management Information System (MIS) which is a systematic assortment, maintenance, and retrieving of information to improve the operations, management, analysis and decision-making activities in the organizations (Prasad, 2006).

HRIS is an online solution or software that is utilized to access employee database, monitor information, and manage database of all human resource activities of a company. An HRIS that is additionally referred to as Human Resource Management System (HRMS) is primarily an interconnection between human resources and information technology through HR software. It permits electronically occurring HR procedures and processes. HRIS contains broad variety of systems under its umbrella. As an example, it encompasses all aspects of managing the applicant tracking, worker information and directory, administration of benefits, payroll procedures, job scheduling, time and attendance, electronic signatures, leave trailing, compliance protocols, worker self-service, customizable reports, performance appraisals and HR processes which were performed and managed on mobile apps.

User satisfaction is outlined as a conceptualized worker satisfaction based on the feelings of like or dislike that come from comparing between perception and

expectation towards a product or service. HRIS can provide user satisfaction and it is consistent or match with the needs of the organization. Therefore, many organizations have adopted HRIS to help daily human resource operations.

In most things, HRIS leads to be effective when it comes to creating decisions in HR. Therefore, the decisions provided increase in quality and as a result, the productivity of each staff and managers increase and become more efficient. HRIS systems are flexible and simple to understand that HR managers can quickly organize the information of employees in line with organizational management. This system provides HR information for the labor database management (Bourini & Bourini, 2011).

Most HRIS solutions today provide custom-made systems that support the distinctive needs and improvement plans of the organization. Moreover, HRIS permits the staff to revise and validate information, access on-line lists of internal job vacancies, get employee's handbooks and receive notices concerning upcoming training sessions by using HR information and service web. It further declared that managers can analyze on-line job candidate profiles, construct pay models, outlook benefits of programs, monitor employee's absentee trends, and retrieve government labor rules and forms for compliance. HRIS users can easily analyze the workforce gaps, and the number and competencies of workforce. Moreover, they can arrange future workforce necessities with the assistance from HR process. HRIS can also support the long-range planning and information of HR process within the organization. HRIS can facilitate for effective and efficient recruiting, training, communicating, planning, performance appraisal and different core HR processes. In additions, HRIS can provide exact and appropriate access to several HR information and activities to the administration employees and top management.

1.1 Rationale of the Study

Human growth and civilization have created changes possible in the world. Technologies are developing day by day and in response to that human beings have become more wiser and smarter. Today, huge number of people are working inside a same roof and work are carried away efficiently with the help of management and technology. 'Management' refers to controlling things or people. However, Human Resource Management (HRM) defines as the managing and monitoring of human

resources within an organization. The main reason behind selection of the term 'banking sector' is because of the future competitiveness and growing commercial banks that has more potentiality in increasing employment and economy in the world (Chaudhary, n.d). According to Prispevki (2011), satisfied employees are a provision for satisfied customers. This statement is of high importance to banking industry where employees are perpetually interacting with customers.

Historically, the banking industry of developing countries has faced significant difficulties. HRIS is bringing significant benefits for banking industry. The employment of HRIS in banking is the outgrowth of development of information technology (IT). The use of HRIS has been main target on the effort of organization to downsize and reengineering HR functions. At that time that HRIS is absolutely vital, researchers must extend their efforts to find out the opportunities and threats that it brings to organizations. HRIS happens to an important tool for the banking industries to gain competitive advantages as HRIS is supposed to reduce and minimize paper works, streamline HR processes and procedures, facilitates decision making, and have accurate employee information.

The banking system presents a fundamental role in improving the national economy and represents the cornerstone of national economy. Banking Industry has grown overtime and hence needs more efforts to sustain it at the same pace (Advisers, 2011). For Banking Industry to continue to shine, it will require to have information that is reliable, precise and suitable to make effective decisions. Also it will require competent human resources to support its functions in effective and efficient manner, as it is known nowadays that human resources have become valuable organization assets as they provide their skills, experience and talents to the organization which facilitate attainment of its objectives. Several organizations have implemented HRIS in order to become competitive in this corporate world by easily retrieving information and having paperless offices.

Generally, employee database like education level, capabilities, department, performance reviews, work aptitude, abilities, pay grade, contact information, last promotion, achievements, etc. in Excel sheets or word document recorded by the HR department. Keeping up such reasonably information is very tedious and exhausting, with an associated risk of mistakes whereas changing such sheets. The utilization of HR Information System can reduced such kind of mistakes (Barber et al., 1999). By using HRIS, HR professionals can get the opportunity to convert strategic partners by

helping HR functions to be more efficient and to provide better and reliable information for decision-making. Through the utilization of HRIS, the human resources department can effortlessly manage and control worker information, whenever required supplementing it with laptop and internet primarily based technology, permitting them to reallocate their energies towards more important HR activities like implementing policies to realize organizational goals.

In recent years, the financial as well as non-financial processes of banks have undergone significant transformation. The manual system adopted by the banks was the reason behind procedural delays, outdated and in addition have inaccurate information, improper documentation, higher expense of storing files and their safety. HRIS has remodeled banks financial as well as non-financial processes from manual to automatic computerized systems. The application of HRIS in banking industry has arisen as important interdisciplinary to achieve Human Resources objectives (Singh, 2011).

1.2 Objectives of the Study

The traditional era of HRM with the manual maintenance of documentation creates problem in analyzing, inaccuracy and inconsistency in data, information insecurity, disintegration and costly exercise. This hurdle creates a wide scope for the emergence of HRIS. The tremendous amendment takes place in information and communication technology with advancement, creates a digital platform to gather, store, retrieve, maintain and communicate the data to users. Thus during this context,

- (1) To analyze the factors that influence on satisfaction of human resources information system user in selected private banks and
- (2) To examine the effect of satisfaction of user on human resource information system success in selected private banks.

1.3 Scope and Method of the Study

The study focuses on the Employee Perception of Human Resource Information System Success in selected private banks in Yangon. Descriptive research and quantitative research are utilized in this study. Two Stage Simple Random Sampling method is applied in this study. There are a total of 31 local banks and 13 foreign branched banks in Myanmar. Among them, six private banks which used HRIS software system. At a first stage, 50 percent of private banks which used

HRIS software were selected and then, at the second stage 50 percent of employees at HR Department from each of these selected private banks were chosen randomly for this study.

Primary data are collected employees from HR department by using structured questionnaires (five point Likert Scale). The main instrument of the study is questionnaire. Secondary data are obtained from journals, Human Resources textbooks, articles from internet websites.

1.4 Organization of the Study

Five chapters are included in this study. First chapter, Chapter 1 deals with introduction of the study. In next chapter, the literature review of the study is expressed which covers topics on the concept of Human Resource Management and Human Resource Information System. Overview of both HRM and HRIS is provided in this chapter, also background, advantages and drawbacks of Human Resources Information System and explained in detail. Conceptual framework is also presented in this chapter. In chapter three, the background information of selected private banks which used Human Resource Information System and HRIS implementation in banking industry are described in the study. In chapter four, analysis of factors influencing satisfaction of user and human resource information system success is presented. Then, chapter five is conclusion of the study including findings, recommendations and needs for further study.

CHAPTER II

THEORETICAL BACKGROUND

This chapter presents a literature review of the several topics related to the area of this study. An overview of both HRM and HRIS is provided in this chapter, also background, advantages and drawbacks of Human Resource Information System and explained in detail.

2.1 Human Resource Management

In today's knowledge economy, the success of organizations depends absolutely on the performance of their human resources (Lippert & Michael Swiercz, 2005). Armstrong, (2006) stated the Human Resource Management that is essential for managing precious resources of a company- the individuals working there who collectively and individually contribute for attaining goals and objectives of the company. This explores seeing people as human assets, not costs to the organization. An organization cannot construct a perfect group of working experts without having competent and capable human resources.

Recruiting people, succession and planning, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more are key functionalities of HRM. The practice of HRM requires to be integrated with the overall strategy to ensure effective utilization of people and generates better returns to the organizations in terms of return on investment. Unless the HRM practice is designed in this way, the firms stand to lose from not utilizing people fully.

Strategic Human Resource Management (SHRM) has grown significantly in the last years. Schuler, Dolan and Jackson expressed the progression of SHRM from personnel management in terms of a two-phased transformation: first from personnel management to Traditional Human Resource Management (THRM), and then from THRM to SHRM. To improve performance and create a competitive advantage, a firm's HR must focus on a new set of priorities. These new priorities are more strategic oriented and less geared towards traditional HR functions such as staffing, training, appraisal, and compensation (Schuler et al., 2001). Strategic priorities involve team-based job designs, quality improvement practices, flexible workforces,

employee empowerment, and incentive-based compensation. SHRM is purposed to investigate strategic needs and arranged talent development, which are required to design a competitive strategy and acquire operational goals (Huselid et al., 1997).

Globalization, organizations required to move people, ideas, products, knowledge and information around the world to match local needs. When designing new strategy and important ingredients must added necessarily, volatile and inconstant political situations, fluctuating exchange rates and new cultures. Profitability, the drive of revenue growth means that companies must be productive and innovative and this means encouraging the free of flow of information and shared learning among employees.

Technology is necessary and very important for an organization to be competitive that it must adopt new technology. If organization is at startup point or small it will struggle to survive this competition as costs for implementing new technology is high. Sometimes only big and profit making organization can afford to acquire new technology. Intellectual capital, businesses should ensure they find, select, compensate and retain human capital in the shape of talented individuals who can run international organization that is both responsible to its customers and burgeoning opportunities of technology.

2.2 Human Resource Information System

Recent growths in technology have made it probable to make a real-time information-based, self-service, and interactive work environment. The technology based system involving HR information within the whole organization, services, tools and transactions relating HR and databases is characterized as Human Resource Information System (Kelly & Reilly, 2003).

