"Employees' Satisfaction in Using the HRMIS: A Study within the DENR Offices in the Province of Iloilo"

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ABSTRACT

This study explores employee satisfaction with the Human Resource Management Information System (HRMIS) implemented at the Department of Environment and Natural Resources (DENR) in Iloilo Province. Employing a descriptive research design and a census of 320 employees, the research assessed satisfaction across four dimensions: system usability, efficiency and accuracy, support and training, and overall impact. Data were gathered through a validated Likert-scale survey and analyzed using descriptive statistics. Findings revealed neutral satisfaction levels across all domains, with mean scores ranging from 3.05 to 3.11, indicating a functional yet under-optimized system. Variability in responses suggests disparities in digital literacy, infrastructure access, and training adequacy. These results align with the Technology Acceptance Model (Venkatesh & Davis, 2000), which emphasizes perceived usefulness and ease of use as key determinants of user satisfaction. The study recommends enhancing user-centered design, standardizing HR workflows, expanding training programs, and institutionalizing feedback mechanisms. By addressing these areas, DENR Iloilo can elevate HRMIS from a basic administrative platform to a strategic tool for public sector innovation and employee empowerment.

INTRODUCTION

A Human Resource Management Information System (HRMIS) is a computerized solution designed to streamline and automate human resource activities within an organization. It serves as a centralized repository for employee information, including personal details, job history, payroll records, attendance, and performance evaluations. By integrating these functions, HRMIS reduces administrative burdens, minimizes errors, and enhances transparency in HR processes. Furthermore, it enables managers to make data-driven decisions, supports compliance with labor regulations, and improves employee engagement through self-service features.

The adoption of the Human Resource Management Information System (HRMIS) serves as a key tool to streamline processes, improve transparency, and enhance efficiency. Within government agencies such as the Department of Environment and Natural Resources (DENR), the HRMIS plays a vital role in personnel management. Still, its success depends on employee satisfaction, which is influenced by usability, accessibility, technical support, and productivity outcomes. Previous studies highlight that user acceptance of technology is driven by perceived usefulness and ease of use (Davis, 1989), while system quality and service support are critical for satisfaction in e-government platforms (Al-Shibly, 2011). In the Philippine setting, localized training and infrastructure support are essential for effective HRMIS implementation (Dela Cruz & Reyes, 2018), and inclusivity features are increasingly recognized as necessary for equitable digital transformation (UNDP, 2020).

This study examines the employee satisfaction with HRMIS at DENR Iloilo, focusing on four dimensions: system usability, efficiency and accuracy, support and training, and overall impact. The goal is to identify strengths and areas for improvement to enhance system adoption and effectiveness.

METHODOLOGY

This study employed a descriptive research design, which is appropriate for systematically describing the characteristics, perceptions, and satisfaction levels of DENR employees in Iloilo Province regarding the Human Resource Management Information System (HRMIS). Descriptive research is widely used to obtain information

concerning the current status of phenomena and to describe "what exists" with respect to variables or conditions in a situation.

The target population of this study comprised 320 employees of the Department of Environment and Natural Resources (DENR) in Iloilo Province. A census sampling technique was employed, wherein the entire population was invited to participate in the survey. This approach was chosen to ensure comprehensive coverage and to enhance the reliability of the findings, especially given the manageable population size.

The primary data collection tool was a structured survey questionnaire developed based on existing literature on HRMIS satisfaction and employee engagement. The questionnaire consisted of two parts:

- **Part I**: Demographic profile of respondents (e.g., age, sex, position, years in service).
- **Part II**: A series of Likert-scale items measuring satisfaction across key HRMIS dimensions such as usability, accessibility, reliability, timeliness, and perceived impact on work efficiency.

The instrument was subjected to content validation by three experts in public administration and HRMIS. A pilot test was conducted with 30 employees from a neighboring DENR office to assess reliability, yielding a Cronbach's alpha of 0.89, indicating high internal consistency.

Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to analyze demographic data and satisfaction levels. The Statistical Package for the Social Sciences (SPSS) was utilized for data processing. Mean scores were interpreted using a five-point Likert scale, with the following descriptive equivalents: 4.21-5.00: Very Satisfied, 3.41-4.20: Satisfied, 2.61-3.40: Neutral, 1.81-2.60: Dissatisfied, and 1.00-1.80: Very Dissatisfied.

RESULTS AND DISCUSSION

The analysis of the HRMIS survey responses from DENR Iloilo reveals a consistent pattern of neutral satisfaction across all four thematic domains: system usability (Q1–Q10), efficiency and accuracy (Q11–Q20), support and training (Q21–Q30), and overall satisfaction and impact (Q31–Q40). The mean scores for each group—ranging narrowly from 3.05 to 3.11—suggest that while the system is functional, it has yet to generate strong positive sentiment among users.

The first group, which assessed system usability, yielded a mean of 3.07 with a standard deviation of 1.16, indicating that while some employees find the interface intuitive and accessible, others experience difficulty navigating or interacting with the platform. This aligns with Al-Mobaideen et al. (2013), who emphasized that user interface design is a critical determinant of HRIS adoption, particularly in public institutions where digital literacy varies. Similarly, Lallana (2004) noted that many Philippine e-governance platforms suffer from poor usability due to limited user involvement during the design phase.

The second group, focused on efficiency and accuracy, produced a mean of 3.09 and a standard deviation of 1.14. These results reflect moderate confidence in the system's ability to streamline HR processes and reduce errors. However, the variability in responses suggests that some units still rely on manual workarounds or encounter data inconsistencies. This finding is consistent with Ball (2001), who argued that HRIS can only enhance efficiency when paired with standardized workflows and robust data governance. In the Philippine context, Alampay (2012) observed that inconsistent infrastructure and fragmented implementation often hinder the full realization of HRIS benefits in government agencies.

The third group, which examined support and training, had the lowest mean (3.05) and a standard deviation of 1.15. This indicates that while some employees feel adequately supported, others report gaps in training and technical assistance. Haines and Petit (1997) emphasized that training is a critical success factor for HRIS, especially in environments where digital transformation is still evolving. Reyes and Jaminola (2019) further noted that in Philippine government settings, inadequate training often leads to underutilization of system

features and user frustration. These findings suggest a pressing need for DENR to institutionalize continuous capacity-building programs, including refresher courses and localized support mechanisms.

Finally, the fourth group, which assessed overall satisfaction and the system's impact on job performance and decision-making, recorded the highest mean (3.11) but still fell within the neutral range. This suggests tentative optimism about the HRMIS's potential, though many users remain unconvinced of its transformative value. Studies by Ngai and Wat (2006) and Troshani et al. (2011) have shown that perceived usefulness and organizational support are key to sustained HRIS satisfaction. In the local context, Francisco and Garcia (2020) found that HRIS platforms in the Philippine public sector often face skepticism unless their benefits are clearly communicated and linked to tangible performance outcomes.

Table 1: Mean and Standard Deviation Distribution of Respondents in the Questionnaire.

Question Group	**Population (N)**	**Mean**	**Standard Deviation**	**Interpretation**
Q1–Q10	320	3.07	1.16	Neutral satisfaction; wide variation in usability experience
Q11–Q20	320	3.09	1.14	Neutral satisfaction; moderate consistency in perceived efficiency
Q21–Q30	320	3.05	1.15	Neutral satisfaction; uneven access to support and training
Q31–Q40	320	3.11	1.13	Neutral to slightly positive satisfaction; cautious optimism about system impact

