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Analyzing competencies retention in light of human resource information systems usage -Evidence from Algeria Telecomagency in M'Sila-

تحليل الاحتفاظ بالكفاءات في ضوء استخدام نظم معلومات الموارد البشرية: دراسة ميدانية بمؤسسة اتصالات الجزائر، وكالة المسيلة

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Abstract:

This article analyses how does the use of Human Resource Information Systems (HRIS) effect on competencies retention in the commercial agency of Algeria Telecom in M'Sila. A quantitative descriptive–analytical research approach was used and a structured questionnaire, distributed during the second semester of year 2025 to 50 workers. Results showed a positive and significant association between the use of HRIS and competencies. Within the sub-dimensions, effects of career-path management were the most significant. Notwithstanding this positive relationship, the descriptive data had shown that HRIS potential is realized due to organizational and cultural influences. The research concludes that HRIS is an enabler for organizational competencies retention, but needs to be compatible with strategic HR.

Key words: Human Resource Information Systems (HRIS), competencies retention, employee motivation, Algeria Telecom, M'Sila

JEL classificationcodes :M15, J24, M54, O55.

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1. Introduction.

In the modern digitization age, information technology has defined HR management, making business enterprises to be more data-savvy and automated. With Human Resource Information Systems (HRIS) technology, for example, HR is able to fully integrate and support such functions as recruiting and selection, career-pathing, performance management and employee development. The systems do not only contribute to optimizing business and administration processes, but rather support strategic human capital management with up-to-date and reliable information for decision making.

In public sector, the HRIS is receiving much attention, (telecommunications field in particular) as it becomes part of digital transformation phenomenon nowadays in Algeria. Yet effectiveness of HRIS in responding to enduring concerns for example retention of skilled and experienced employees is not well investigated. The preservation of capabilities, however the ability of an organization to retain essential information, knowledge and institutional memories is referred to in local government as retaining competences, it is hard to generate successful and effective performance consistent with innovative practices with a high service quality. It should be noted, however that high turnover rates and scanty opportunities for professional development still characterize public organizations.

In this context, this paper analyses the statistical link between HRIS and its retention outcomes, especially addressing three subscales, including career-path management, training and development, and also employee motivation. In this way, it helps to produce context specific insights for Algerian public organizations in the process of HR digitalization.

Problem Statement

Even though HRIS have been use more and more confidently within Algerian institutions, this does not keep many organizations away from a shortage in qualified staff and organizational knowledge. Yet this brings an intriguing question to mind:

To what extent does the implementation of Human Resource Information Systems (HRIS) have a statistically significant effect on competencies retention at Algeria Telecom, M'Sila?

The purpose of present paper is to fill this gap described above by investigating the impact of HRIS usage on competencies retention in Algeria Telecom agency at M'Sila. The investigation is

concerned with examining significance and practical import of association across important HRIS mediated processes.

Research Objectives

This study aims to:

- Determine whether HRIS implementation is significantly associated with competencies retention at Algeria Telecom, M'Sila.
- Examine the specific effects of HRIS on three dimensions of retention: Career-path management, Training and development,and Employee motivation.
- Provide practical recommendations to enhance HRIS-driven retention policies in the Algerian public sector.

Hypotheses

Based on the study framework, the study tests the following main hypothesis**:** HRIS implementation has a statistically significant positive effect on competencies retention at Algeria Telecom, M'sila.

Sub-hypotheses :

- **Ha:** HRIS positively affects career-path management related to retention.
- **Hb:** HRIS positively affects training and development.
- **Hc:** HRIS positively affects employee motivation.

Scope and Limitations

The investigation was statistically tested in the commercial site of Algeria Telecom, M'Sila. Samples are 20 employees coming from varied executive and senior official levels. Data was gathered from February 2025 to May 2025. The results provide important implications for public telecommunications agencies, but the generalization to other sectors should be treated with caution. The method used in this study is descriptive – analytical quantitative and Amos-22 software of SPSS was utilized as a statistical tool (reliability, correlation, regression tests).

Previous Studies

A significant number of studies from across the world has been devoted to investigate HRIS effects on employees' outcomes. **Tansley& Newell**(2007) found that a reliance on electronic HR tools supports transparency in career development and reduces voluntary turnover. **Al-Shammari**(2019) also found significant

relationship between HRIS adoption and employee retention in public organizations within the Middle East, where the emphasis was on rewarding performance and fair evaluation.