According to Hedrickson (2003), HRIS can be shortly outlined as integrated systems utilized to accumulate, store and analyze employee's database within a company. HRIS is not only computer hardware and software system but also the technical part of the system which comprises of the information, people, policies and procedures required to monitor and organize the HR functions and processes (Hendrickson, 2003).HRIS is one of the most important Management Information System, which contributes to human resource administration functions of an organization. Modern HRIS supports the company by making automatic HR planning functions and systematic procedures. Therefore it is an essential systematic tool for

data collection, management and reports needed for making decisions related with HR.

2.2.1 Background of Human Resource Information System

Before World War II HR, then called personnel, was limited to labor record keeping and was provided as a service to the organization. There was no HRIS and personnel record keeping was done by manually by hand, often times utilizing a system as simple as an index card file. The personnel department was normally small with less power and limited interaction with the organization's business mission (Hendrickson, 2003).

After World War II organizations turned out to be more aware of HR issues perceiving the importance of employee morale. Record keeping was still done manually, the existing HR information system before 1960 provided slightly change compared to the early systems. In the last part of 1960's and 1970's the term "human resource management" gained instead of the expression "personnel" and by 1974 the new term, HRM, was appearing in media headlines and was eventually abbreviated to simply "HR."

From the 60's to the 80's organizations solidly incorporated HR into their core business missions. Huge organizations utilized mainframe computers to keep up organization data bases and technology based HRIS offered an effective solution for the expanded record-keeping and reporting required by government guideline. Employees from HR department used organization's computer systems frequently; however the essential task was still record-keeping. Huge and small business utilized HRIS that served more practical system to assist for decision making of the management from simple data recording.

2.2.2 Advantages and Drawbacks of Human Resource Information System

Some authors such as (Bailey & Pearson, 1983) clarified that the HRIS usage in HR can minimize costs by automating information and reducing number of HR staff, by allowing staff view their private database. HRIS additionally empowers them to get, and translate data and information and to decide, and cooperate with others without using the consultancy service from a HR professional. It is hard to dependably measure return on investment and substantial improvements in profitability in the HR divisions (Gautam, n.d). Indeed, while the ideal assessment of

HRIS success might include hard measures such as ROI, the control of extraneous variables makes this type of measurement of success difficult if not impossible. This is the reason the system's user satisfaction and perception are also used as a surrogate test for the system's effectiveness (Haines & Petit, 1997). In many words, the key advantages of HRIS include: reducing paper work, improving data control, rapid reaction, quick access to information, improving facilities, reducing jobs, reducing mistakes, streamlining HR process, improving productivity, enhancing competitiveness, and saving time. In addition, there are some challenges that could affect the introduction of the HRIS including insufficient initial funding, experience deficiency, less cooperation, technological issues, time consumption, lack of interconnections and employees (Batool & Raza, 2012).

2.3 Factors Influencing Satisfaction of User towards Human Resource Information System

Various researchers revealed that the most common factors influencing HRIS success are information quality, system quality, service quality, usefulness, ease of use, top management support, IT infrastructure and individual experience with computers. Among them, factors influencing satisfaction of user towards HRIS success are top management support, perceived HRIS ease of use, perceived HRIS information quality, perceived HRIS usefulness, perceived HRIS system quality and IT infrastructure.

Top management support: According to (Wong et al., 1994), for system acceptance the most needed support comes from top management. Top management takes primary responsibility for providing sufficient financial support and adequate resources for building a successful human resource information system. This involves providing the needed person for the implementation and giving appropriate amount of time and resources to complete the job (Roberts & Barrar, 1992). The lack of financial support and adequate resources will inevitably lead to failure.

Perceived HRIS ease of use: It presents in which an individual assumes that it will be effort free to use a specific system (Davis, 1989). The usefulness of technological system is the extent of the system features meets the needs of the user and mission of the company.

Perceived HRIS information quality: It can be described assessments based on the actual outcome contributed by a system and also provide importance and utility to the users (DeLone & McLean, 1992). Definiteness, certainty, currency, productivity, reliability, completeness, succinctness, format and relevance are key features of information quality (Obeidat, 2012).

Perceived HRIS usefulness: This term relates to the extent to which an individual supposes that utilization of HRIS will boost efficiency within an organizational setting (Davis, 1989). Therefore, the main functions of HRIS encourage fundamental motivation to users by improving job performance and providing efficiency.

Perceived HRIS system quality: It is based on system output characteristics. This concept applies to the technical specifics of the interface of the information system (DeLone & McLean, 1992). Many studies mention various measures which are possibly the most well-known: data currency, response time, precision, reliability, completeness, flexibility of the system (Alshibly, 2011).

IT infrastructure: It defines to the combination of software, hardware, network resources and services that are needed for an enterprise IT environment to function, operate and manage. It enables an organization to provide IT solutions and services to its employees, partners and customers and is typically internal to an organization and deployed within its own facilities. This principle involves highly advanced computers, highly efficient internet networks and stored databases, phone calls and faxes to enable the collection, storage and provision of suitable information processes.

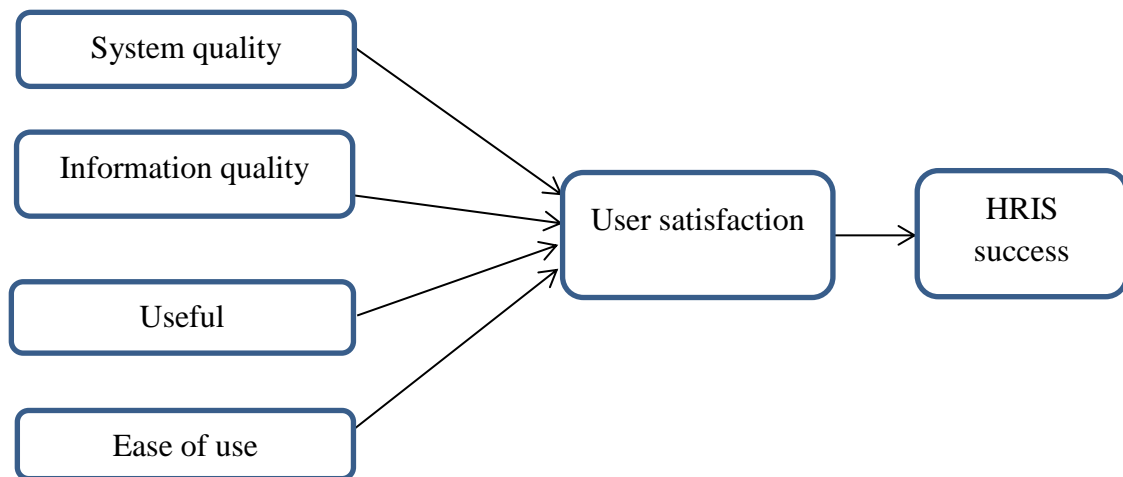
Satisfaction of User: This context presents an assessment of the employee's particular experience with HRIS and affecting impression relating with the system (DeLone & McLean, 1992).

HRIS success: HRIS success can be described as an achieving the goals of an organizations for utilization of HRIS and achieving end-user related goals by using them (DeLone & McLean, 1992).

2.4 Previous Studies

A large number of studies, particularly in the general IS sector, have attempted to assess the efficacy of the information system. Researchers rarely discover no research explicitly focused on analyzing the effectiveness of HRIS in the examination of the information system success literature. Therefore, researchers observed inspiration from three critical streams of IS success in the creation of the theoretical model: (a) User satisfaction, (b) TAM model (Davis, 1989) and (c) information systems success model developed by DeLone and McLean to investigate the successful adoption of HRIS.

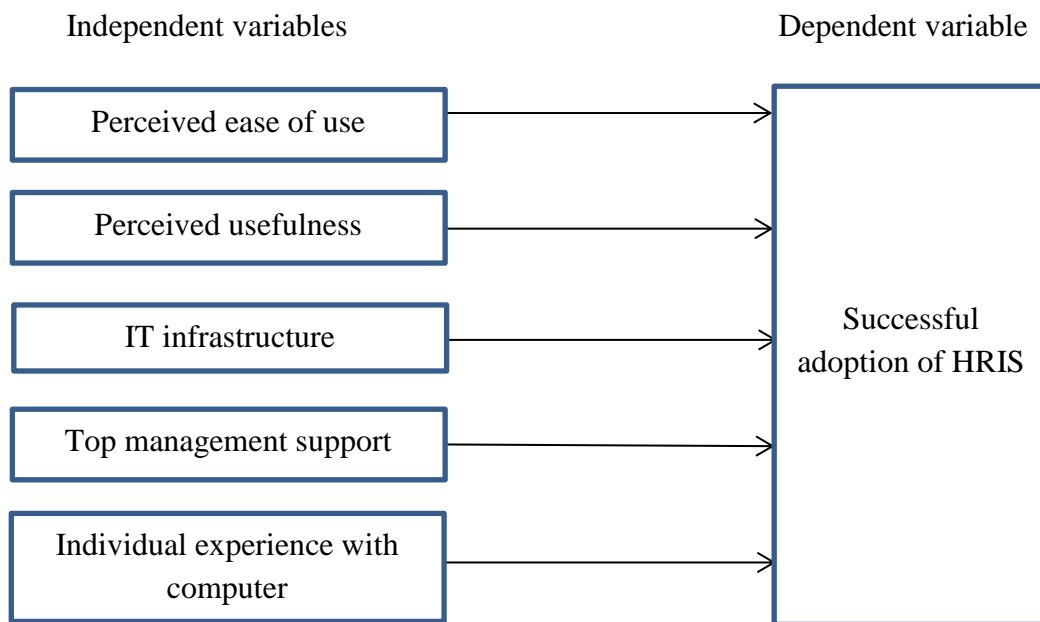
Figure (2.1) The Conceptual Framework of Ammarhusein (2015)



Source: Ammarhusein (2015)

In Figure (2.1), the results have shown high acceptance level to each variable such as usefulness, ease of use, system quality and information quality through of questionnaires. The results of the study indicate that the quality of HRIS information is more important and essential for workers by delivering update, accurate and relevant data to support the decision making and offering applicable data relating works that is easy to understand. The study asserted that perceived information quality is highly correlated with the satisfaction of HRIS.

