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Exploring the Factors Influencing Employee Adoption of Digital Information Systems

Shital Kene^{1*}, Sunil M. Ikharkar², Owais Talib³, Akhilesh Ingle⁴, Sampada Wasade⁵, Vipul Akhare⁶

^{1*}Assistant Professor, Department of Master of Commerce (Computer Management), Dr. Ambedkar Institute of Management Studies and Research, Nagpur, Maharashtra-India.

Email: chaudharishital1@gmail.com

² Professor (MBA) at Govindrao Wanjari College of Engineering and Technology, Nagpur.

³Director at Zulekha College of Commerce, Nagpur-India

⁴Assistant professor, Atal School of Management, LIT University, Nagpur-India

⁵Assistant professor, School of Management, Ramdeobaba University, Nagpur-India

⁶Assistant Professor, Dr. Panjabrao Deshmukh Institute of Management Technology and Research, Dhanwate National College, Nagpur-India

*Corresponding Author: Shital Kene

ABSTRACT: Digital Technology has revolutionized organizational processes, communication, information management, decision-making and much more. Digital Information Systems (DIS) are now so much more than tools to improve operational efficiency, productivity and timely access to information. But how successful are they, as well as how well they work? These systems are dependent on the employees' willingness and ability to take advantage and use them. In this study "Exploring the factors influencing employee adoption of Digital Information Systems" we will investigate the factors that affect employees' adoption of digital information systems in the workplace. We will focus on the perceived usefulness, perceived ease of use, system quality, information quality, management support, digital competency and facilitating conditions. The primary data will be collected from employees using a structured survey and questionnaire based on a five-point Likert scale. The collected data will be analyzed using descriptive statistics, reliability analysis, correlation analysis and multiple linear regression to determine the relationship between those factors and employee adoption. To find the factors that significantly affect employees' adoption of digital information systems and what is their relation to adoption behaviour, we will provide managers and organisations with information to help them plan for technology implementation, training, organizational support, etc. This may also contribute to the literature on information system adoption by providing a comprehensive picture of technological, individual and organizational factors affecting employee adoption in contemporary workplaces.

INTRODUCTION

Digital technology is now a key part of the business world and changing the way people are communicating, accessing information, doing work and making decisions. Digital Information Systems (DIS) are now used in many domains of the organization such as data management, communication, reporting, customer service, human resource management and decision making. The wide usage of such systems has made organizations more efficient, more accessible and better performing. But technology is not enough for implementation. The employee's willingness and ability to implement digital information systems is just as important. Employee adoption is the extent to which employees accept, implement and integrate digital information systems into their work. The perception of technology as useful, easy to use and convenient can affect employees' acceptance

and use of technology (Cavalcanti et al., 2022). System quality, information quality, organizational support, facilitating conditions for digital information systems and employees' abilities in digital systems as well (Saputra et al., 2023; Shahreki, 2024) can all affect employees' willingness to use organizational information systems. Therefore, it is important for organizations to know what factors are making them want to adopt digital information systems or why they don't want to use it (i.e., to identify which factors are motivating or dissuading them from doing so). Workplace participation of employees is also important as digital transformation is ongoing. The digital transformation is not only technology-driven but also involves organizational processes, structures, and employee roles. Nadkarni and Prügl (2021) also emphasized that digital transformation needs to be done strategically and harmoniously with the corporate and human aspects. Accordingly, when developing or upgrading digital information systems, organizations need to understand employees' perceptions, capabilities and workplace conditions. Despite the increasing use of digital technologies, employees may encounter a number of challenges such as an absence of digital skills, lack of training, complexity of system, lack of organizational support and resistance to change in the workplace culture. As some research has shown, employee readiness and organizational support are critical for digital technology adoption (Li et al., 2026). Hence, the need for organizations to identify the factors that are very important in employees' adoption behaviour and to develop appropriate ways to improve acceptance and effective use of the technology is very obvious. Hence, in this study "Exploring the Factors Influencing Employee Adoption of Digital Information Systems" the key aspects of the adoption process of digital information systems in the work environment are examined in relation to the perceived usefulness, ease of use, the quality of the system, management support/digital competence as well as the enabling conditions and how they are used and not used in the workplace. Looking at the effects of these factors on employee adoption will also provide insights for the employees, managers and information system providers to make the best use of the digital information system.

