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HUMAN RESOURCE INFORMATION SYSTEM USAGE AND ADMINISTRATIVE EFFICIENCY OF THE HOSPITALITY FIRMS IN RIVERS STATE

By

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ABSTRACT

The study investigates the association between human resource information system (HRIS) usage and administrative efficiency of the hospitality firms in Rivers State. HRIS (the predictor variable) was operationalised using operational (HRIS) usage and transformational (HRIS) usage, while the administrative efficiency (the criterion variable) was measured using process efficiency and service quality. The survey study's population comprises 1250 employees of 15 selected hospitality firms in River's state. These employees directly interact with HRIS and administrative processes within the hospitality firms. A sample of 303 was determined using Taro Yamane's formula. A simple random sampling technique was used. A structured questionnaire was also used for data collection. The validity was established through face and content validity, and reliability was confirmed using Cronbach's alpha coefficients exceeding the 0.70 threshold. The Spearman's Rank Order Correlation Coefficient was used for data analysis with the aid of SPSS version 25.0. The finding reveals a positive significant relationship between process and transformational (HRIS) usage and administrative efficiency of the hospitality firms. The study concludes that human resource information system (HRIS) usage correlates with administrative efficiency of the hospitality firms in Rivers State. The study recommends enhancing both operational and transformational (HRIS) usage for hospitality firms' administrative efficiency.

Keywords: Human Resource Information System (HRIS), HRIS Usage, Administrative Efficiency, Hospitality Firms, Rivers State

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1.0 Introduction

Administrative efficiency has become an essential factor that determines organizational outcomes and success, most especially in service delivery firms that the quality of output lies on efficiency in timely delivery of service, effective coordination of services, prompt decision-making, and optimization of human resources. Hospitality firms is a service delivery firms, who operate in a changing dynamic environment characterized by factors such as high customer expectations, shifts in customer needs and market trends, technological devices usage, intense competition, changing policies and 24-hour service demands. Hence the need for efficient administrative processes to maintain service quality and operational effectiveness. Administrative efficiency is an organizations capability to manage resources, processes, and personnel in order to minimize waste while maximizing productivity and service delivery and profitable outcomes. According to Mandić et al. (2025) efficient administrative systems promote improved performance, service quality and lesson operational costs.

There is complexity of workforce management within the hospitality industry, which required efficiency in the administrative system. Among these complexities troubling the hospitality firms are managing shift-based work structures, dealing with diverse employee categories, high employee turnover, and continuous high quality service delivery. These operational administrative characteristics require efficient administrative systems that could be used in managing key human resource functions such as hiring of employees, managing key human resource functions, preparation of payroll, performance management, and meeting regulatory policies effectively (Basmantra & Wijaya, 2024).When the hospitality firms engage in the use of inefficient administrative processes, it could result in higher errors, service delays, higher operational costs, and reduced employee productivity, ultimately affecting customer satisfaction and organizational competitiveness (Hussain et al., 2025).

The growing need for improved administrative efficiency has made many firms use Human Resource Information Systems (HRIS) as a digital solution to several challenges that they are going through. HRIS is a digital integration platform for collecting, storing, analysing and managing personnel information; optimising human resource management operations; and enhancing better organisational decision-making. The adoption of HRIS brought about speedy automation of routine tasks, improved data accuracy and access to real-time information, thereby transforming traditional administrative practices into efficient modern technology-driven HR systems. The use of HRIS facilitates efficient HR operations, lessens administrative workload, improves employee productivity, and increases managerial and administrative efficiency of the hospitality firms (Ulfa et al., 2025).

The cultivation of HRIS enable faster and more accurate recruitment processes, records management, performance evaluation and employee payroll administration (Alqarni et al., 2023). HRIS usage in organisations eliminates redundancy, reduces manual errors, and improves operational transparency through the automation and integration of HR processes, Most organisations that effectively utilize HRIS often experience higher coordination of HR activities, improved workflow efficiency, and enhanced positive and effective decision-making (Hussain et al., 2025). Hence, HRIS plays an important role in ensuring smooth administrative operations in hospitality firms that required workforce coordination and timely service delivery. Furthermore, HRIS provide data-driven insights that enable strategic human resource planning and performance management to be carry out efficiently. The use of Advanced HRIS platforms enable effective prediction workforce needs, improved monitoring of workforce performance, and create purpose-specific intervention strategies for improving efficiency.