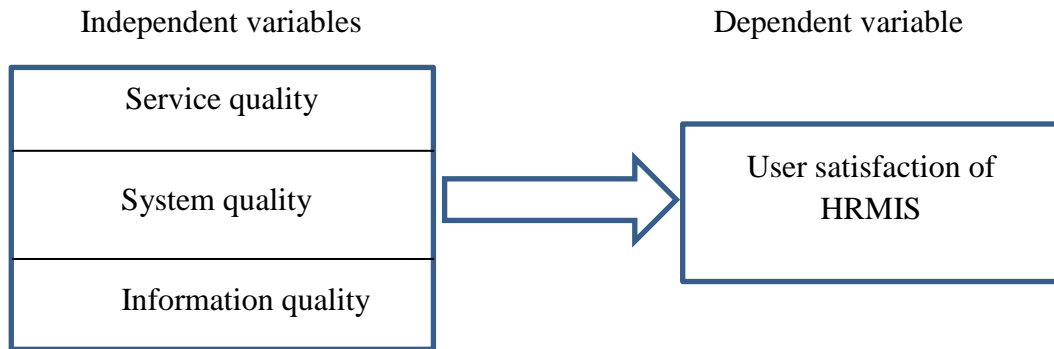
Figure (2.2) The Conceptual Framework of Hisham Al-Mobaideen, Sattam Allahawiah, Eman Basoni (2013)



Source: Hisham Al-Mobaideen, Sattam Allahawiah, Eman Basoni (2013)

According to Figure (2.2), Hisham Al-Mobaideen, Sattam Allahawiah, Eman Basoni (2013) analyzed the key factors affecting successful adoption of HRIS based on the TAM model and findings in the construction of the proposed model below. The successful adoption of HRIS is dependent variable in this analysis, whilst independent variables are perceived usefulness, perceived ease of use come from TAM model, top management support, IT infrastructure and individual experience with computer. In this analysis, researchers concluded that the IT infrastructure has a positive impact on the successful adoption of HRIS and that the remaining factors had no effect on the adoption of HRIS. Researcher also noted that HRIS does not perceive the HR directorate's usefulness or help and they can work without it by using other programs such as excel. There was a good foundation of IT infrastructure that leads to the effective application of IS.

Figure (2.3) The Conceptual Framework of Mohd Sazili Shahibi, Azlinda Saidin, Tengku Adil Tengku Izhar (2016)



Source: Mohd Sazili Shahibi, Azlinda Saidin, Tengku Adil Tengku Izhar (2016)

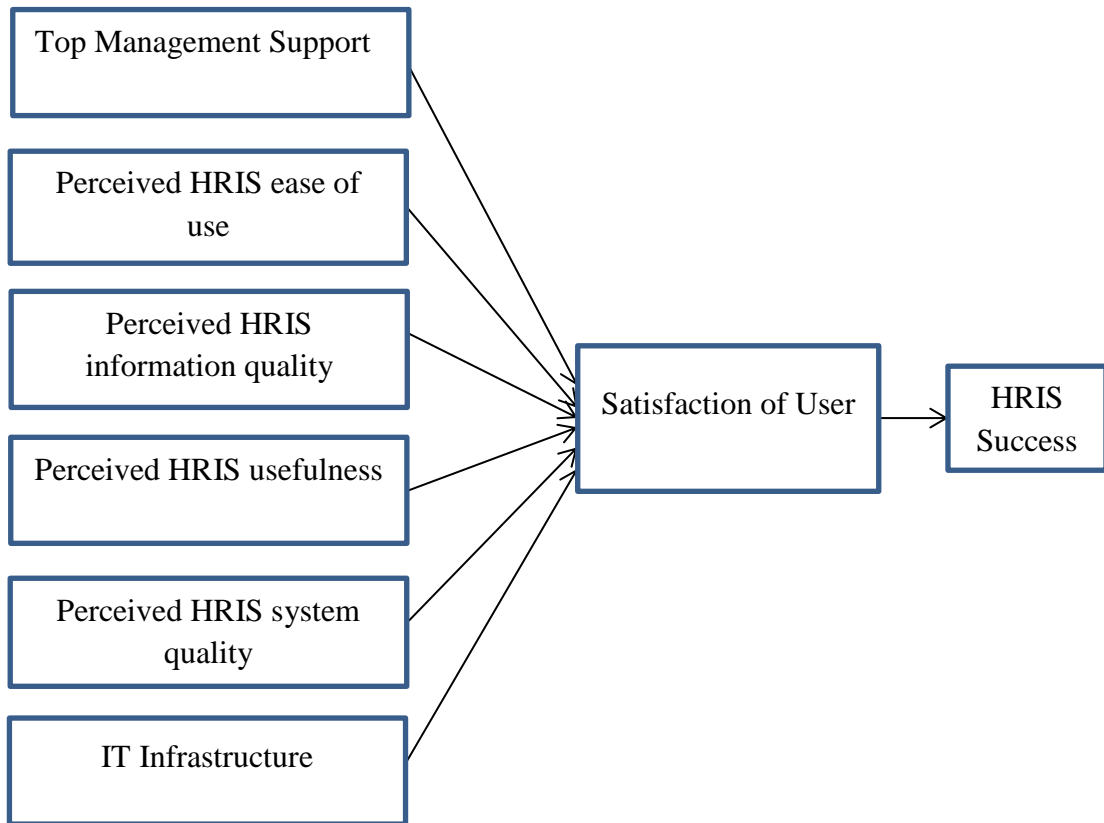
In Figure (2.3), independent variables include service quality, information quality and system quality while dependent variable is user satisfaction of HRMIS. It can be concluded that the greater acceptance of users is due to the assumption of users that HRMIS is a strong system in performing human resource operations. This research exhibited that the level of user satisfaction is a significant feature in determining the performance of the system. This study observed to analyze user satisfaction with the use of HRMIS is thus accomplished as it also led to the success of HRMIS. This research revealed that staffs from HR department are fully enjoyed with service quality, system quality and information quality of HRMIS. Moreover, it explained that information quality is more influential factor than other qualities with system. It suggested that HR department should concentrate on promoting the quality of information.

2.5 The Conceptual Framework of the Study

The conceptual framework of the study is based on related theory and previous studies that are mentioned in section 2.1 to 2.4. This study is to analyze the employee perception of HRIS success in banking industry. Moreover, the study attempts to investigate the influences of employee satisfaction towards HRIS and the effect of satisfaction of user on HRIS success. In this study, for investigating the influences of employee satisfaction, independent variables are top management support, perceived ease of use, perceived information quality, perceived usefulness, perceived system quality and IT infrastructure and the dependent variable is satisfaction of HRIS user.

Then for the effect of satisfaction of users on HRIS success, independent variable is satisfaction of HRIS user and dependent variable is HRIS success.

Figure (2.4) The Conceptual Framework of the study



Source: Adapted from Hisham Al-Mobaideen, Sattam Allahawiah, Eman Basoni (2013), and Ammarhusein (2015).

In this conceptual framework, top management support includes supporting financial, time and human resources to HRIS project and actively encouraging employees to use HRIS in daily tasks. Perceived HRIS ease of use includes easier learning to operate and finding easy to use it. Perceived HRIS information quality includes providing sufficient information and providing up-to-date information. Perceived HRIS usefulness includes making job easier, improving performance and ability to accomplish job faster. Perceived HRIS system quality includes allowing information to be readily accessible and giving answers to requests quickly. IT infrastructure includes having sufficient database resources and software system to

support HRIS and having high speedy internet facility. Satisfaction of user includes satisfying with the flexibility of the system and good system in human resource activities. HRIS success includes decreasing the overall HR staff's salary expense and reducing paperwork.

CHAPTER III

BACKGROUND INFORMATION OF SELECTED PRIVATE BANKS AND HRIS IMPLEMATATION IN BANKING INDUSTRY

In this chapter, the banking sector in Myanmar, brief history of Ayeyarwady Bank, United Amara Bank Limited and Ayeyarwady Farmers Development Bank and organizational structure of these selected private banks are described.

3.1 Banking Sector in Myanmar

For the growth of an economy, a sound financial structure is needed. In economic growth, financial sector plays a crucial role through capital allocation, deposits mobilization and providing modernistic payment systems and insurance services. In 1962, all privately owned banks in the country were nationalized by the Revolutionary Council government. Later, the military government merged all banking into a single entity that would later be dismantled into four independent state-owned banks. The market opened again to privately owned banks in the early 1990s, but the Asian financial crisis of 1997, Myanmar's 2003 domestic banking crisis, and international sanctions seriously impaired the sector's growth. Since 2011, legislators have proclaimed a number of transformations to enable the growth of financial sector as portion of wide-ranging program to develop economy. First debit cards and ATMs launched in Myanmar in 2012, along with the Foreign Exchange Management Law, and the Anti-Money Laundering Law was introduced in 2014. Finally, since November 2015, reforms have been implemented under the new NLD government. In 2016 the new Financial Institutions Law was passed by the government, as well as regulations on mobile financial services that were groundwork for getting licence and administering of Mobile Financial Services Providers (MFSPs). OK Dollar, Wave Money, and Ooredoo's Mobile Money Service which are simple and safe approach to move and get cash, purchase broadcast appointment or make payments utilizing your cell phone in anytime, anyplace, whenever and procure cashback that were three licensed MFSPs in Myanmar 2018. The following year saw a host of new regulations released on capital adequacy, asset classification, reporting of large debts, liquidity ratios and loan provisioning, while in 2018 foreign banks were permitted to expand loans to local companies for the first time.

In recent years, the banking sector in Myanmar has grown in line with reform, and liberalization has made significant progress in November 2019 when the Central Bank of Myanmar announced that foreign banks enable to obtain a licence to engage in onshore retail business through a subsidiary or joint venture. Normally, there were still obstacles for an industry that had recently emerged from decades of isolation from the global financial system. Many citizens were also outside the network of banks and microfinance institutions. There was a challenge for new banking approaches such as qualified and skillful human resources who were still a barrier, although there was a shortage of trained local banking professionals to meet global banking standards. As the reform progressed the regulatory regime was controlled on the basis of products, interest rates, credit books and deposits.