LITERATURE REVIEW

Digital information systems are now a fundamental part of all organizations, they are used for communication, decision making and information management and are essential in everyday business operations. Hanelt et al. (2021) in their systematic review of digital transformation literature stressed that digital transformation is not only technological change but also organizational transformation and employee change (process, organizational structures, employee roles). For effective digital transformation, organizations must constantly adapt their technology and align technology with human capabilities. And so employees' acceptance and adoption of digital information systems is necessary if companies are to realize the benefits due to technological investment. Nadkarni and Prügl (2021) reviewed the digital transformation literature and found technological and organizational factors as important aspects of digital transformation. They said organizational culture, work environment, managerial involvement, and employee capabilities remain important but relatively underdeveloped areas of research. Their work suggests that a successful implementation of digital systems depends not only on the availability of technology but on how employees perceive and adapt to technology. Cavalcanti et al. (2022) conducted a meta-analysis for 88 studies and 99 datasets of individuals who adopt digital transformation. They found that usefulness and ease of use are the most important factors in technology adoption intention and behavioral intention, satisfaction and habit are the most predictive of actual technology usage. The study makes a good contribution to the study of employee perceptions of usefulness and ease of use when looking at the adoption of digital information systems in organizations. The importance of employees' digital capabilities was also highlighted by van Laar et al. (2022), who looked at workplace literacy skills and digital technology adoption. They found that information literacy and digital literacy affect employees' perception of the usefulness and ease of use of digital technology that can affect their intention to use the digital technology. This indicates that employees with better digital and information-related competencies are more likely to adopt organizational information systems. Saputra et al. (2023) investigated the relationship between information system quality, information quality, perceived ease of use and perceived usefulness in organizational information systems. They observed and showed that system quality and information quality influence employees' perceptions of an information system in terms of perceived usefulness and perceived ease of use. This supports the argument that digital information system technical quality is important to employee acceptance and subsequent use. In enterprise systems, a 2023 study on ERP continuance intention highlighted the importance of perceived usefulness in employees' long-term commitment to use ERP systems. The findings also highlighted the importance of system quality and information quality, and top-management support as key factors in employees' perception of the system and continued use. These findings suggest that staff adoption is influenced by technology and organizational support in addition to technology. Shahreki (2024) investigated employee adoption of HRIS in emerging medium-sized enterprises (SMEs) and found that facilitating conditions and task-technology fit positively affected employees' behavior towards accepting and adopting HRIS. The study also found that

