

Integrating Human Resource Information Systems: A Comparative Study of Efficiency and User Perceptions in Poland and Austria

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Abstract

The study focuses on the integration of Human Resource Information Systems (HRIS) into three types of software solutions (ERP, ATS, LMS) and their impact on human resource management. A qualitative comparative approach was employed, involving semistructured interviews with 10 HR, IT, and line managers in Poland and Austria. The review yielded four central themes: efficiency and effectiveness, user experiences, integration challenges, and recommendations. Integration was cited as a way to improve data quality, expedite decision making, and enable advanced workforce analytics - especially in digital-savvy organisations. Resistance to users shifting into consensus due to the use of isomorphic representations was recorded in the Technology Acceptance Model. The small sample size and regional nature of the study constitute its limitations. It helps managers understand how integrated HR systems may affect organisational efficiency and coordination. This study combines several theoretical perspectives to reveal the nature and strategies of HRIS integration.

Introduction

Human resource information system (HRIS) is increasingly being deployed within the enterprise as part of other enterprise systems, including ERP applications, ATS, and LMS—enabling transparency in HR processes and supporting evidence-based decision-making at every juncture of an employee's journey through their company. Whilst most have embraced the new technologies, they cannot always translate the investments into operational and strategic capabilities. Previous studies have framed firms as "data rich but information poor," characterised by de-integrated data streams, redundant inputs, and unequal use, which leads to failure in maximising efficiency improvements and restricting HR's strategic role (Gupta et al., 2018; Ruiz et al., 2024). From an HRM perspective, limited integration prevents HR from shifting its focus away from a transactional role and

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towards analytics, service quality, and value-added services, posing challenges to Ulrich's concept of HR as both an operational expert and a strategic partner (Cayrat & Boxall, 2023).

The topic is of special interest to organisations, and from an economic perspective. Inconsistent systems impact time-to-wage, payroll accuracy, strategic workforce planning, and the performance of employee self-services – all areas that affect organisational performance and internal service quality. While digital transformation is often associated with productivity and efficiency gains, evidence suggests that such gains depend less on the adoption of individual systems and more on the quality of their integration and the user experience of integrated workflows.

The three gaps are illustrated in the literature. First, empirical work places more emphasis on standalone HR systems and less study is on the integration of HRIS with other corporate systems. Current research suggests that only limited forms of interconnection continue to constrain efficiency and analytics capabilities across most organisations (Bondarouk et al., 2017; Parry & Strohmeier, 2021). Second, user acceptance studies are predominantly dependent on TAM constructs and tend to overlook contextual psychological and organisational variables that change over time during system implementation (Menant et al., 2021; Sofi et al., 2025). Third, evidence that can be compared and is context-sensitive is in a short, resource-based view and dynamic capabilities perspective, indicating that integrated systems could be strategic features; however, the processes through which intis performance would be contingent on national digital maturation and organisational routineanisation (Al-Moaid & Almarhdi, 2024; Al-Assaf et al., 2024).

Filling in these gaps, this study examines HRIS integration as both a technical configuration and an organisational capability. Adopting a qualitative, comparative study design with semistructured interviews in Poland and Austria among HR, IT, and line managers, this study also explores how integration may affect HR efficiency, user experience, and perceived value. By combining the resource-based view, dynamic capabilities, Ulrich's HR model, and the Technology Acceptance Model, the study contributes to international literature by offering an integration-focused, multi-theoretical and context-sensitive perspective on digital HRM.

While prior research has examined HRIS adoption, digital HRM, and user acceptance, relatively little attention has been paid to the integration of HRIS with multiple enterprise systems as a socio-technical capability spanning organizational, technological, and user dimensions. The contribution of this study is threefold. First, it shifts the focus from individual HR technologies to the quality and consequences of cross-system integration among HRIS, ERP, ATS, and LMS platforms. Second, it combines four complementary theoretical perspectives—Resource-Based View, Dynamic Capabilities, Ulrich's HR model, and the Technology Acceptance Model—to develop a multi-level understanding of integration as a strategic resource, an organizational capability, a mechanism shaping HR roles, and a user adoption process. Third, by comparing Poland and Austria, the study explores how differences in digital maturity and institutional context influence integration outcomes. The comparison is theoretically meaningful because it enables examination of whether established HRIS theories operate similarly across different organizational environments, and empirically valuable because evidence from Central European contexts remains limited in the digital HRM literature. By linking integration quality, user experiences, and organizational outcomes, the study extends existing knowledge beyond technology adoption and contributes to a more context-sensitive understanding of digital HR transformation.

The article continues with the methods section, which focuses on a comparative qualitative research design. The themes are presented in the findings section and interpreted in relation to the theory, along with organisational implications that are discussed. Finally, the paper outlines its contributions and limitations, as well as directions for future research.