In spite of rapid growth, the market of Myanmar banking industry among the Southeast Asian nations is relatively small. Lower net interest margins and inadequate non-interest income presented about the poor profitability of Myanmar banks. In fixed interest rate environment, the inability to price risk, resulting in interest income shortfalls and very low loan-deposit ratios have been emerged as additional challenges. In addition, there is an absence of sophisticated financial framework and transparent reports while thinking about the nation's presentations to incorporate into the ASEAN community, this is especially problematic.

3.2 Profile of Ayeyarwady Bank

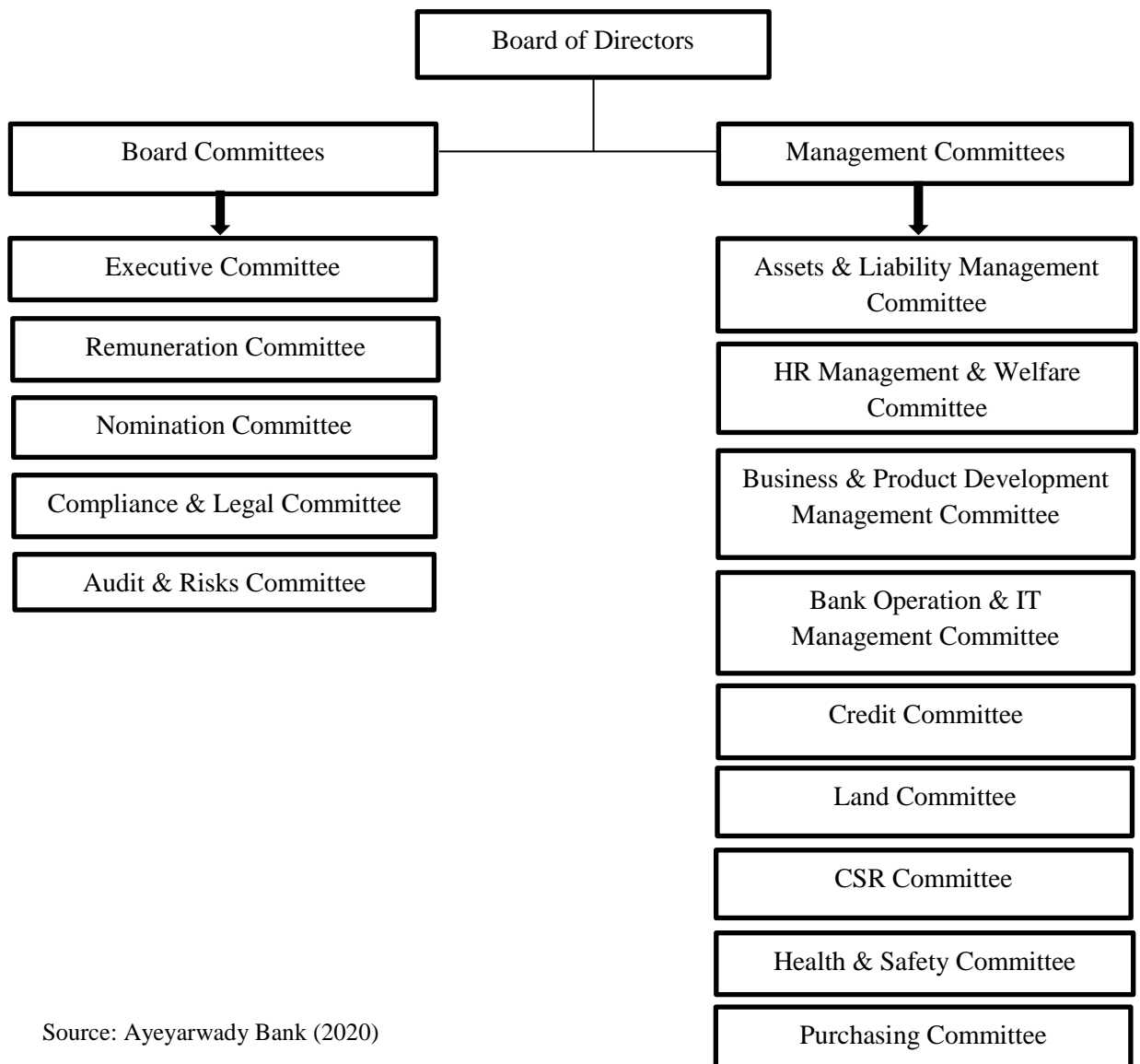
On 2 July 2010, The Central Bank of Myanmar offered banking licence to AYA bank for operations. The head office of AYA Bank is situated in the Rowe Building Kyauktada Township of Yangon. As March 2020 AYA Bank had 261 branches and 8500 people are employed (2020). The retail and commercial banking products and services are provided by AYA Bank. The AYA bank mainly focuses on the domestic market and offers authorized bank services such as lending or advancing of money, borrowing or raising of capital, receiving securities or valuables for safe custody, cash management system, collecting and transmitting money and securities, internet banking, provision of international banking services including international remittance, payment and trade services and mobile banking.

The AYA bank has accumulated talented human resources with regional and international reach, and has invested heavily in Learning and Development to ensure sustainable growth. The bank plans to expand its branch

network across Myanmar in the years ahead by Digital Banking, state-of-the-art Core Banking and Financial Technology platforms. Uniform Omni-channel interface was provided by AYA Bank to offer innovative products and services across all customer segments. As the enabler to rapidly grow the customers and depositors, it will deepen interconnections among them, provide first- level customer services and advance technology. Moreover, it also plans to strengthen its governance, risk and compliance structure to be stable and sustain the growth.

The bank has several departments as shown in Figure (3.1). Each of the department has a Head and each branch has a branch manager. AYA Bank Limited is established a board of directors (BOD) as Board Committees and Management Committees.

Figure (3.1) Organizational Structure of AYA bank



Source: Ayeyarwady Bank (2020)

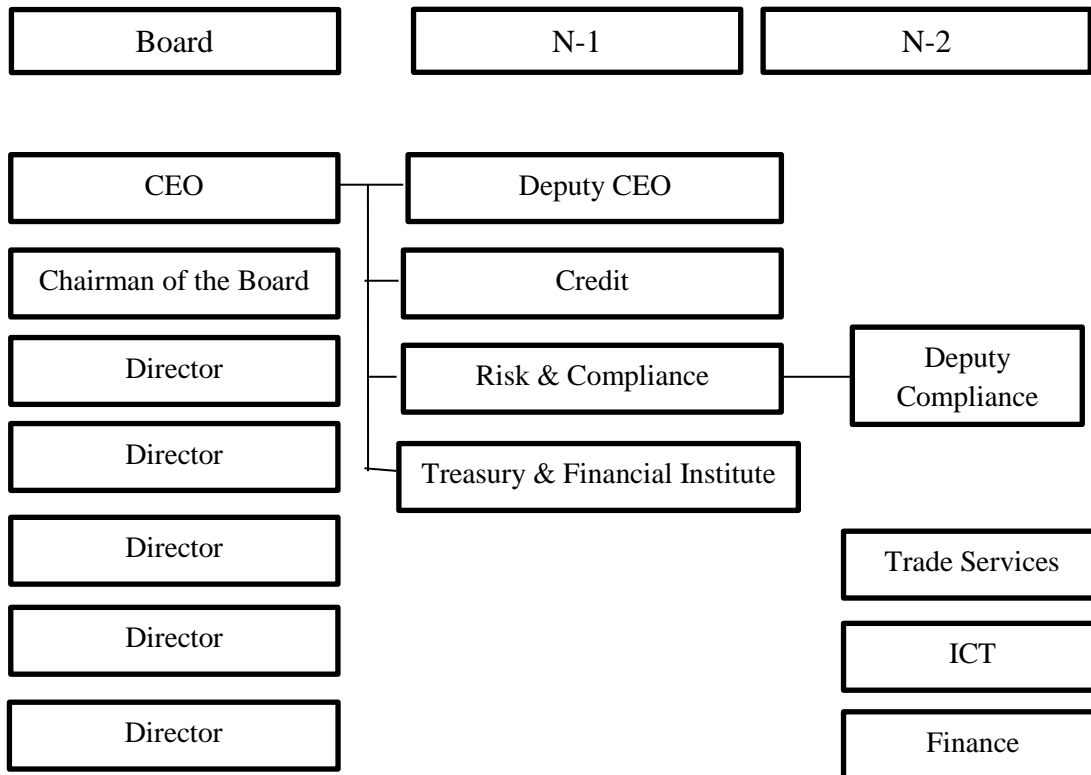
3.3 Profile of United Amara Bank Limited

In Myanmar, UAB bank is a leading bank. UAB bank was recognized ‘Myanmar’s Best Bank’ by Euromoney, ‘Best Bank for Corporate Governance Myanmar’ by Global Banking & Finance, ‘Mid-sized Domestic Retail Bank of the Year’ by Asian Banking & Finance for its successful transformation and leadership in the Myanmar banking sector along with regulatory changes and governance requirements. The bank was also ranked No. 1 in Corporate Governance Disclosure by Pwint Thit Sa (TIME) Report published by the Myanmar Centre for Responsible Business. It was founded in 2010 and serves customers from a growing network of more than 78 branches throughout Myanmar. UAB offers a variety of financial services including premier banking, consumer banking, SME banking, corporate banking, commercial finance and treasury services. It also offers investment banking, brokerage services, and capital market activities, corporate and financial consulting services through UAB's subsidiary securities. The UAB bank is leading the way to a better Myanmar, humanizing banking, making people connections, creating jobs and improving lives. In December 2017, UAB launched the initiative “Be The Change Myanmar” which reflects our commitment to driving change for a better Myanmar, focusing explicitly on empowerment of women and children.