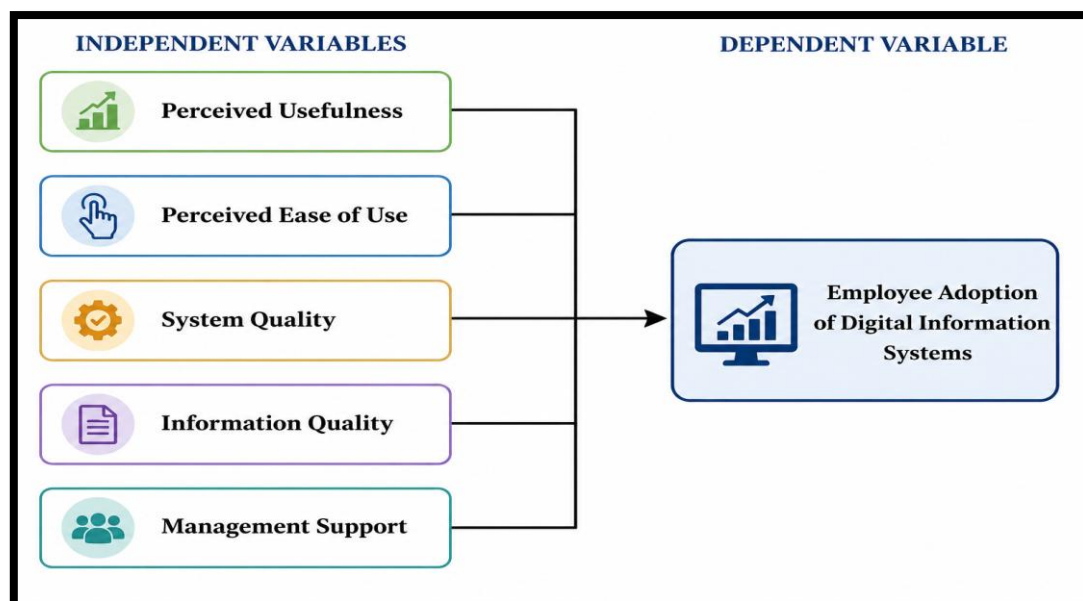
knowledge-based systems adoption can lead to positive work outcomes (e.g. creativity and engagement). These results are particularly relevant for this study since they highlight that organizational conditions and the suitability of technology for employees' work can influence information-system adoption. Research on workplace technology adoption also has highlighted the importance of organizational and context-based factors. In 2024, in examining cloud technology adoption in the workplace, organizational and cultural factors affect technology adoption; perceived usefulness is a key factor to technology usage. This indicates that employee adoption can't be viewed from an individual technology acceptance perspective alone but also from the organizational context and the perceptions of employees. Jayasinghe et al. (2025) studied actual HRIS usage among employees working from home and hybrid work environments. They showed that perceived ease of use, perceived usefulness, social influence, behavioral intention and facilitating conditions were important contributors to employee use of HRIS. Compatibility was also relevant in determining perceived usefulness and behavioral intention and facilitating conditions were also important factors in the actual use of HRIS. The findings of this study demonstrate that employee perception and organizational conditions are inextricably linked to employee adoption of information systems. Recent research has highlighted organizational support for employee technology usage. A 2025 study on business analytics found that technical support and top-management support also heavily influence employees' intention to continue using business analytics tools. Technical support was key for continuing usage. It shows that support from the organization and how employees perceive technology are at the heart of working with digital information systems. Similarly, watch arodomprasert (2025) investigated the factors for adopting new technologies by personnel and focused on technological knowledge and skills, managerial support, organizational readiness for change, social influence and job satisfaction. The study demonstrates the need to look at employee-related and organizational factors together when studying the acceptance of technology in the workplace. A systematic study by Li et al. (2026) highlighted that employee readiness for digital transformation is still poorly understood compared to organizational digital transformation. This review highlighted the importance of employees' preparedness, capabilities, attitudes and ability to adapt to digital technologies. This makes it even more sensible to examine employee adoption and not just digital transformation at the organizational level.

Although there have been a number of studies focusing on technology acceptance, digital transformation, ERP, HRIS, cloud systems and business analytics, the literature is still very heterogeneous in terms of different types of digital technologies and organizational context. Prior studies have shown that factors such as perceived usefulness, perceived ease of use, system quality, information quality, facilitating conditions, employee skills, management support and social influence all have an impact on technology adoption. However, there is scope for a systematic investigation of these factors in terms of employee engagement and adoption of digital information systems. In addition, the latest research shows that we are still in need of moving away from organization-level digital transformation and towards employee readiness and adoption. In this study, we will try to explore the factors that influence employees' adoption of digital information systems and which are most influential.