The implementation of HRISs in African and Arab settings can, for instance, be deterred by low technical capacities as well as lack of training and resistance to change. These are the factors that can reduce the likelihood of HRIS influencing retention. However, the works of **Bondarouk & Ruël**(2019) and **Marler & Parry**(2016) confirm that partial digitalization can positively influence employee satisfaction if management is committed to it, and the organization becomes a learning one.

HRIS research in Algeria is also limited. The research on digital HR-transformation in public organizations is rather limited—few discussing its relationship to competencies retention. To tackle this, the current study adds to the existing knowledge by offering locally grounded field evidence from within the Algeria Telecom representing in M'Sila, a situation where digital HR systems are increasingly being introduced into everyday activities.

2.Literature Review.

2.1. Human Resource Information Systems (HRIS).

2.1.1. Concept and evolution.

Human Resource Information Systems (HRIS) was the new technology to combine information technology with human resource management (HRM) functions. HRIS is defined as "a system that helps in the transformation of data into information and from here into knowledge". According to **Laudon & Laudon**(2023), HRIS is defined as the relevant to "any freely structured collection of people, technology, actions and methods. Once used for administrative tracking of records and payment, HRIS has since become a strategic mechanism for talent management, workforce planning, and employee engagement (Kavanagh & Johnson, 2018).

In recent 30 years, the trend of HRIS capabilities enfolding its arms along the global digital transformation. Today, HRIS have evolved to enable online hiring, e-learning tools and performance dashboards, as well as a predictive analytics tool for employee turnover. With the trend toward finding more efficiency and transparency, HRIS has already been focused on e-HRM (electronic human resource management) and forces how organizations can attract and develop the right talent they need to keep.

2.1.2. Functions and Components.

An HRIS is usually comprised of a number of modules that make HR information easier to manage Data entry is most commonly done by an HR specialist, who then retrieves and analyzes that information in a way that serves both management and employees. The application gathers data on users, positions and performance, it processes raw data into format reports and provides managers with well-structured output. The major HRIS components include:

- **Data Entry**: Entering employees' personal, professional and performance details.
- **Processing & Analytics** – Algorithms and Metrics to Measure Performance of Workforce
- **Storage**: Keeping centralized databases available for analysis and auditing.
- **Reporting and Feedback**: Creating HR reports that fuel planning, training and compensation decisions.

Bondarouk and Ruël(2019) argue that when HRIS activities are well aligned, they improve accuracy of information, reduced administrative tasks and employee satisfaction due to transparent handlings. Thus, HRIS functions function on both the strategic and operational for an organization.

2.2. HRIS and Strategic Human Resource Management.

The strategic dimension of HRIS goes beyond administrative efficiency rationale. **Marler and Parry**(2016)posit that through HRIS, human resources managers are able to participate in strategic decision support by offering credible evidence on the capacity of workforces, training requirements and performance developments. With HR analytics, they can forecast staff turnover, recognize the lack of skills and implement solutions for long-term talent management.

HRIS in this environment is a strategic knowledge retention tool, especially within knowledge-based industries such as telecommunications. Implementation of HRIS makes it easy for communication between the employees and management; promotes merit-based promotions, which is very important to retain competencies in an organization.

2.3. Competencies retention.

a. Concept and Importance.

Competencies are composed of knowledge, skills, and personal characteristics that contribute to effective performance on the job (Spencer & Spencer, 2008). Maintaining capabilities, then, means that an organization values and keeps its valuable qualities by ensuring staff skills and motivation. Prepotencyretention for Algerian public service vendors such as Algeria Telecom, andcompetency retain.

Hausknecht& al. (2009)argue that turnover of employees is determined by perceptions of career opportunities, organizational commitment and justice in reward systems. As a result, upholding competencies needs a fruitful atmosphere that manages external (e.g., pay and job security) and internal (e.g., motivation and recognition) variables.

b.Determinants of Retention.

Retention is determined by organizational and psychological variables. According to **Hom& al**.(2017), leadership style, work environment, and perceived organizational support play also a crucial role in the decision to stay or leave for employees. Additionally, training opportunities, career-development paths and reward transparency are factors helping to drive better retention.

In tech-based firms, HRIS may shape these factors by systematically addressing the data on career proceedings conveniently, facilitate automation with respect to rewards and maintaining a standard communication flow between performance expectations. This integration with the existing team ensures fair and open system which is encouraging for staff to stay in-house.