Corporate Governance is seen by the Board of Directors as necessary for sound banking and the achievement of sustainable development. The Board of Directors under the overall control of the Bank, is responsible for the overall governance, management and strategic direction of the Bank. The BOD of UAB bank is consists of 7 members, most of whom hold non-executive roles.

The Chairman of the Board occupies a non-executive role whereas the CEO is an executive officer. The functioning of the Board is the responsibility of the Chairman, whilst the functioning of the Bank’s business is the executive responsibility of the Chief Executive Officer. Senior Independent Non-Executive Director performs as a well-constructed board for the Chairman and is on hand to deal with the shareholders if there any major issues.

Figure (3.2) Organizational Structure of UAB Bank



Source: United Amara Bank Limited (2020)

3.4 Profile of Ayeyarwady Farmers Development Bank

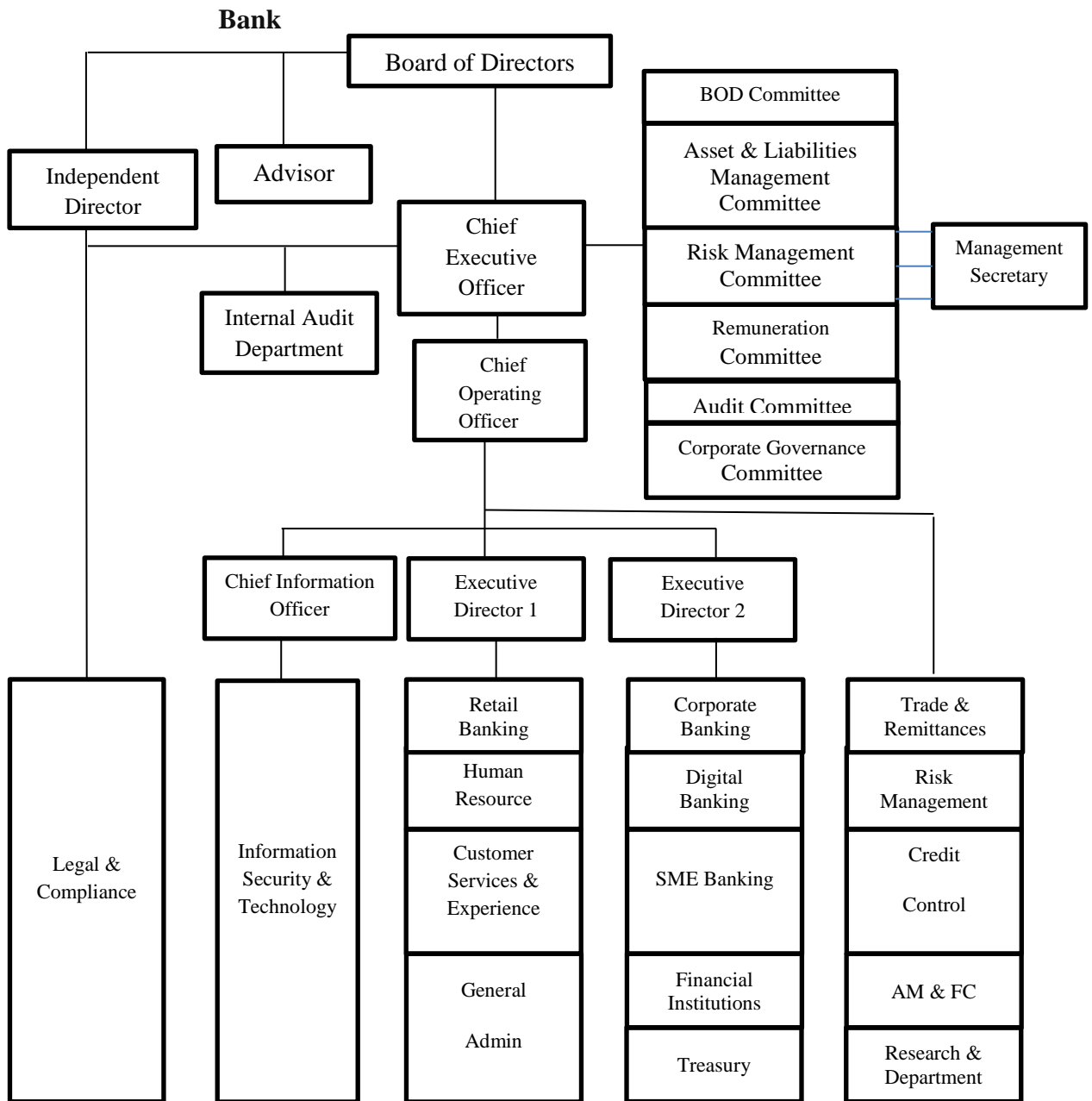
The Ayeyarwady Farmers Development Bank is a commercial bank set up under the Myanmar Law of Financial Institutions. On 22 December 2014, Ayeyarwady Farmers Development Bank, was established as a public company limited under the 3/2014 Financial Law ratified by the CBM. It was commonly known as A bank. The bank conducts nationwide commercial banking operations under licenses approved by CBM. A set of companies specialized in agricultural businesses throughout the supply chain has constructed A bank. The primary aim of A bank is to bring growth in the agro-based industry through the value chain financing, i.e. increasing the access of finance at all stages of the value chain_ starting from production to consumption. The bank also aims to support the growth of SMEs and “Financial Inclusion of the Unbanked Population” by providing technology-enabled, diversified banking products and services through multi-channels approach.

It is one of the undertakings of Ayeyar Hinthar Holdings Co., Ltd and was opened on 27 November 2015. Ayeyarwady Farmers Development Bank, a bank

permitted by the Central Bank of Myanmar, opened its Head Office and Patheingyi Branch on 27 November 2015 with Kyat 15 billion in Paid-up-Capital. The bank now has (21) branches throughout Myanmar. At the end of September 2018, Ayeyarwady Farmers Development Bank Paid-up-Capital increased to Kyat 26.8 billion. The Ayeyarwady Farmers Development Bank began with the goal of improving Myanmar's banking sector and providing local people with top quality banking services. Banks in Singapore, Hong Kong, Korea, China, Bangkok, Taipei, Malaysia involve the new remittance facilities of Ayeyarwady Farmers Development Bank to foreign countries. In the near future, they also have plans to extend their international financial services.

Ayeyawaddy Farmers Development Bank has a proper structure of the organization that is described below. At the top of the organization chart, which goes straight down to the Chief Executive Officer, is the board of directors. The Chief Executive Officer in second tier is assisted by Chief Operating Officer. Eight members are involved in the Management Board of the bank. The Bank has one Chairman, one Vice Chairman, one Chief Executive Officer, one Chief Operating Officer, one Chief Information Officer, two Executive Directors, five General Managers and sixteen Heads of Departments. At the end of March 2019, the number of Bank's Staff reached 350. The Management and Organization Structure of A bank are shown as in Figure (3.3).

Figure (3.3) Organizational Structure of Ayeyawaddy Farmer Development



Source: Ayeyawaddy Farmers Development Bank, 2019

3.5 The Implementation of HRIS in Banking Industry

The most vital information for any organization is information of human resources. Human Resources Information System (HRIS) plays an essential role in the HR functions of banks. Implementing an effective HRIS in banks can help HR to remain at the cutting edge of its bid to provide more efficient and streamlined services. The role of HRM and IT is essential regarding as the two eyes for every organization. In order to achieve their targets, almost all businesses use HR and IT to some extent. Over the past few years, the business need for an efficient human resources system has grown exponentially so it is crucial for banks to recognize how integrated HRIS can help address increasing demand. There is a growing realization that the most important resource for organizational survival and development in a competitive world is human capital. Private banks which utilized HRIS has become to change over from manual data recording systems into computerized systems. HRIS has become a vital tool to IT enable HR processes. HRIS system in each of these selected private banks has been implemented in since 2018. At these private banks HRIS is applied in the following; Payroll, Recruiting, Time and attendance, Performance appraisal, Benefit administration, Training, Employee self-service and Disciplinary.

Private Banks of Myanmar use the payroll module to automate the pay process by assessing various taxes and deductions, and creating occasional payments and tax reports of employee, and gathering information on attendance and participation. In order to measure automatic deposit and manual cheque writing capacities, data is usually fed from the human resources and time keeping modules. The time and attendance module puts together uniform efforts related to time and function. Private Banks of Myanmar also use benefits administration module which offers a system for banking industry to track and administer for engagement in benefits programs such as flexible time off policies, company stock ownership or profit sharing program, retirement savings plan, on-the-job training, insurance and compensation.

From application to retirement, the HR management module is a part covering several other HR aspects. The system records basic demographic and addresses data, collection, training and development, management of skills and capabilities, records of compensation planning and other related activities. Online recruitment has been one of the key methods used by HR departments to acquire prospective applicants inside and outside an organization for necessary vacancies. Training module offers

structure for a private bank to track for training and development to be efficient. If a standalone product, the system, typically referred to as a Learning Management System (LMS) helps HR to observe the employees' education, abilities and skills.

Some private banks use employee self-service module. By using this module, employees may search their attendance record from the system without asking HR staff for details. The module also provides access to enable supervisors to accept overtime requests from their subordinates through the system without overloading tasks on HR department. Employees can apply for leave online and line managers can permit online through this module. Disciplinary module manages disciplinary records of employees in an organization. For example, if employee apply for a specific privilege if he has a disciplinary issue the system can alert the line manager therefore the request will be rejected as in most of organization tends to limit some privilege to employee with disciplinary issues.

CHAPTER IV

ANALYSIS OF FACTORS INFLUENCING SATISFACTION OF USER AND HUMAN RESOURCE INFORMATION SYSTEM SUCCESS

This chapter is aimed to analyze the factors influencing satisfaction of user on Human Resource Information System Success in selected private banks in Yangon. This section is described with sub-heading as follow. First, research design is stated for overview understanding of the study. Second, demographics characteristics of the respondents is discussed and then results from the study.