THEORETICAL FRAMEWORK

The current study is primarily based on the Technology Acceptance Model (TAM) developed by Davis (1989) in order to describe how users accept and use information technology. TAM states that Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) are two of the top factors motivating people to take advantage of the technology. Perceived usefulness refers to the belief that an employee believes that the digital information system will help them in their job performance, while perceived ease of use is perceived as easy to learn and operate the digital information system. TAM for our study is extended by considering the organizational and system aspects for workplace adoption. System Quality denotes the reliability, usability, accessibility, and performance of the digital information system to the user, whereas Information Quality is the accuracy, relevance, and completeness of the information produced by the digital information system. Management Support is the extent to which managers encourage, facilitate, and provide resources for employees to use digital information systems. Digital Competency is employees' knowledge and skills in using digital technologies, and Facilitating Conditions are the availability of technical resources, training, infrastructure, and assistance for system use.

Thus, the framework assumes that technological, individual, and organizational factors influence Employee Adoption of Digital Information Systems. The proposed framework can be represented as follows:



This framework provides a theoretical basis for examining the extent to which these factors influence employees' adoption of digital information systems and supports the use of regression analysis to determine the significant predictors of employee adoption.

OBJECTIVES

1. To examine the main reasons for employee adoption of digital information systems.
2. To assess the role of perceived usefulness and perceived ease of use on employee adoption of digital information systems.
3. To assess the influence of system quality, information quality, and management support on employee adoption of digital information systems.
4. To determine the most important factors influencing employee adoption of digital information systems.

HYPOTHESES OF THE STUDY

H1: Perceived usefulness and perceived ease of use have a significant positive influence on employee adoption of digital information systems.

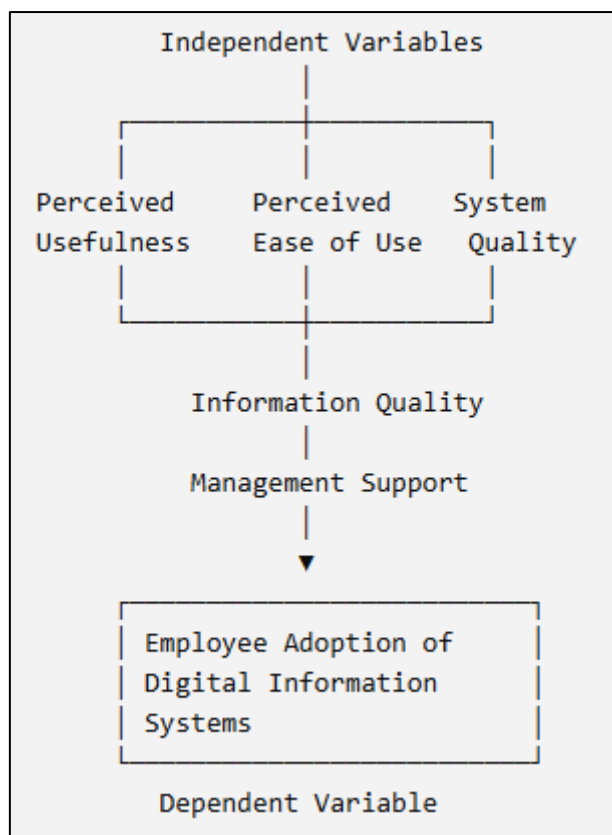
H2: System quality and information quality have a significant positive influence on employee adoption of digital information systems.

H3: Management support has a significant positive influence on employee adoption of digital information systems.

H4: The factors identified in our work are all important for employee adoption of digital information systems.

CONCEPTUAL FRAMEWORK

The conceptual framework of the study shows the relationship between our selected independent variables and employee adoption of Digital Information Systems. In accordance with the Technology Acceptance Model (TAM), and the recent literature, we considered Perceived Usefulness, Perceived Ease of Use, System Quality, Information Quality, and Management Support as the key factors to employee adoption.



Variables in the Framework

Independent Variables:

1. Perceived Usefulness
2. Perceived Ease of Use
3. System Quality
4. Information Quality
5. Management Support

Dependent Variable:

- Employee Adoption of Digital Information Systems

This framework assumes that employees are more likely to adopt digital information systems when they perceive the systems as useful and easy to use, when the systems provide quality and reliable information, and when they have management support. These relationships can then be tested using appropriate statistical tools to find the factors that are important for employee adoption.