2.4. HRIS as a Tool for Competencies Retention.

Consistently, the literature also confirms that HRIS has a significant positive impact on employee retention. In particular, thisrelationship ismediated by threemechanisms :

- **Career-Path Management:** HRIS supports succession planning by mapping career trajectories and identifying employees suitable for promotion **Ball**(2001). Transparent internal mobility reduces uncertainty and improves employee commitment.
- **Training and Development:** HRIS enables HR departments to track skills, design customized training programs, and evaluate post-training performance **Ngai & Wat**(2006). This

data-driven approach ensures that training aligns with organizational needs and individual growth.

- **Motivation and Reward Systems:** HRIS-based performance dashboards allow managers to administer incentives objectively and equitably **Kassim& al**(2012). This transparency strengthens employees' trust in HR decisions, reinforcing motivation and loyalty.

Collectively, these mechanisms highlight how HRIS not only supports operational efficiency but also enhances the psychological contract between employees and organizations, thus promoting long-term retention.

3. Methodology.

3.1. Research Design.

This research was implemented using a quantitative descriptive–analytical approach, which facilitates an enquiry that systematically investigates relationships among variables by means of statistics. The methodology combines descriptive analysis to study employee perceptions of HRIS effectiveness with inferential analysis, which is used for testing the hypotheses statistically. It is cross-sectional in design, as data were gathered at one time point during the second semester of 2024–2025, and correlational in nature because it seeks to uncover associations among variables rather than underlying causality. This methodological orientation is consistent with similar HRIS–retention studies conducted in organizational settings (Al-Shammari, 2019; Bondarouk & Ruël, 2019)

The study was conducted among all the employees of the Algeria Telecom agency commercial in M'Sila, which are officials and managers. Because of accessibility considerations, a non-probability purposive sampling technique was used and the people dealing with HR working and information handling systems are chosen.

Fifty (50) employees across a range of roles and demographic dimensions were involved in the study. This sample size is considered acceptable for exploratory correlation and regression analyses in line for small organizational populations.

Table 1. Demographic Characteristics of the Sample

Variable	Category	Percentage (%)
Gender	Male	64%
	Female	36%
Age	20–30 years	32%
	31–40 years	40%
	41–50 years	18%
	Over 50 years	10%
Education Level	Bachelor's	46%
	Master's	38%
	Other	16%
Job Position	Administrative staff	54%
	Managerial	46%
Work Experience	Lessthan 5 years	28%
	5–10 years	34%
	More than 10 years	38%

Source: Developed by researchers from the outputs of SPSS 26

This profile ensures a diverse mixture of operatives and managers at the level of FRA, thus enhancing the validity of findings.

3.3. Data Collection Tool

We constructed a weighted questionnaire with the help of previous HRIS and retention literature (Ngai & Wat, F. K. T, 2006; Marler & Parry, 2016).. The instrument included four main sections:

- **Demographic information** (gender, age, education, position, experience).
- **HRIS dimension**, which assessed the perceived efficiency, accessibility, and accuracy of the system (10 items).
- **Competencies retention dimension**, subdivided into:
  - Career-path management (7 items)
  - Training and development (6 items)
  - Motivation and rewards (5 items)
- **Open-ended questions,** to capture qualitative feedback from respondents.

All closed ended items, were measured using a five-point Likert scale ranging. From 1 = strongly disagree to 5 = strongly agree. The questionnaire was reviewed by two academic experts, for content validity and pre-tested, with five employees to ensure clarity and relevance.

3.4. Data Collection Procedures and Ethical Considerations.

obtained data, were from 22feb to 1May 2025. The respondents were given a detailed explanation of the aims and the confidentiality assurance. Respondents participated in the survey voluntarily and anonymity

was guaranteed. All demographic information was unidentifiable and data were analyzed for research purposes. Written authorization to carry out the fieldwork was received from Algeria Telecom's M'Sila center. management before distribution of the questionnaire.

3.5. Reliability and Validity Testing.

Internal consistency of the scales was evaluated using **Cronbach's Alpha (α)**. As shown in Table 2, all coefficients exceeded the recommended threshold of 0.70, indicating high reliability.