4.1 Research Design

Quantitative research method is applied in this study. To examine agreement level of respondents, Five-point Likert scale is utilized. Two Stage Simple Random Sampling method is applied in this study. According to the data from Myanmar Bank Association, there are 31 local banks and 13 foreign branch banks in Myanmar. Among them, six private banks which used HRIS software system. At a first stage, 50 percent of private banks which used HRIS software were selected and then, at the second stage 50 percent of employees at HR Department from each of these selected private banks were chosen randomly for this study. Therefore, in this study, the sample size is 51 employees from human resource department of selected private banks. Fifty-one employees are interviewed with structured questionnaires to get the primary data. Secondary data is attained from Human Resource Management related text books, journals, and articles from internet websites. There are two parts in interview questionnaire. Part one deals with demographic characteristics of respondents and part two concerns with factors influencing satisfaction of HRIS user and HRIS success in selected private banks. SPSS (Statistical Package for Social Science) is also utilized to make analysis on the collected data. Correlation, Regression analysis and Reliability test are used to achieve the study objectives.

4.2 Respondents' Demographic Characteristics

This section presents the respondents' demographic characteristics that includes gender, age, marital status, level of education, monthly income, year of service in current job and position. There are total of 51 HR employees who are working from these banks.

Table (4.1) Respondents' Demographic Characteristics

Description	No. of Respondents	Percentage
Gender		
Male	13	25.5
Female	38	74.5
Total	51	100.0
Age (years)		
18-25	19	37.2
26-33	25	49.0
34-41	6	11.8
above 48	1	2.0
Total	51	100.0
Marital Status		
Single	37	72.5
Married	14	27.5
Total	51	100.0
Education Level		
Diploma	3	5.9
Bachelor degree	38	74.5
Master degree	7	13.7
Others	3	5.9
Total	51	100.0
Monthly Income (MMK)		
Below 200000	2	3.9
200000-400000	24	47.0
400001-600000	11	21.6
600001-800000	6	11.8
800001 and above	8	15.7
Total	51	100.0

Table (4.1) Respondents' Demographic Characteristics (Continued)

Description	No. of Respondents	Percentage
Year of service		
Less than a year	12	23.5
1-2 years	22	43.2
3-4 years	9	17.6
More than 4 years	8	15.7
Total	51	100.0
Position		
Manager	3	5.9
Deputy Manager	1	2.0
Assistant Manager	7	13.7
Supervisor	9	17.6
Assistant Supervisor	9	17.6
Senior Banking Assistant	11	21.6
Junior Banking Assistant	11	21.6
Total	51	100.0

Source: Survey Data (2020)

As shown in Table (4.1), 51 HR employees from selected private banks are interviewed in this study. 75% of respondents represent the female respondents and the remaining 25% of respondents are male respondents. Therefore, the female respondents are more than male. Most respondents (49%) are at the age of 26-33 years. Regarding the marital status, most respondents are single. Regarding the education level, most respondents are Bachelor Degree holders. Most of the respondents which represent 47.1% of respondents can earn Kyats 200,000 – 400,000 per month. Most of respondents are entry level (1-2 years of service) from the survey because banks have only recently started using Human Resource Information System. It has been adopted over 2 years. Their position levels are Senior Banking Assistant and Junior Banking Assistant.

4.3 Reliability Test

Hair et al., (2006) mentioned Cronbach's Alpha Reliability test that allowed researcher to come out with dependable results. The value of Cronbach' Alpha is between zero and one. If the coefficient of the items is closer to one, Cronbach's Alpha will be better consistency within items in the scale. According to Schuessler (1971), if the alpha value is more than 0.6 the items of the study will be acceptable and reliable. The table (4.2) exhibits the reliability test result for each variable. The variables involved in the study are perceived HRIS information quality, perceived HRIS system quality, perceived ease of use, perceived usefulness, top management support, IT infrastructure, satisfaction of user and HRIS success.

Table (4.2) Reliability Test

Factors	No. of Items	Cronbach's Alpha
Top management support	5	0.699
Perceived HRIS ease of use	5	0.762
Perceived HRIS information quality	5	0.742
Perceived HRIS usefulness	5	0.795
Perceived HRIS system quality	5	0.828
IT infrastructure	5	0.741
Satisfaction of user	5	0.810
HRIS success	7	0.775

Source: Survey Data (2020)

Basing on the results of Table (4.2), since alpha values of all variables used in this study are more than 0.6 it can be concluded that all variables are reliable. Among the independent variables, perceived HRIS system quality has the highest alpha value with 0.828. This alpha value represents that perceived HRIS system quality is the most reliable variable. Satisfaction of user has the second highest alpha value of 0.810. Followed by Perceived HRIS usefulness and Perceived HRIS ease of use, which have the alpha value of 0.795 and 0.762. In addition, Perceived HRIS information quality and IT infrastructure have the alpha value of 0.742 and 0.741. Table (4.2) presents the number of items that were used to measure each variable and

the alphas for each variable. All variables had a Cronbach's alpha is over 0.6, which demonstrates that the variables are reliable.

4.4 Factors Influencing Satisfaction of Human Resource Information System User

With regard to the factors influencing satisfaction of user towards HRIS success, the agreement of the respondents on top management support, perceived ease of use, perceived HRIS information quality, perceived usefulness, perceived HRIS system quality and IT infrastructure are examined. This section is utilized the five-point Likert scale model from strongly disagree to strongly agree. (Ranking from strongly agree = 5, agree = 4, Neither agree nor Disagree = 3, Strongly Disagree = 2, and Strongly agree = 1). To collect data, the forty-two questions are asked to respondents in order to collect data. Continuously, the scores of the survey were described as one by one clearly.

4.4.1 Top Management Support

To analyze the influence of top management on satisfaction of HRIS user, employees from HR department are asked five questions. The degree of the influence of top management on satisfaction of HRIS user are presented by the descriptive statistics such as mean and standard deviation which are shown in Table (4.3).

Table (4.3) Employee Perception on Top Management Support

No.	Particular	Mean	Std. Deviation
1	Approving HRIS implementation and aligning with strategic business goals in the authority	3.53	.809
2	Allowing financial, time and human resources to HRIS project	3.45	.729
3	Allocating sizable budget for implementation and maintenance	3.78	.541
4	Through use of HRIS, providing plan and coordination to employees	3.51	.809
5	Encouraging employees to use HRIS in daily tasks	3.98	.648
Overall Mean		3.65	

Source: Survey Data (2020)

As shown in Table (4.3), statement number (5) provides the highest mean score, 3.98 which means that management actively encourages the employees to use in daily tasks. The statement number (2) represent the lowest mean score, 3.45 which means that allowing financial, time and human resources to HRIS project. The overall mean score of Employee Perception on Top Management Support is 3.65. Therefore, the majority of respondents agree that top management support is essential for user satisfaction.

4.4.2 Perceived HRIS Ease of Use

Five questions are asked to assess the extent of influence of perceived HRIS ease of use on satisfaction of HRIS user. Table (4.4) shows the descriptive statistics including mean and standard deviation that are measured.

Table (4.4) Employee Perception on Perceived HRIS Ease of Use

No.	Particular	Mean	Std. Deviation
1	Easier learning to operate HRIS	3.88	.739
2	Becoming skillful at using HRIS	3.57	.671
3	By using HRIS to get it easy what wanted to	4.02	.678
4	Making clear and understandable interactions with HRIS	3.67	.712
5	Finding easy to use it	3.75	.627
Overall Mean		3.78	

Source: Survey Data (2020)

Table (4.4) presents the mean scores of perceived ease of use factor. According to Table (4.4), the statement number 3 has the highest mean score of 4.02, which means respondents agree that HRIS make it easy to do what wanted to followed by the statement of easier learning to operate HRIS with 3.88 mean scores. The overall mean score of ease of use is 3.78. Hence, the majority of respondents perceive that HRIS is a convenient and ability system for users.

4.4.3 Perceived HRIS Information Quality

Concerning the employee perception on influence of HRIS information quality on satisfaction of HRIS user, five questions are asked to employees. In order to see the agreement level of respondents on these questions, the descriptive statistics such as mean and standard deviation are measured and presented in Table (4.5).

Table (4.5) Employee Perception on Perceived HRIS Information Quality

No.	Particular	Mean	Std. Deviation
1	Providing sufficient information	3.94	.858
2	Providing up-to-date information	3.78	.702
3	Meeting information content provided with needs	3.55	.757
4	Increasing coordination between HR department and top administrators	3.73	.723
5	Improving strategic decision making of top administrators	3.55	.642
Overall Mean		3.71	

Source: Survey Data (2020)

As shown in the Table (4.5), the statement of providing sufficient information has the highest mean score with 3.94. The statement of meeting information content provided with needs and improving strategic decision making of top administrators has the same lowest mean score with 3.55. The overall mean score of employee perception on Perceived HRIS Information Quality is 3.71. Hence, the most respondents agree that HRIS provides better quality information for users.

4.4.4 Perceived Usefulness

Five questions are asked to obtain influence of perceived usefulness on satisfaction of HRIS user. To analyze the degree of perceived usefulness of HRIS, the descriptive statistics such as mean and standard deviation are calculated and shown in following Table (4.6).

Table (4.6) Employee Perception on Perceived HRIS Usefulness

No.	Particular	Mean	Std. Deviation
1	Ability to accomplish job's tasks faster	3.55	.702
2	Ability to perform work's requirements more quickly	3.94	.676
3	Improving job performance	3.67	.792
4	Enhancing effectiveness in the job	3.94	.835
5	Making job easier	3.67	.841
Overall Mean		3.75	

Source: Survey Data (2020)

According to Table (4.6), ability to perform work's requirements more quickly and enhancing effectiveness in the job have the highest mean score with 3.94. Ability to accomplish job's tasks faster has the lowest mean score with 3.55. For that reason, the majority of respondents perceive that HRIS provides usefulness for users.

4.4.5 Perceived HRIS System Quality

Five questions are asked to assess the extent of influence of perceived HRIS system quality on satisfaction of HRIS user. Table (4.7) shows the descriptive statistics including mean and standard deviation that are measured.