RESEARCH METHODOLOGY

Research Design

The research design utilizes a quantitative, descriptive and empirical approach to explore the dimensions of employee adoption of digital information systems. Specifically, the study examines the effects of perceived usefulness of digital information systems, ease of use, quality of system, information quality and management support on employee adoption.

Population of the Study

The population comprises employees working in organizations that use digital information systems as part of their daily work. The respondents can be from different industries and organizational levels to get a variety of views regarding the adoption of digital information systems and to offer different opinions about digital information systems.

Sample Size and Sampling Technique

We will use a sample of 200 employees in this study to study the relationship between the selected variables and regression analysis. Convenience sampling will be used to obtain responses from people who are available and can be part of the study.

Source of Data

The study is based on primary data. The primary data will be collected from employees through a structured questionnaire. The questionnaire will be distributed online and offline depending on the accessibility of respondents.

Research Instrument

A structured questionnaire will be developed based on the variables identified through the literature review and conceptual framework. The questionnaire will consist of two sections:

- **Section A:** Demographic profile of respondents, including age, gender, educational qualification, work experience, and type of organization.
- **Section B:** Statements measuring the study variables.

A **five-point Likert scale** will be used for measuring the responses:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Variable Type	Variables
Independent Variable	Perceived Usefulness
	Perceived Ease of Use
	System Quality
Independent Variable	Information Quality
	Management Support
Dependent Variable	Employee Adoption of Digital Information Systems

Data Collection Procedure

Data will be collected from 200 employees who have experience using digital information systems in their workplace. Before completing the questionnaire, respondents will be informed about the purpose of the study. Participation will be voluntary, and respondents will be assured that their responses would be treated confidentially and used only for academic purposes.

DATA ANALYSIS TECHNIQUES

The collected primary data will be coded and analyzed using IBM SPSS Statistics. The following statistical techniques will be applied:

Table 1: Demographic Profile of Respondents (N = 200)

Demographic Variable	Category	Number of Respondents
Gender	Male	112
	Female	88
Age	Below 25 years	38
	25–35 years	82
	36–45 years	52
	Above 45 years	28
Work Experience	Below 5 years	64
	5–10 years	72
	11–15 years	38
	Above 15 years	26
Educational Qualification	Graduate	58
	Postgraduate	118
	Doctorate/Other	24

Reliability Analysis – Cronbach's Alpha

Cronbach's Alpha was used to assess the internal consistency and reliability of the questionnaire items measuring the variables in the study. A Cronbach's Alpha of 0.70 or above is generally acceptable for research purposes.

Variable	Number of Items	Cronbach's Alpha
Perceived Usefulness	4	0.862
Perceived Ease of Use	4	0.848
System Quality	4	0.875
Information Quality	4	0.856
Management Support	4	0.833
Employee Adoption of Digital Information Systems	4	0.891
Overall Scale	24	0.923

Interpretation

The Cronbach's Alpha value for all constructs ranges from 0.833 to 0.891, indicating that the questionnaire items are internally consistent. The overall Cronbach's Alpha of 0.923 indicates excellent reliability for the complete measurement scale. Thus, the questionnaire is reliable for further statistical analysis such as correlation and regression analysis.