Statement of the Problem

Persistent poor administrative efficiency has become a major problem among hospitality firms. Administrative efficiency, which involves the effective coordination of human resources, timely processing of organizational activities, and optimal utilization of administrative systems, is essential for service quality and higher operational efficiency in the hospitality industry, as it determines how organizational activities are effectively processed, human resources are coordinated, and administrative systems are used to achieve the targeted goals in the organisation.

However, many firms experience operational inefficiency in several key areas that directly affect service quality, operational processes and performance. Studies (Alshamaila et al, 2021; Otoo & Mishra, 2022) indicate that administrative inefficiencies remain prevalent in service-oriented industries, particularly in developing economies, where manual systems and fragmented processes are still widely used. These poor operational efficiencies include weak workflow coordination, poor human resource management, poor housekeeping services and front office operations, slow order processing, inventory mismanagement, and service delays, poor reservation**,** excessive paperwork that results in delayed approvals, poor customer service management, poor complaint resolution, slow response time, and inconsistent service delivery

Other problems encountered are also financial management systems, stock shortages, overstocking, and poor supply chain coordination– billing errors, revenue leakage, and inefficient payment processing, poor adoption of digital tools and ineffective use of technology systems, poor maintenance operations and weak internal communication systems between departments leading to operational delays. Inefficient administrative systems often result in increased operational costs, duplication of tasks, and delays in decision-making processes which negatively affect service quality and customer experience.

Many studies (Hussain et al., 2025; Alshamaila et al., 2021; Margherita & Heikkilä, 2021) have revealed that ineffective administrative services result in poor productivity, competitiveness and performance. When poor administrative inefficiency becomes persistence, compliance with regulatory requirement becomes very difficult, there is inadequate workforce planning, performance monitoring, which result in poor strategic decision-making, low employee morale, increase intention to leave and high personnel turnover (Otoo & Mishra, 2022). As time progresses, these challenges weaken the firm's resilience and competitiveness (Margherita & Heikkilä, 2021).

Some initiatives have been implemented to remedy ineffective administrative efficiency in hospitality firms, some of these interventions focused on improving individual competencies and processes without addressing the need for integrated, data-driven systems that can support comprehensive administrative functions. This proves that existing interventions have not sufficiently addressed the underlying structural and technological gaps in administrative systems. Considering this context, this study proposes that the use of human resource information system (HRIS) may proffer effective solution to the problem of poor administrative efficiency in hospitality firms. Therefore, this study seeks to investigate the association between human resource information system usage and administrative efficiency of hospitality firms in Rivers State, to provide empirical findings that can improve organizational effectiveness and service delivery.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between human resource information system usage and administrative efficiency of hospitality firms in Rivers State. The specific objectives are to:

i. Explore the relationship between operational (HRIS) usage and process efficiency of the hospitality firms in Rivers State.
ii. Determine the link between operational (HRIS) usage and service quality of the hospitality firms in Rivers State.
iii. Assess the bond between transformational (HRIS) usage and process efficiency of the hospitality firms in Rivers State.
iv. Investigate the association between transformational (HRIS) usage and service quality of the hospitality firms in Rivers State.

Research Questions

The following research questions were given in the study:

i. What is the association between operational (HRIS) usage and process efficiency of the hospitality firms in Rivers State?
ii. How does operational (HRIS) usage relate to the service quality of the hospitality firms in Rivers State
iii. How does transformational (HRIS) usage relate to the process efficiency of the hospitality firms in Rivers State?
iv. What is the linkage between transformational (HRIS) usage and service quality of the hospitality firms in Rivers State?

Research Hypotheses

The following research hypotheses were stated and tested in this study.

H_{o1}: There is no significant relationship between operational (HRIS) usage and process efficiency of the hospitality firms in Rivers State.

H_{o2}: There is no significant relationship between operational (HRIS) usage and service quality of the hospitality firms in Rivers State.

H_{o3}: There is no significant relationship between transformational (HRIS) usage and process efficiency of the hospitality firms in Rivers State.