Table (4.7) Employee Perception on Perceived HRIS System Quality

No.	Particular	Mean	Std. Deviation
1	Permitting information to be readily accessible	3.86	.633
2	Giving answers to requests quickly	3.90	.900
3	Adjusting flexibly to new work demands	3.84	.809
4	Communicating employees on a regular basis	3.88	.931
5	Having access to HRIS information with authority	3.84	.784
Overall Mean		3.87	

Source: Survey Data (2020)

As shown in Table (4.7), giving answers to requests quickly has the strongest mean score of 3.90. The statement of communicating employees on a regular basis has the mean score of 3.88. Adjusting flexibly to work demand has the lowest mean score with 3.84. The overall mean score of perceived HRIS system quality has 3.87. It can be said that majority of respondents agree that HRIS has a good system quality for users.

4.4.6 IT Infrastructure

Five questions are asked to obtain the agreement level of respondents on influence of IT infrastructure towards HRIS user satisfaction. The descriptive statistics such as mean and standard deviation are measured and presented in Table (4.8).

Table (4.8) Employee Perception on IT Infrastructure

No.	Particular	Mean	Std. Deviation
1	Having highly computerized internal and external network connections to connect firm with its branches	3.63	.747
2	Having sufficient database resources and software systems to support HRIS	3.55	.729
3	Having high speed internet facility	3.53	.784
4	Having strong backup plan for network failure	3.76	.681
5	Having essential improved computers to adopt HRIS	3.53	.674
Overall Mean		3.60	

Source: Survey Data (2020)

In Table (4.8), statement number (4) has the highest mean score of 3.76 which means that organization has strong backup plan for network failure. The statements number (3) and (5) have the lowest mean scores of 3.53. The overall mean score of employee perception on IT Infrastructure is 3.60. Therefore, the majority of respondents agree that IT infrastructure is needed essentially for users.

4.4.7 Satisfaction of User

In this study, five questions are developed and asked to obtain the user satisfaction level on HRIS. In order to analyze the degree to which the level of user satisfaction, the descriptive statistics such as mean and standard deviation are measured and described in Table (4.9).

Table (4.9) Employee Perception on Satisfaction of User

No.	Particular	Mean	Std. Deviation
1	Meeting with HR requirements in area of responsibility	3.90	.728
2	Meeting expectations through the use of HRIS	3.49	.784
3	Satisfying with flexibility of the system	3.51	.784
4	All things considered, getting delightful experience of using HRIS	3.61	.723
5	Considering good system in human resource activities	3.88	.711
Overall Mean		3.68	

Source: Survey Data (2020)

In Table (4.9), statement number (1) has the highest mean score of 3.90. These scores mean that respondents are satisfied because of meeting HR requirements. The statement of meeting expectations with use of HRIS has the lowest mean score of 3.49. The overall mean score has 3.68. Therefore, the majority of respondents are satisfied with HRIS.

4.4.8 HRIS Success

Seven questions are developed and asked to obtain the level of user satisfaction on HRIS success. In Table (4.10), the descriptive statistics such as mean and standard deviation are calculated and presented in order to measure the degree of HRIS success.

Table (4.10) Employee Perception on HRIS Success

No.	Particular	Mean	Std. Deviation
1	Increasing employee benefits	3.51	.543
2	Enhancing performance management and recruitment process	3.88	.653
3	Reducing data input expense	3.57	.700
4	Reducing overall HR staff's salary expense	3.86	.849
5	Reducing and minimizing paperwork	4.16	.644
6	Being satisfied to HR employees	3.94	.614
7	Using HRIS enhances, industrial relations	4.18	.793
Overall Mean		3.87	

Source: Survey Data (2020)

Table (4.10) presents the mean scores for employee perception on HRIS Success. The statement number (7) has the highest mean score of 4.18, which means that respondents agreed on using HRIS enhances industrial relations. Followed by the reducing and minimizing paperwork with mean score of 4.16. Increasing employee benefits has the lowest mean score with 3.51. The overall mean score on HRIS success is 3.87. Therefore, the majority of respondents agree that HRIS adopted in their banks are successful.

4.5 Analysis on Influencing Factors of Satisfaction of User

There are six independent variables and one dependent variable in this study. Independent variables of this study include top management support, perceived HRIS ease of use, perceived HRIS information quality, perceived HRIS usefulness, perceived HRIS system quality and IT infrastructure and a dependent variable is satisfaction of user. Correlation analysis is used to analyze the relationship between influencing factors and satisfaction of users.

Table (4.11) Association between Influencing Factors and Satisfaction of User

		Satisfaction of user
Top management support	Pearson Correlation	.543 ^{***}
	Sig. (2-tailed)	.000
Ease of use	Pearson Correlation	.516 ^{***}
	Sig. (2-tailed)	.000
Information Quality	Pearson Correlation	.543 ^{***}
	Sig. (2-tailed)	.000
Usefulness	Pearson Correlation	.442 ^{***}
	Sig. (2-tailed)	.000
System Quality	Pearson Correlation	.502 ^{***}
	Sig. (2-tailed)	.000
IT infrastructure	Pearson Correlation	.468 ^{***}
	Sig. (2-tailed)	.000
Satisfaction of user	Pearson Correlation	1

Source: Survey Data (2020)

*** 1% level of significance

As shown in Table (4.11), the independent variables significantly associated with satisfaction of users at 1% level. Positive moderate association includes perceived information quality and top management support ($r = 0.543$), followed by ease of use ($r = 0.516$), system quality ($r = 0.502$), IT infrastructure ($r = 0.468$) and usefulness ($r = 0.442$). This means that correlation results among top management support, perceived HRIS ease of use, perceived HRIS information quality, perceived HRIS usefulness, perceived HRIS system quality and IT infrastructure and satisfaction of user have a significant relationship.

To achieve the objective on factors that influence on satisfaction of HRIS user, multiple regression analysis is utilized and multiple regression results are shown in Table (4.12).

Table (4.12) Influencing Factors on Satisfaction of User

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.217	.419		-.517	.607
Top management support	.178	.168	.152	1.059	.295
Ease of use	.380**	.155	.372	2.449	.018
Information quality	-.008	.163	-.008	-.052	.959
Usefulness	.166	.134	.150	1.237	.223
System quality	.032	.093	.036	.348	.729
IT infrastructure	.305**	.139	.275	2.199	.033
N = 51 $R^2 = 0.693$, Adjusted $R^2 = 0.651$ $F = 16.574$ (P-value = 0.000)					

Source: Survey Data (2020)

** 5% level of significance and * 10% level of significance

According to the result of multiple regression analysis on perceived ease of use and IT infrastructure has a positive and significant influence on HRIS user satisfaction. From the multiple regressions analysis also showed the results for top management support, information quality, usefulness and system quality toward satisfaction of user. But, obtained results showed that these four variables did not have significant relationship towards the satisfaction of user.

4.6 Analysis on the Effect of Satisfaction of User on HRIS Success

In this section, independent variable is HRIS user satisfaction and dependent variable is HRIS success. This section focuses to examine the effect of HRIS user satisfaction on HRIS success. The results of multiple regression analysis are described in Table (4.13).

Table (4.13) Correlation between Satisfaction of User and HRIS Success

		HRIS Success
Satisfaction of user	Pearson Correlation	.747***
	Sig. (2-tailed)	.000
Success	Pearson Correlation	1

Source: Survey Data (2020)

*** 1% level of significance

According to above table, correlation results among user satisfaction and HRIS success have a significant relationship. This results proposed that HRIS success has significant effect on satisfaction of users.

Table (4.14) The Effect of Satisfaction of User on HRIS Success

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.669	.283		5.896	.000
Satisfaction of user	.599***	.076	.747	7.869	.000
N = 51 $R^2 = 0.558$ Adjusted $R^2 = 0.549$ F = 61.925					

Source: Survey Data (2020)

***at the 1% level of significance

After using a linear regression model, it needs to determine how the model fits with the data where R-Squared (R^2) represents the coefficient of determination, which measures the proportion of variance in the dependent variable that can be explained by the independent variables (Freund et al., 2006). According to the Table (4.12), the model explains about the variables of user satisfaction because R-Squared (R^2) value is at 69.3%. The adjusted (R^2) value of 0.651 explains about 65.1% of the total variance in satisfaction of user is accounted by perceived information quality, perceived system quality, perceived ease of use, perceived usefulness, top management support and IT infrastructure. According to ANOVA result, the F-value of 16.574 and p-value = 0.000 in this study shows that the independent variables

statistically significantly predict the dependent variable and that the model is a good fit of the data. According to the Table (4.14), the model explains about the HRIS success because R-Squared (R^2) value is at 55.8%. The adjusted (R^2) value of 0.549 describes about 54.9% of the total variance in HRIS success is accounted by level of user satisfaction. According to ANOVA result, the F-value of 61.925 and p-value = 0.000 in this study.

The B value states the relationship between user satisfaction of HRIS success and all the predictors. The results of data processing by using multiple regressions analysis, obtained results showed the significant relationship between two independent variables towards satisfaction of user. For the factor of perceived HRIS ease of use, p value is 0.018 at the 1% significant level. IT infrastructure comes as second because its p value is 0.033 at the 1% significant level.

CHAPTER V

CONCLUSION

This chapter consists of findings and discussions of the study based on analysis that is presented in previous chapter, suggestions based on findings and needs for further study.

5.1 Findings and Discussions

This study investigates the employee perception of Human Resource Information System (HRIS) Success in selected private banks in Yangon. The study mainly focuses private banks that adopt HRIS. In this study, 51 respondents from Human Resource Department of selected private banks are interviewed to achieve the study objectives. In this study, majority of users are female and their age are between 26 and 33 years old. Concerning the qualification, since majority of respondents are graduated the respondents can learn and adapt HRIS without any difficulties. Concerning the income level, the majority of the respondents earn between 200,000 Kyats and 400,000 Kyats per month. The study found that all of the respondents use HRIS system for their daily operations.