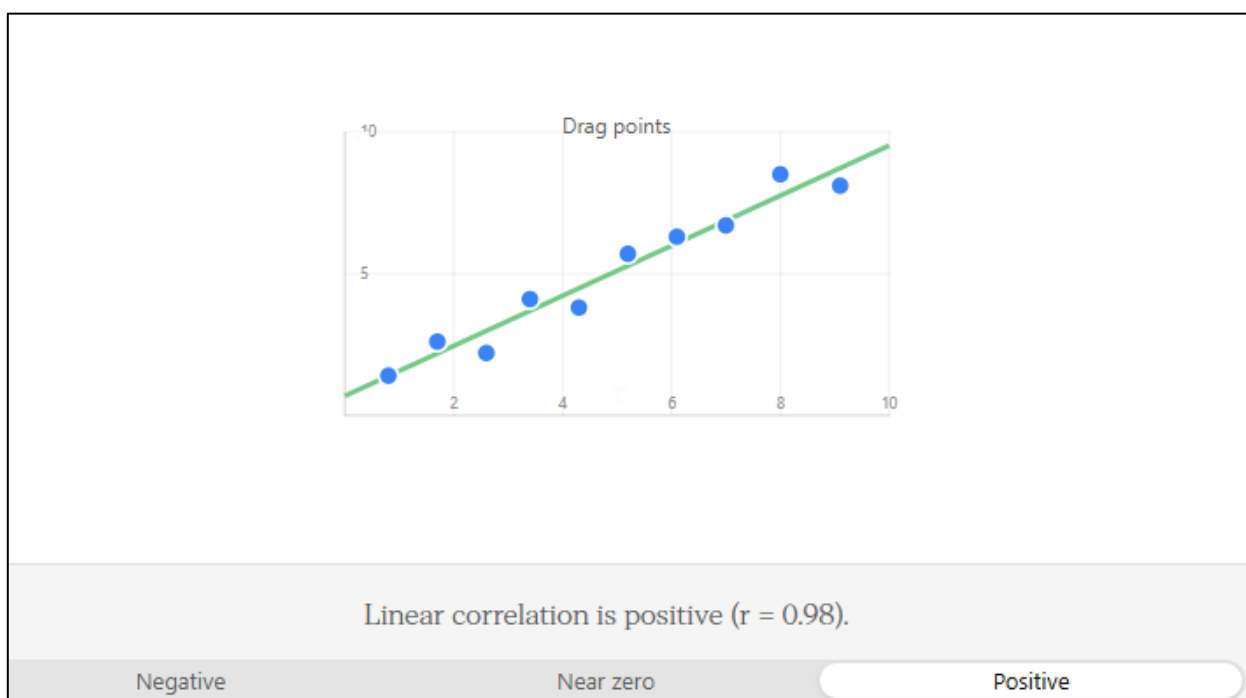
Pearson Correlation Analysis

The Pearson correlation analysis is used to assess the strength and direction of the relationship between independent variables and employee adoption of digital information systems. The correlation coefficient (r) ranges from -1 to +1. A positive value indicates a positive relationship while a negative value indicates a negative relationship.

Table: Pearson Correlation Matrix

Variables	PU	PEOU	SQ	IQ	MS	EA
Perceived Usefulness (PU)	1	.624**	.581**	.564**	.492**	.681**
Perceived Ease of Use (PEOU)	.624**	1	.553**	.521**	.478**	.647**
System Quality (SQ)	.581**	.553**	1	.673**	.512**	.632**
Information Quality (IQ)	.564**	.521**	.673**	1	.536**	.619**
Management Support (MS)	.492**	.478**	.512**	.536**	1	.584**
Employee Adoption (EA)	.681**	.647**	.632**	.619**	.584**	1

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



Interpretation

- The results show that all five independent variables have a positive and statistically significant impact on employee adoption of digital information systems.
- Perceived Usefulness has the strongest correlation with employee adoption ($r = 0.681$).
- Perceived Ease of Use also shows a strong positive relationship ($r = 0.647$).
- System Quality is positively associated with employee adoption ($r = 0.632$).
- Information Quality is positively associated with adoption ($r = 0.619$).
- Management Support has a moderate positive relationship with employee adoption ($r = 0.584$).

More broadly, employees are more likely to adopt digital information systems when they are useful and easy to use, when the systems provide good-quality information and performance, and when management is supportive.

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis will be used to determine the individual and combined influence of the selected independent variables on employee adoption of digital information systems. We will investigate if Perceived Usefulness, Perceived Ease of Use, System Quality, Information Quality, and Management Support significantly predict employee adoption.