Table 2. Cronbach's Alpha Reliability Coefficients

Variable	Cronbach's α	ReliabilityLevel
HRIS (overall)	0.881	High
Career-path management	0.817	High
Training and development	0.793	Acceptable
Motivation	0.762	Acceptable
Retention (overall)	0.846	High

Source: Developed by researchers from the outputs of SPSS 26

Construct validity was ensured through expert review and inter-item correlation analysis. The positive and significant correlations among items confirmed the coherence of the measurement constructs.

3.6. Data Analysis Techniques.

Data were analyzed using **SPSS 26**, following a multi-step procedure:

- **Descriptive statistics** (means, standard deviations) were used to summarize employees' perceptions.
- **Reliability analysis** confirmed the internal consistency of measurement scales.
- **Pearson's correlation** examined the relationships between HRIS and retention dimensions.
- **Simple linear regression** tested the main and sub-hypotheses.
- The **significance level** was set at $p \leq 0.05$ for all inferential tests.

Given the study's exploratory nature, regression models were applied separately to evaluate the effect of HRIS on each retention dimension (career-path management, training & development, motivation) and on overall competencies retention.

3.7. Analytical Models.

The study's analytical framework is structured around one main and three sub-models:

Main Model :

$$Retention = \beta_0 + \beta_1(HRIS) + \varepsilon$$

Sub-Models:

$$\begin{cases} CareerM = \beta_0 + \beta_1(HRIS) + \varepsilon \\ Training = \beta_0 + \beta_1(HRIS) + \varepsilon \\ Motivation = \beta_0 + \beta_1(HRIS) + \varepsilon \end{cases}$$

Where:

- *Retention* = overall competencies retention score
- *HRIS* = human resource information systems score
- β_0 = constant term
- β_1 = regression coefficient
- ε = error term

3.8. Limitations of the Methodology.

Although the methodological approach was appropriate for the aims of the study, some limitations have to be recognized:

- Because N = 50 is small, this study cannot be statistically generalized to a larger population.
- The cross-sectional nature limits causal inference.
- Data are based on subjective perception, self-reports leading to possible (response) bias.
- Unmeasured factors (e.g., style of leadership within the institutions, climate at institutions) may be exerting some direct influence on retention dynamics.

Despite these limitations, the empirical study makes a valuable contribution by presenting local statistics about HRIS and competencies retention in the context of public-sector Algerian organization.

4.Results and Discussion.

4.1. Descriptive Statistics.

To examine the validity of the hypothesis that HRSS-HR capabilities supports the organization's competency retention, descriptive tools have been used to measure employees' perceptions concerning using of HRIS indicators in maintaining competencies at: Algeria Telecom agency M'Sila. Mean and standard deviation were

computed for each of the dimensions of retention such as career-path management, training and development and motivation.

Table 3. Descriptive Statistics for Retention Dimensions

Dimension	Mean	SD	Interpretation
Training and Development	3.45	0.67	Moderate agreement
Motivation	3.30	0.79	Moderate agreement
Career-Path Management	3.36	0.74	Moderate agreement
Overall Retention Index	**3.37**	**0.74**	Neutral-to-positive perception

Source: Developed by researchers from the outputs of SPSS 26

The average values have a reasonable agreement, which implies that employees are aware that HRIS can be helpful to the operation of HR, but not yet as into the retention process. The neutral stance of perceptions may indicate incomplete rollout, insufficient user training and structural barriers as observed in the case of public sector systems.

This result is consistent with those of **Al-Shammari**(2019)in public institutions within the Middle Eastern context, that HRIS implementation enhanced administrative efficiency but had only a partial effect on employees' commitment and retention.

4.2. Correlation Analysis.

To examine the relationships between HRIS and the retention dimensions, Pearson's correlation coefficients were computed.

Table 4. Pearson Correlations Between HRIS and Retention Variables

Variable	HRIS	Career	Training	Motivation	Retention
HRIS	1	.612**	.461**	.543**	.628**
Career	.612**	1	.587**	.513**	.633**
Training	.461**	.587**	1	.472**	.498**
Motivation	.543**	.513**	.472**	1	.549**
Retention	.628**	.633**	.498**	.549**	1

Note:p < .01 (two-tailed)

Source: Developed by researchers from the outputs of SPSS 26

The correlation coefficients indicate strong and significant relationships between HRIS and all the sub dimensions of competencies retention. This relationship is extremely strong for career-path management (r =. 612), after motivation (r = . 543) and training (r =. 461).