In this study, the six independent variables namely top management support, perceived ease of use, perceived information quality, perceived usefulness, perceived system quality and IT infrastructure and one dependent variable, satisfaction of HRIS user are analyzed. The study observed that system quality and perceived ease of use are moderately relationship with satisfaction of HRIS user followed by usefulness, information quality, top management support and IT infrastructure. Therefore, it can be seen that there is a significant relationship among top management support, perceived ease of use, perceived information quality, perceived usefulness, perceived system quality, IT infrastructure and satisfaction of HRIS user.

Concerning the influencing factors on satisfaction of HRIS user, Multiple regression analysis is applied. Statistical results revealed that perceived ease of use and IT infrastructure provide satisfaction level of user significantly. Among these two variables, ease of use can provide the highest satisfaction level of user followed by IT infrastructure. The study proved that if HRIS is easier to use for users, users will be

more satisfied with HRIS. Similarly, if IT infrastructure is more improved, the user will be more satisfied with HRIS.

Regarding the success of HRIS, most respondents are satisfied the HRIS because HRIS meets with HR requirements in area of responsibility and it is a good system to do HR activities. Moreover, they agree that using HRIS can improve industrial relations, can reduce and minimize the paperwork that make time-saving to store employee data and improve performance management and recruitment process, can reduce overall HR's staff salary expense and data input expense, and can increase employee benefits.

Concerning the satisfaction of user and success of HRIS, the results revealed that there is an effect of HRIS user satisfaction on success of HRIS in selected private banks. Therefore, if the users are more satisfied with HRIS, the organization can achieve high HRIS success.

5.2 Recommendations and Suggestions

The study found that ease of use affects satisfaction of user towards HRIS. Since IT infrastructure affects the satisfaction of user towards HRIS, the management should upgrade their internet speed, computer systems, internal and external network connections to connect firm with its branches. In additions, the management of private banks should allocate adequate resources for the implementation and maintenance of the system and HR managers should play a proactive role to support HRIS implementation because using HRIS can improve industrial relations, can reduce and minimize the paperwork that make time-saving to store employee data and improve performance management and recruitment process.

The management of the selected private banks should convince top managers and other line managers of the importance of HRIS implementation. The management should allocate time and budget to train people on how to use and leverage the uses of HRIS, and on how to gain competitive advantages through HRIS.

The service firms should use HRIS because it can reduce paper works and number of HR staff and decrease the labor cost. As the twenty-first century with increasing amount of information, an effective HRIS can help capitalize on the synergy of the two most precious assets; human resources and information technology. Those companies that make the best use of these systems have the best chances to sustain a competitive advantage.

5.3 Needs for Further Study

This study emphasizes on the employee perception of HRIS success in selected private banks such as AYA bank, UAB Bank and A Bank. Therefore, the benefits and barriers of HRIS success in banking industry should be observed. Since this study only focuses on employees of HR department at Head office of selected private banks and the sample size is small, a bigger sample size throughout the various topographical areas ought to be conducted as in future research. In additions, the impact of HRIS on the performance of banking industry should be conducted. Moreover, employee perception of HRIS in other industries such as Telecommunications industry, Healthcare industry, and Hotel industry should be made as a further study.

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APPENDIX A

Questionnaires

Section A: Respondent's Demographic data

This questionnaire is prepared to ask questions to human resource managers and employees at HR department. For the purpose of keeping confidential your name is not required. You are therefore asked to answer the questions correctly and honestly by ticking (√) in the right box. I sincerely appreciate your patient participation of answering the questions below.

(1) Gender of Respondents

- Male
- Female

(2) Age of Respondents

- 18-25 years
- 26-33 years
- 34-41 years
- 41-48 years
- 49 and above

(3) Marital status of Respondents

- Single
- Married
- Others

(4) Level of education of Respondents

- Diploma
- Bachelor degree
- Master degree
- Others

(5) Monthly income (MMK)

- Under 200,000
- 200,001-400,000
- 400,001-600,000
- 600,001-800,000
- 800,001 and above

(6) Year of service in current job

- Less than a year
- 1-2 years
- 3-4 years
- More than 4 years

(7) Position

- General Manager
- Manager
- Deputy Manager
- Assistant Manager
- Supervisor
- Assistant Supervisor
- Senior Banking Assistant
- Junior Banking Assistant
- Office Assistant

(8) Human Resource Information System is applied in the following;

- Payroll
- Time and attendance
- Training
- Performance appraisal
- Benefits administration
- Recruiting
- Disciplinary

- Employee self-service
- Scheduling
- Others-----

Section B: The factors influencing user satisfaction of Human Resource Information System in selected private banks in Yangon

Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking (✓) your view.

- 1 = Strongly Disagree**
- 2 = Disagree**
- 3 = Neutral**
- 4 = Agree**
- 5 = Strongly Agree**

1. Perceived HRIS System Quality

No.	Statements	1	2	3	4	5
1.	HRIS allows information to be readily accessible.					
2.	HRIS returns answers to my requests quickly.					
3.	HRIS can flexibly adjust to new work demands.					
4.	HRIS project progress is communicated to employees on a regular basis.					
5.	Employees have access to relevant HRIS information to authority.					

2. Perceived HRIS Information Quality

No.	Statements	1	2	3	4	5
1.	HRIS provides sufficient information.					
2.	HRIS provides up-to-date information.					
3.	Information content provided by HRIS meet my needs.					
4.	Information generated from HRIS has increased coordination between HR department and top administrators.					
5.	Information generated from HRIS has improved strategic decision making of top administrators.					

3. Perceived HRIS Usefulness

No.	Statements	1	2	3	4	5
1.	Using HRIS enables me to accomplish job's tasks.					
2.	Using HRIS enables to perform work's requirements more quickly.					
3.	Using HRIS improves my job performance.					
4.	Using HRIS enhances my effectiveness in the job.					
5.	Using HRIS makes it easier to do my job.					

4. Perceived HRIS Ease of Use

No.	Statements	1	2	3	4	5
1.	Learning to operate HRIS is easy for me					
2.	It is easy for me to become skillful at using HRIS.					
3.	I find it easy to get HRIS to do what I want it to do.					
4.	My interactions with HRIS would be clear and understandable.					
5.	Overall, I would find HRIS easy to use.					

5. Top Management Support

No.	Statements	1	2	3	4	5
1.	Top management approves the implementation of HRIS project and align it with strategic business goals in the authority.					
2.	Top management commits financial, time and human resources to HRIS project.					
3.	A sizable budget is allocated to the implementation and maintenance of HRIS project in the authority.					
4.	Through use of HRIS, management provides planning and coordination to employees.					
5.	Top management actively encourages the employees to use HRIS in their daily tasks.					

6. IT infrastructure

No.	Statements	1	2	3	4	5
1.	The organization is highly computerized with internal and external network connections that connect the firm with its branches.					
2.	The organization has sufficient software and database resources to support HRIS.					
3.	The organization has speedy internet facility.					
4.	The organization has strong backup plan for network failure.					
5.	The organization has essential improved computers to adopt HRIS.					

7. HRIS User Satisfaction

No.	Statements	1	2	3	4	5
1.	HRIS meets the HR requirements of your area of responsibility.					
2.	The HRIS has met your expectations.					
3.	Employees are satisfied with the flexibility of the system.					
4.	All things considered, I am very pleased with the experience of using HRIS.					
5.	HRIS is good system in human resource activities.					

8. HRIS Success

No.	Statements	1	2	3	4	5
1.	Using HRIS increases employee benefits.					
2.	Overall, using HRIS enhances performance management and recruitment process.					
3.	HRIS has reduced data input expense.					
4.	HRIS has reduced the overall HR staff's salary expense.					
5.	HRIS has reduced and minimized paperwork.					
6.	The employees of Human Resource department appear to be satisfied with HRIS.					
7.	Usage of HRIS enhances industrial relations.					

You can add your other suggestions.

APPENDIX B

SPSS Output

Reliability

Scale: System Quality

Reliability Statistics

Cronbach's Alpha	N of Items
.828	5

Scale: System Quality

Reliability Statistics

Cronbach's Alpha	N of Items
.742	5

Scale: Usefulness

Reliability Statistics

Cronbach's Alpha	N of Items
.795	5

Scale: Ease of Use

Reliability Statistics

Cronbach's Alpha	N of Items
.762	5

Scale: Top Management Support

Reliability Statistics

Cronbach's Alpha	N of Items
.699	5

Scale: IT Infrastructure

Reliability Statistics

Cronbach's Alpha	N of Items
.741	5

Scale: User Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.810	5

Scale: HRIS Success

Reliability Statistics

Cronbach's Alpha	N of Items
.775	7

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-.217	.419		-.517	.607
	System Quality	.032	.093	.036	.348	.729
	Information Quality	-.008	.163	-.008	-.052	.959
	Usefulness	.166	.134	.150	1.237	.223
	Ease of Use	.380	.155	.372	2.449	.018
	Top Management	.178	.168	.152	1.059	.295
	IT Infrastructure	.305	.139	.275	2.199	.033

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 ^a	.693	.651	.33237

a. Predictors: (Constant), System Quality, Information Quality, Usefulness, Ease of Use, Top Management Support, IT Infrastructure

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.986	6	1.831	16.574	.000 ^b
	Residual	4.861	44	.110		
	Total	15.846	50			

a. Dependent Variable: Use Satisfaction

b. Predictors: (Constant), System Quality, Information Quality, Usefulness, Ease of Use, Top Management Support, IT Infrastructure

Coefficients^a

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 ^a	.558	.549	.30285

a. Predictors: (Constant), User Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.680	1	5.680	61.925	.000 ^b
	Residual	4.494	49	.092		
	Total	10.174	50			

a. Dependent Variable: HRIS Success

b. Predictors: (Constant), User Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.669	.283		5.896	.000
	User Satisfaction	.599	.076	.747	7.869	.000

a. Dependent Variable: HRIS Success