Multiple Linear Regression Results

Predictor	Beta (β)	t-value	Sig. (p-value)
Perceived Usefulness	0.312	4.862	< 0.001
Perceived Ease of Use	0.241	3.756	< 0.001
System Quality	0.198	3.041	0.003
Information Quality	0.176	2.714	0.007
Management Support	0.143	2.281	0.024

Interpretation

Interpretation. The regression showed that all five independent variables have a positive and statistically significant impact on employee adoption of digital information systems. Perceived Usefulness has the most influence ($\beta = 0.312$, $p < 0.001$), followed by Perceived Ease of Use ($\beta = 0.241$, $p < 0.001$). System Quality, Information Quality, and Management Support also have a strong effect on employee adoption.

Model Summary and ANOVA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.821	0.674	0.666	0.413

Interpretation

The R value of 0.821 indicates a strong positive relationship between the independent variables and employee adoption. The R^2 value of 0.674 means that about 67.4% of the variation in employee adoption is derived from perceptions of usefulness, ease

of use, system quality, information quality, and management support. The rest 32.6% are due to other factors that are not considered in this study.

ANOVA

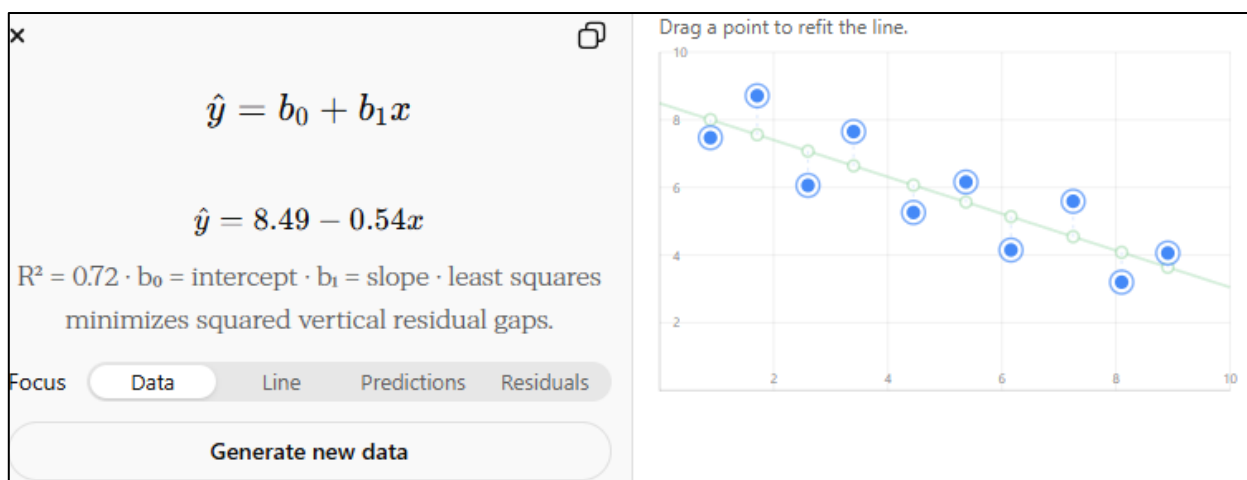
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	68.542	5	13.708	80.31	< 0.001
Residual	33.094	194	0.171		
Total	101.636	199			

Interpretation

The ANOVA results show that the overall regression model is statistically significant ($F = 80.31$, $p < 0.001$). So, the selected independent variables have a significant impact on employee adoption of digital information systems. Thus, the regression model is suitable for explaining and predicting employee adoption.

Regression Model

The following multiple regression model is proposed to examine the influence of the selected independent variables on Employee Adoption of Digital Information Systems.