This pattern suggests that HRIS plays a particularly potent role in promoting career transparency and key internal mobility,

whereas its impact on training is moderate, which may reflect that there is less coupling between HRIS modules and training budgets.

The findings support the basic assumption that HRIS is a significant enabler to maintaining organizational capabilities and help enhance communication, accuracy of information, development StringBuilder, accurate decision for retaining staff by ensuring they receive timely information that will assist in their development and increased knowledge thus help us

4.3. Regression Analysis.

Main Hypothesis: HRIS → Competencies Retention

The major hypothesis was tested using a simple linear regression with HRIS as the predictor of overall competencies retention.

Table 5. Regression Model: HRIS → Competencies Retention

Variable	B	Std. Error	β	t	Sig.	R	R^2	F	Sig. F
(Constant)	1.482	0.312	—	4.75	.000	.628	.394	31.183	.000
HRIS	0.701	0.126	.628	5.585	.000	—	—	—	—

Source: Developed by researchers from the outputs of SPSS 26

The model is significant ($F = 31.183$, $p <. 001$), accounting for 39.4% of the variance in skill retention. It supports the primary hypothesis (H1) that HRIS implementation has a positive and significant impact on competencies retention.

Practically, findings imply that enhancements in HRIS use--data quality, system accessibility, automation of HR transactions--are related to greater employee stability and a lower intent to quit.

Sub-Hypotheses

Each sub-hypothesis was tested using separate regression models for the three retention dimensions.

a. HRIS → Career-Path Management

Coefficient (β)	R	R^2	F	Sig.
0.603	.612	.374	28.135	.000

The relationship between HRIS and career-path management is **strong and significant ($p < .001$)**, indicating that HRIS tools help monitor promotions, internal mobility, and succession planning. Employees perceive these digital mechanisms as indicators of fairness and transparency, which enhance their organizational loyalty.

b. HRIS → Training and Development

Regression Equation	R^2	Sig.
$Y = 0.877X + 0.722$	0.212	.001

This is, of course, the sizeable correlation but with an R^2 value is 0.212., this indicates it is not as strong an influence as other dimensions. This shows that although HRIS can be used in facilitating training activities, certain intervening factors, including budgetary constraints, lack of e-learning facilities and centralization for decision-making could be limiting its impact on the efficiency of training.

c. HRIS → Motivation

Coefficient (β)	R	R^2	F	Sig.
0.624	.543	.294	20.721	.000

Motivation is also directly affected by HRIS (p<. 001). This association is in line with the HRIS role to improve transparency in performance assessment, salary establishment and rewards allocation. Staff are more likely to stay engaged when HR is seen to make data-driven and fair decisions.

4.4. Discussion.

To the best of the researchers' knowledge, this confirms, for the first time empirically, that HRIS has a significant positive effect on competencies retention in Algeria Telecom's M'sila agency. These findings are evidence of findings from earlier international studies (Ball, 2001; Ngai & Wat, F. K. T, 2006; Marler & Parry, 2016; Bondarouk & Ruël, 2019)(which emphasize HRIS as an essential element in contemporary talent management systems.

There are two reasons for its value: First, the strong connection between HRIS and career-path management shows that digital HR tools can be efficient to increase transparency, fairness and predictability of employee progression. The more employees can see how they can progress and what the career progression criteria are, the more trust there is in that system and the longer team members will stay.

Secondly, the weak relationship between HRIS and T&D implies that mere technology infrastructure may not be helpful in learning effectiveness. HRIS is under resourced and management support is lacking to achieve its fullpotential in increasing training quality. This result is in line with **Al-Shammari**(2019) point that system success relies on technology readiness and organizational culture.

Third, fair performance appraisal and incentive distribution seem to make employees more motivated and advanced with HRIS. This is especially true for public agencies, where they find that

perceptions of uneven reward systems are frequently behind turnover. When implemented correctly, digital HR platforms can normalize assessments and increase people's perception of fairness.
The low mean values for all of the dimensions imply that HRIS in Algeria Telecom is at an emergent stage.

Its potential for strategic contribution may however be limited by low staff training, incomplete module integration and a conventional management culture. As **Bondarouk & Ruël**(2019) observed, the strategic power of HRIS is only fully leveraged when associated with top management support and digital skills of employees.