H_{o4}: There is no significant relationship between transformational (HRIS) usage and service quality of the hospitality firms in Rivers State

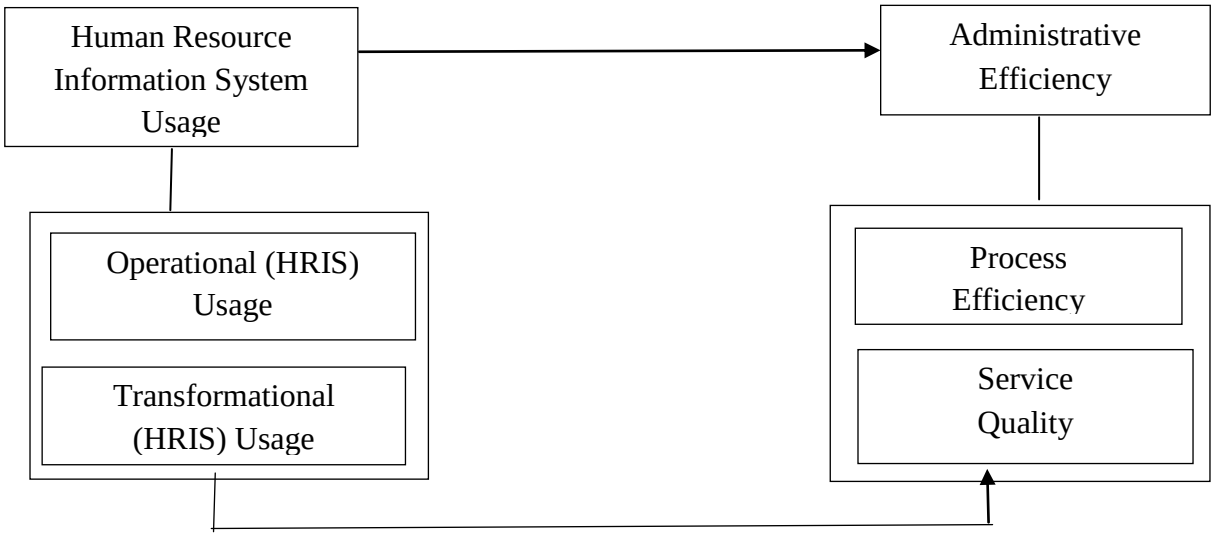


Figure 1: A conceptual framework showing the relationship between human resource information system usage and administrative efficiency of hospitality firms in Rivers State.

2.0 REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

Human Resource Information System (HRIS) Usage

Human Resource Information System (HRIS) usage refers to the extent to which an organisation integrates, apply computer-based systems to streamline and improve human resource management processes and functions within an organization(Shamila & Hasarindi, 2025).It involves the utilisation HRIS for hiring and selection processes, to enhance efficiency in decision-making, manage employee records and data, track attendance and performance, handle payroll and compensation systems and facilitate training and development The rising dependence on HRIS shows the increasing importance of data-driven HR practices in contemporary organisations. Thus, signifying an intensive strategic role in changing traditional HR functions into a more analytical data-driven and value-oriented processes (Innocent, 2025). HRIS supports informed decision-making, provide the use of real-time access to workforce data, and enhances organizational responsiveness. Effective HRIS usage promotes productivity, improved performance and enhances operational efficiency (Yona & Meilani, 2024). The increasing adoption of technological tools has made HRIS usage a vital tool for achieving strategic and administrative efficiency.

Operational (HRIS) Usage

Operational usage of HRIS denotes the use of the human resource information system in coordinating personnel's routine work processes and activities (Shamila & Hasarindi, 2025). This HR operation involves employee record management, payroll processing, work process tracking and staff leave management. Operational usage also enhances administrative tasks' efficiency through repetitive processes' automation to lower error rate, processing time and cost in work processes. This consequently leads to improved workflow efficiency within organisations and promotes HR operations accuracy and consistency. Automating routine HR operations promotes strategic initiatives and enhances effective allocation of resources. When business organisations engage in the use of HRIS for operational purposes, it reduces workloads and enhances administrative efficiency.

Transformational (HRIS) Usage

The use of value-driven HRIS is what is referred to as transformational **(**HRIS) usage**.** It involves leveraging of HRIS for strategic purposes to support sustained strategic goals such as career management, workforce planning, and strategic decision-making. It supports value creation, promotes competitiveness and drive innovativeness (Hendra&Sundram,2023) When transformational HRIS is enabled in an organisation, workforce needs and output trends analysis will be easily carried out to integrate HR strategies with organizational goals. HRIS-enabled transformation promotes organizational change and innovation by generating data-driven insights that support strategic planning and informed decision-making processes. Technological HRIS platforms are used by firms to transition from reactive management to proactive human resource management. The platform uses predictive analytics and artificial intelligence in managing workflows, processes and human capital. Yona & Meilani (2024) posit that organizations that proactively adopt transformational HRIS usage are strategically positioned to be competitive, improve strategic alignment, enhance employee performance, sustainability.