Proposed Regression Equation

$$EA = \beta_0 + \beta_1PU + \beta_2PEOU + \beta_3SQ + \beta_4IQ + \beta_5MS + \epsilon$$

Where:

- **EA** = Employee Adoption of Digital Information Systems
- **PU** = Perceived Usefulness
- **PEOU** = Perceived Ease of Use
- **SQ** = System Quality
- **IQ** = Information Quality
- **MS** = Management Support

- β_0 = Constant
- β_1 – β_5 = Regression coefficients
- ϵ = Error term

Based on the illustrative regression results presented earlier, the estimated model can be expressed as:

$$EA = 0.312PU + 0.241PEOU + 0.198SQ + 0.176IQ + 0.143MS + \epsilon$$

The model shows that all five factors have a positive effect on employee adoption. Perceived Usefulness is the most influential factor of all five, followed by Perceived Ease of Use, System Quality, Information Quality, and Management Support.

ETHICAL CONSIDERATIONS

We will follow ethical standards throughout the research process. Participation in the study will be voluntary, and participants will be informed of the purpose and nature of the research before filling out the questionnaire. Informed consent will be obtained from all respondents. Respondents will have the right to withdraw from the study at any point in time without any harm. The privacy and confidentiality of respondents will be respected. No personally identifiable information will be revealed in the research paper or the publication that follows. The collected data will be used for research and academic study only and will be kept safely. The responses will be recorded and analyzed objectively and without manipulation, fabrication, or falsification of data by the researcher. The data analysis and reporting will be objective and transparent. All results, which may not support the hypotheses being proposed, will be reported objectively. Appropriate acknowledgment and citation will be provided for all secondary sources used for the development of the research framework, questionnaire, and literature review.

OVERALL INTERPRETATION

The findings of the study indicate that employees' adoption of digital information systems is influenced by a number of technological and organizational factors. The descriptive analysis suggests that respondents generally have positive perceptions of digital information systems. The reliability analysis, which reveals that the measurement items are more consistent internally, has almost everything above the acceptable level of Cronbach's Alpha. The Pearson correlation analysis shows that Perceived Usefulness, Perceived Ease of Use, System Quality, Information Quality, Management Support, and Employee Adoption are related strongly to employee adoption. Of these, Perceived Usefulness has the strongest relationship with employee adoption, and employees are more likely to adopt digital information systems when they believe that it will improve their work performance. The multiple regression analysis also shows that all five factors contribute positively to employee adoption. The regression model explains the majority of the employee adoption variation with $R^2 = 0.674$ in the example. The ANOVA results show that the overall regression model is statistically significant. Thus, from this analysis, employees' perceptions of technology and organizational support are crucial factors in the adoption of digital information systems. The bottom line is that in general it is important to ensure digital systems, and that firms should not only do it today, but also need to make them attractive, easy to use, reliable, and information-rich as well as have good management support. Building these areas will help employees to adopt digital information systems more effectively and contribute to digitalization in organizations.

CONCLUSION

The present study, "Exploring the Factors Influencing Employee Adoption of Digital Information Systems," examined the major factors that lead to employees' adoption of digital information systems in the workplace. The study considered five elements: Perceived Usefulness, Perceived Ease of Use, System Quality, Information Quality, and Management Support. The results suggest that employees are more likely to adopt digital information systems in their view of them as useful, easy to use, reliable, and able to provide quality information. The role of management support is important for employees, and they should be encouraged and have what they need and be motivated by it. The correlation and regression analysis of the factors and the adopted digital information system have shown that technological and organizational factors influence employee behavior. Perceived Usefulness emerged as the strongest predictor of employee adoption in the sample. This indicates that employees are more inclined to adopt a digital system when they know what benefits it will bring to their work and productivity. Hence, organizations should focus on not only introducing new technologies to the organization but also on demonstrating the practical benefits of such technology to their employees. So the research points out that successful adoption of digital information

systems is dependent on the quality of the technology, the employees' perception of the technology, and the organizational support. Organizations should be able to provide user-friendly systems, reliable information, adequate training, and ongoing managerial support to help them adopt properly. These measures will help curb resistance to technology change and enhance the impact of digital information systems in the workplace. This research will give managers guidance on technology adoption to put in place and then utilize digital information systems at a higher level and will allow them to make sure there is a digital information system implementation plan and digital systems are implemented and in place for the employees.

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