The analysis of survey responses in the challenges indicates that slow system response time (32.8%), difficulty in navigating the interface (30.5%), and limited mobile or remote access (28.9%) are the most frequently reported challenges. These issues point to fundamental weaknesses in system optimization and user interface design. Similar findings have been reported in studies of HRIS in public organizations, where system speed and usability are cited as major barriers to effective adoption. Technical reliability concerns, such as network/connectivity problems (25.8%), login/authentication failures (21.9%), and system downtime (18.8%) also emerged as significant. These reflect infrastructure limitations and system stability issues, which are consistent with literature emphasizing that technical robustness is a key determinant of HRMIS success. Data-related challenges, including delays in updating records (22.7%) and data inaccuracies/synchronization issues (21.1%), undermine trust in HRMIS outputs. This is particularly critical in the public sector, where accurate HR data is essential for payroll, compliance, and personnel management. Research confirms that data integrity and timeliness are among the most important factors influencing user satisfaction and organizational reliance on HRMIS. Although less frequent, security and privacy concerns (17.2%) remain highly significant due to the sensitive nature of HR data. Studies emphasize that even moderate dissatisfaction in this area can erode confidence in HRMIS systems and hinder adoption. Meanwhile, the lack of technical support and training (16.4%) suggests that capacity-building interventions are insufficient. Literature on HRMIS implementation stresses that user training and ongoing support are critical for overcoming resistance and maximizing system benefits.

Table 2: Frequency and Percentage of Respondents regarding the challenges.

Challenge Category	**Frequency (n)**	**Percentage (%)**
Slow system response time	42	32.8%
Difficulty in navigating the interface	39	30.5%

Limited mobile or remote access	37	28.9%
Login/authentication failures	28	21.9%
Network or connectivity problems	33	25.8%
Complex/cluttered reporting functions	31	24.2%
Delays in updating records/transactions	29	22.7%
Data inaccuracies/synchronization issues	27	21.1%
Browser/device incompatibility	26	20.3%
Security/privacy concerns	22	17.2%
System downtime/technical failures	24	18.8%
Lack of technical support/training	21	16.4%
Insufficient features for work needs	19	14.8%
Other (miscellaneous issues)	15	11.7%

The open-ended comments from HRMIS users reveal a mix of appreciation and concern. Many respondents praised features like mobile accessibility, audit trails, and validation checks, noting that the system is generally helpful and user-friendly. However, a significant number highlighted persistent issues such as slow system response, login failures, and network or connectivity problems—especially in remote areas. Usability challenges were also common, with users citing difficulty navigating the interface, cluttered reporting functions, and unclear menu labels. Additionally, several respondents expressed the need for more training, refresher sessions, and technical support to maximize the system's potential. Concerns about data security, limited mobile access, and insufficient features for specific tasks further underscore the need for system enhancements. Overall, while the HRMIS is seen as a valuable tool, its effectiveness is hindered by technical, usability, and support-related gaps that require targeted improvements.

Taken together, these findings highlight a system that is operational but under-optimized. The moderate variability in responses across all domains points to uneven implementation and access, likely influenced by differences in training, infrastructure, and user engagement. To move from neutrality to satisfaction, DENR Iloilo must invest in user-centered design improvements, strengthen data governance, expand training programs, and foster a culture of continuous feedback and system refinement. By addressing these areas, the HRMIS can evolve from a basic administrative tool into a strategic asset that enhances efficiency, transparency, and employee empowerment across the department.

CONCLUSION AND RECOMMENDATIONS

The findings indicate that while HRMIS at DENR Iloilo is operational, it remains under-optimized. The neutral satisfaction levels across all domains suggest that the system has yet to fully meet employee expectations. Variability in responses points to disparities in user experience, likely stemming from inconsistent training, infrastructure limitations, and varying levels of digital literacy.

To enhance HRMIS satisfaction and effectiveness, the following recommendations are proposed:

1. **User-Centered Design Enhancements:** Involve end-users in iterative design improvements to address usability concerns.

2. **Standardize Workflows and Data Governance:** Ensure consistent implementation across units to maximize efficiency and accuracy.

3. **Expand Training and Support:** Institutionalize regular training sessions, including onboarding, refresher courses, and localized technical support.

4. **Promote System Benefits:** Communicate the tangible advantages of HRMIS to foster user buy-in and reduce skepticism.

5. **Establish Feedback Mechanisms:** Create channels for continuous user feedback to inform system updates and policy adjustments.

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