Administrative Efficiency

Administrative efficiency involves an organization ability to effectively manage its administrative processes and promote timely and accurate completion of tasks at minimal cost. It embeds efficient and effective management of human resource functions, such as hiring, reward and compensation, communication and employee record keeping (Margherita & Heikkilä, 2021). Administrative efficiency is a fundamental element in reducing delays, minimizing errors, achieving productivity, and improving coordination among departments for corporate high performance in the hospitality firms. It enhances quick responsiveness to operational demands and sustains high service quality and excellent service standards. High administrative efficiency enhances operational excellence and sustains competitive advantage.

Process Efficiency

Process efficiency refers to the effectiveness of processes in optimising work processes to achieve maximum outcomes while minimising inputs, time and cost to lower redundancies, waste and inefficiencies; enhance workflow coordination; maximise productivity; boost the overall operational performance; and enhance competitive advantages that can sustain maximum growth (David-Alonge, 2024). Efficiency in processes enhances improved performance (Gomaa, 2026). It is essential for an organisation to engage in process analysis and find out how work is currently carried out and find ways to reduce work process delays, duplication of effort and errors. When there is efficiency in work processes, there is timely completion of tasks, optimal allocation and utilisation of resources and improved accuracy in process execution. Standardising procedures for consistency, enhanced service delivery, higher speed and the requirement for process efficiency

Service Quality

Service quality is the ability to exceed customer expectations through delivery of reliable, timely, and high-quality services. It is a key determinant of loyalty, satisfaction, and excellent performance in the hospitality firms. Alqarni et al. (2023) study suggest that the employee performance in executing their tasks, and the efficiency of the firms 'internal processes have impact on the firm's service quality. Thus, the adoption of HRIS enhance effective service quality, higher performance outcomes, accurate information flow, and supporting effective decision-making and thereby contributes to improved service quality. Organizations that

leverage HRIS usage, enables efficient coordination of human resource activities and delivery of consistent and high-quality services (Hussain et al., 2025).

2.2 Technology Acceptance Model (TAM)

This study is anchored on Technology Acceptance Model (TAM), which is a theoretical framework that gives explanations to how users come to accept and utilise new technologies. TAM posits that perceived usefulness and perceived ease of use are the primary determinants of technology adoption. According to TAM, for an organisation to adopt the use of a technology, they must perceive it as being easy to use and that the technology effectively meets their needs. TAM has been widely applied in HRIS usage in diverse heterogeneous organizational environment (Al Mamun, 2022). It provides a valuable insight for understanding the various factors that influence HRIS usage, giving expository to why some employees readily adopt HRIS while others resist its use. Al Mamun (2022) in his study findings suggest that system quality, organizational support, and user training correlates with HRIS acceptance and usage. This implied that TAM is a significant theory that supports the adoption and effectiveness of HRIS in enhancing administrative efficiency.

2.3 Empirical Review

Hussain et al (2025) investigated the influence of human resource information systems (HRIS) on organizational performance of the tourism and hospitality sector in the Maldives. The study focused on HRIS usage as the predictor variable, while organizational performance, which is the criterion variable was measured with three indicators which are efficiency, service delivery, and workforce productivity. The survey study population comprises all employees of the hospitality firms, A structured questionnaire was administered to respondents, and data were personally collected from employees across selected hospitality organizations. Purposive sampling was used in determining the sample techniques, targeting staff with direct experience in HRIS usage. A quantitative research design was adopted, and data analysis was carried out using regression analysis. Validity was ensured and Cronbach's alpha was used to determine the reliability. The study's findings revealed that HRIS correlates with administrative and operational efficiency. However, the study was limited to Maldives geographical context hence the need for similar studies in Rivers State.

Sancoko et al. (2022) determine the influence of HRIS usage and employee satisfaction in public organizations using the DeLone and McLean Information Systems Success Model. The predictor variables used are system quality, information quality, and service quality, while user satisfaction served as the criterion variable. The employees in public sector organizations utilizing HRIS w used as the population. The study was a census study, so no sample size was determined. Structured questionnaires were used for data collection, Quantitative analysis was carried with the aid of SPSS, Validity and reliability were ensured and multiple regression analysis was used for the analysis. The findings revealed that information quality and service quality correlates with user satisfaction. This study focused primarily on user satisfaction rather than administrative efficiency. Hence the need to study broader administrative efficiency.