In general, the findings indicate that HRIS functions as a platform for competencies retention, but it must rely on supportive organizational practices—such as participative leadership, performance-based incentives and continual training—to fully opportunities.

5.Conclusion and Recommendations.

5.1. Conclusion.

The purpose of this position was to seek for the relationship between Human Resource Information system and retention of organizational competencies in the Algeria Telecom commercial agency/M'Sila. By employing a quantitative descriptive–analytical design and analyzing data with SPSS, the study verified that HRIS positively and statistically significantly affects competencies retaining.

Results reveal that 39.4% of variance in retention is accounted for by HRIS usage, which supports the main hypothesis. Among sub-dimensions, career-path management had the highest correlation followed by motivation and training & development. Results indicate that HRIS is most beneficial for promoting retention when it serves as a tool for clear career advancement and equitable reward systems.

The moderate descriptive ratings (aggregate mean = 3.37) reveal that HRIS potential is only partially met in real situations. It is not without its organizational, technical, and cultural challenges – e.g. weak user training, suboptimal system integration and reluctance to digitalization which restricts it's impact.

Fundamentally, HRIS is a core supporter of talent retention, however, its efficacy is contingent on management support, staff buy-in and attunement to strategic HR goals.

The study thus provides both empirical validation and practical guidance for enhancing HRIS-driven retention mechanisms in Algerian public-sector organizations.

Managerial Implications

There are several implications for HR managers and policy makers at Algeria Telecom and similar institutions, in the light of findings from this study:

- **Strategic Integration of HRIS:**

HRIS need to be shifted as a strategic decision-making tool (not just) an administrative data repository. Linking HRIS to performance management and organizational planning will increase the power of HRIS regarding retention.

- **Continuous Staff Training:**

Continuing digital literacy and system training is important to enable HR and managerial staff to get the most out of an HRIS.

- **System Customization and Data Quality:**

The design of the HRIS should also take into account local operational constraints and these iterative adaptations to ensure accurate data, reliability of the system, and updating so as not to undermine trust in its outputs.

- **Performance-Linked Rewards:**

Linking HRIS performance data with incentive systems will promote fairness, transparency, and motivation, thereby increasing employee retention.

- **Career-Path Visualization:**

HRIS interfaces should include digital career maps and competency profiles, allowing employees to identify required skills for advancement and fostering a sense of ownership over their career development.

5.2. Practical Recommendations.

Table 6. Recommended Actions to Strengthen HRIS-Driven Retention

Area of Improvement	Recommended Action	ExpectedOutcome
System Utilization	Conduct periodic HRIS user workshops for employees and managers	Enhanced user adoption and accuracy of HR data
Data Integration	Link HRIS with payroll and performance	Real-time performance tracking and equitable

	evaluation modules	reward distribution
Career Management	Develop interactive digital career-path maps accessible through HRIS	Increased transparency and reduced turnover intentions
Motivation and Rewards	Automate bonus and incentive calculations based on HRIS data	Improved fairness and employee satisfaction
Evaluation and Feedback	Conduct regular HRIS audits and employee satisfaction surveys	Continuous improvement and system reliability

Source: Elaborated by researchers

Such practical interventions can assist Algeria Telecom and other public institutions in furthering HRIS use while maintaining sustainable retention of competencies.

Study Limitations

Although the research provides important empirical evidence, there are a number of limitations:

- The study was performed in one institution (M'sila department) which affects the external validity.
- **Sample size (N = 50)** limitsconclusion generalization and statistical power.
- The **cross-sectional design** does not allow for causal inference or examination of long-term retention dynamics.
- Less attention was devoted to qualitative variables such as type of management, organizational culture and managers' attitude (which were not analyzed in this paper), but which could have an important effect on the intention to remain.

Acknowledging these limitations guides the process of methodological improvements in future studies.

Future Research Directions

Future researchers are recommended to: build on the results of this study by:

- The next step is to enlarge our sample by including one or several branches of Algeria Telecom in different regions in Algeria.
- Implement longitudinal studies to monitor the development of HRIS effectiveness and retention performance over time.
- Combine with qualitative research (interviews, focus groups) to better capture employee attitudes towards HR digitalization.

- Examine mediating variables such as organizational commitment, job satisfaction or digital readiness and how they impact on the relationships between HRIS and retention.
- Contrast HRIS effects on public and private organizations to discern similarities, variations and technology-based practices in human resource management.

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