Risna-Ulfa et al. (2025) investigate HRIS usage in the Hospitality Sector. 40 peer-reviewed articles indexed in Scopus, focusing on trends, methodologies, and thematic areas in HRIS research within hospitality firms were reviewed and analysed. A quantitative bibliometric approach was employed. Descriptive statistical techniques and thematic analysis was equally made. The study synthesized empirical findings across multiple contexts, to make

conclusions that HRIS significantly improves administrative efficiency. However, the study identified gaps in empirical research linking HRIS directly to administrative efficiency metrics hence the need to focusing on firm-level analysis in future research and improving human resource management efficiency. The study was a qualitative research design. The dimensions of HRIS implementation are HR efficiency and administrative performance while operational effectiveness was the criterion variable. The population comprises of organisation using HRIS. Secondary data sources were used in carrying out the study. The study uses descriptive qualitative approach. Literature was synthesis as data collection methods. Sampling was not applicable in the study. The study ensured validity through triangulation of multiple sources. The findings indicated that HRIS correlates with efficiency However, the absence of empirical study limits the strength of the findings. Hence the need to close this gap in study.

3.0 Methodology

This study investigates the bond between HRIS usage and administrative efficiency of the hospitality firms in Rivers State. HRIS usage (the predictor variable) dimensions are operational (HRIS) usage and transformational (HRIS) usage. The administrative efficiency (criterion variable) was measured with process efficiency and service quality. The population comprises of 1250 employees of 15 selected hospitality firms in River's state. The employees comprised individuals who directly interact with HRIS and administrative processes within the hospitality firms, such as the HR managers/HR officers, administrative staffs, line managers / supervisors and IT personnel. A sample of 303 was determined using Taro Yamene (1967) formula. Simple random sampling technique was adopted and a structured questionnaire was used for data collection. The validity was established through face and content validity, and reliability confirmed using Cronbach's alpha coefficients exceeding the 0.70 threshold. Spearman's Rank Order Correlation Coefficient were used for data analysis with the aid of SPSS version 25.0,

4.0 Results and Discussion

303 questionnaires were distributed to employees in the hospitality firms, but only 277 (91.4%) copies were returned, and this constitutes the valid questionnaire. The hypotheses test is undertaken at a 95.5% confidence interval, and the decision rule is state that where $P < 0.05$ = Reject the null hypotheses and where $P > 0.05$ = Accept the null hypotheses.

4.0 Results

Table 1: Correlations between Operational (HRIS) usage, and the Dimensions of Administrative Efficiency

			Operational (HRIS) usage	Process Efficiency	Service Quality
Spearman's Rho	Operational (HRIS) usage	Correlation Coefficient	1.000	.815**	795**
		Sig. (2-tailed)	.	.000	.000
		N	277	277	277
	Process Efficiency	Correlation Coefficient	.815**	1.000	.765**
		Sig. (2-tailed)	.000	.	.000
		N	277	277	277
	Service Quality	Correlation Coefficient	795**	.765**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	277	277	277

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

Source: SPSS Output, 2026.

Operational (HRIS) usage and Process Efficiency: As shown in Table 1, the p value is 0.815 (p = 0.000), which is less than the significance threshold of 0.05. The coefficient of determination (r^2) is 0.664, implied that 66.4% of the variation in process efficiency can be explained by operational (HRIS) usage. Based on these findings, the null hypothesis (Ho_1) is rejected, and the alternative hypothesis (Ha_1) is accepted. This indicates a strong significant and positive relationship between operational (HRIS) usage and process efficiency.

Operational (HRIS) usage and Service Quality: Table 1, column 6 also reveals a p value of 0.795(p = 0.000), which is below the alpha level of 0.05. The r^2 value of 0.632 suggests that 63.2% of the variance in service quality is attributable to operational (HRIS) usage. Consequently, the null hypothesis (Ho_2) is rejected in favour of the alternative hypothesis. This confirms a strong and positive relationship between operational (HRIS) usage and service quality.

Table 2: Correlations between Transformational (HRIS) Usage and the Dimension of Administrative Efficiency.

			Transformational (HRIS) Usage	Process Efficiency	Service Quality
Spearman's rho	Transformational (HRIS) Usage	Correlation Coefficient	1.000	.785**	.775**
		Sig. (2-tailed)	.	.000	.000
		N	277	277	277
	Process Efficiency	Correlation Coefficient	.785**	1.000	.760**
		Sig. (2-tailed)	.000	.	.000
		N	277	277	277
	Service Quality	Correlation Coefficient	.775**	.760**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	277	277	277

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

Source: SPSS Output, 2026.

Transformational (HRIS) Usage and Process Efficiency. Table 2 shows p value is 0.785 (p = 0.000), which is below the significance level of 0.05. The coefficient of determination (r^2) is 0.616. This revealed that 61.6% of the variation in process efficiency is explained by transformational (HRIS) Usage. Given this result, the null hypothesis (Ho_3) is rejected, and the alternative hypothesis (Ha_3) is accepted. This shows a strong and significant positive correlation between transformational (HRIS) usage and process efficiency in the hospitality firms.

Transformational (HRIS) Usage andService Quality: Table 2 also revealed that p value is 0.775 (p = 0.000), which is less than the 0.05 significance level. The r^2 value is 0.601 indicate that transformational (HRIS) usage accounts for 60.1% of the variation in service quality. Consequently, the null hypothesis (Ho_4) is rejected in favour of the alternative hypothesis. This suggests that there is a strong correlation between transformational (HRIS) usage and service quality.

4.1 Discussion of Findings

Operational (HRIS) usage and Administrative Efficiency

In table 1, the study findings revealed that operational (HRIS) usage has a positive correlation between operational (HRIS) usage and administrative efficiency, particularly with the dimensions of process efficiency and service quality among employees of hospitality firms in Rivers State. The correlation between operational (HRIS) usage and process efficiency ($r = 0.815$, $p < 0.05$) indicates that when the hospitality firms increase HRIS usage, it promotes process efficiency. This implies that when the hospitality firms engage in the usage of HRIS for routine administrative services and operational processes, services will improve, delays and errors in services will be minimised, resource utilisation will be optimised, and this will result in higher employee satisfaction and cost-effective service delivery. This study conforms with Hussain et al. (2025) that HRIS usage correlates with organisational performance of the Maldives tourism and hospitality sector.

Similarly, the correlation between operational (HRIS) usage and service quality ($r = 0.795$, $p < 0.05$) further confirms that when the hospitality firms increase the usage of the human resource information system, service quality will equally improve. This implies that making use of HRIS for hospitality firms' routine activities and services will enhance accurate, timely, and consistent service delivery. The high positive strength correlation suggests that efficiency in operational use of HRIS will enhance customer loyalty, satisfaction, effective responsiveness, and better service delivery. This supports the study of Sancoko et al. (2022) that HRIS usage is significantly related to employee satisfaction in public organisations.

Transformational (HRIS) Usage and Administrative Efficiency

Table 2 results revealed a significant positive relationship between transformational (HRIS) usage and both process efficiency ($r = 0.785$, $p < 0.05$) and service quality ($r = 0.775$, $p < 0.05$). Adopting transformational (HRIS) usage can improve administrative efficiency at the workplace. This implied that when organisations' hospitality firms transcend routine, operational applications of HRIS and made use of it for management and administrative processes, this would improve work process efficiency. Thus, transformational use of HRIS will enhance improved coordination among workers, effective decision-making, and support proactive management practices for effective administrative efficiency. This study agrees with Risna-Ulfa et al. (2025) that HRIS usage relates to the administrative efficiency of the hospitality firms.

5.0 Conclusion

The study examined the relationship between human resource information system (HRIS) usage and administrative efficiency of the hospitality firms in Rivers State. HRIS (the independent variable) dimensions are operational (HRIS) usage and transformational (HRIS) usage. On the other hand, administrative efficiency (the dependent variable) was measured using process efficiency and service quality. The study findings reveal a substantial positive significant relationship between human resource information system (HRIS) usage and administrative efficiency, as both operational (HRIS) usage and transformational (HRIS) correlate significantly with the administrative efficiency of the hospitality firms in Rivers State. Hence, the study concludes that human resource information system (HRIS) correlates with the administrative efficiency of the hospitality firms in Rivers State.

6.0 Recommendations

1. The hospitality firms should enhance usage of HRIS and invest in reliable digital infrastructure to enhance accuracy, speed, and process efficiency.
2. The hospitality firms should incorporate HRIS into administrative processes and implement an effective monitoring systems that track how HRIS can be used for better service quality ‘
3. Hospitality organizations should transcend HRIS functions and adopt advanced, transformational applications such as workforce forecasting, analytics-driven decision-making, and automated performance tracking to enhance process efficiency
4. The hospitality firms should take advantage of transformational HRIS capabilities to enhance strategic service delivery to improve reliability, responsiveness, coherence and service quality.

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