Theoretical Background

HRIS play a central role in contemporary human resource management by supporting both administrative efficiency and strategic decision-making. While early HRIS tools were typically limited to payroll, administration, and legal requirements, with the digital transformation of HRM organisations, they are increasingly dependent on (e)HRIS for workforce planning and talent management, as well as data-driven decision-making (Bondarouk & Brewster, 2016; Strohmeier, 2022). There is evidence to suggest that HRIS usage promotes the quality of services, streamlines HR procedures, and provides greater transparency in

statements. Even more crucial, HRIS allows HR to do some strategic 'work' by providing an aggregated source of data that is helpful in forecasting, skills management and assessing human capital growth.

The benefits of HRIS increasingly depend on integration with other enterprise systems. Standalone HRIS often create digital silos that require duplicated data entry and reduce process reliability. Interfacing with corporate ERP systems maintains coherence in HR, financial, and operational areas; interfacing with applicant tracking/learning management systems supports the continuous recruitment/onboarding/ skill enhancement cycle (Al-Assaf et al., 2024; Parry & Strohmeier, 2021). Both theoretical and empirical evidence suggest that strong integration helps improve overall efficiency, employee satisfaction, and analytical power. At the same time, the lack of it hinders adoption, leads to unease among employees about system usage, distrusts data promoted by the use of such systems, and constrains strategic causal or directional alignment (Cascio & Montealegre, 2016; Menant et al., 2021). National and organisational differences in digital maturity also determine the impact of integration, emphasising the importance of cross-country research (Bondarouk et al., 2017).

The Resource-Based View (RBV) is one of the most influential theoretical perspectives in strategic management. It argues that sustained competitive advantage arises from resources and capabilities that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). Rather than focusing primarily on external market conditions, RBV emphasizes the firm's internal resource base as the principal source of superior performance. In the context of digital transformation, information systems and data-driven capabilities can constitute strategic resources when they enable organizations to improve decision-making, coordination, and organizational effectiveness (Barney, 1991).

Through a Resource-Based View, integrated HRIS may be conceptualised as a strategic resource that creates value for the norms of up-to-date information, which is challenging to replicate through reliance on organisational routines, governance structures, and context-specific change initiatives (Barney, 1991; Marler & Boudreau, 2017; Cayrat & Boxall, 2023). Integration creates value by facilitating cross-functional coordination and analytics, whereas inimitability stems from the socio-technical complexity required to harmonise systems, processes, and actors across organisational boundaries.

Dynamic capabilities explain how these resources are reconfigured in response to change; the theory serves as a valuable complement to this perspective. Within the framework of digital HRM, dynamic capabilities are based on an organisational capacity to realise workforce needs, exploit data integration between HR and enterprise systems, and orient HR processes towards shifting strategic priorities (Teece et al., 1997; Al-Moaid & Almarhdi, 2024). An integrated HRIS facilitates these functions by enabling organisations to sense workforce trends and shift the focus of HR from transactional to strategic advisory mode, leading to organisational agility through digital transformation (Tian et al., 2023).

Ulrich's (1997) HRM model emphasises the dual role played by HR as both administrative and strategic. Integrating technology can help free up administrative resources by utilising automated transactions and accurate information, and thereby become involved in strategic partnerships and deliver change through analytical functions, employee self-service transactional capabilities, and evidence-based decision-making (Ulrich, 1997; Strohmeier, 2022). Without systems integration, HR is hampered by siloed data with little or no capability to analyse it – and therefore unable to make a strategic contribution.

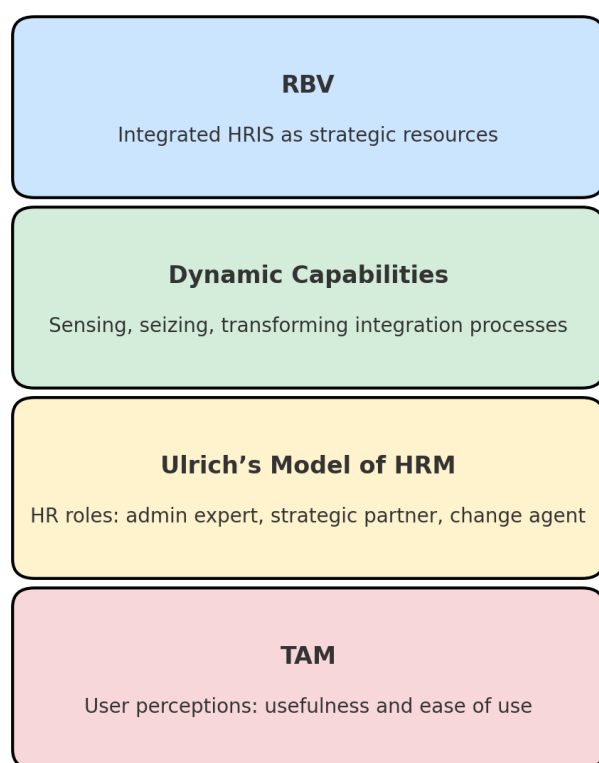
The Technology Acceptance Model (TAM) is one of the most widely used frameworks for explaining the adoption and use of information systems. Developed by Davis (1989), the model proposes that technology acceptance is primarily determined by two factors: perceived usefulness, defined as the extent to which a user believes that a system enhances job performance, and perceived ease of use, referring to the degree to which the system is perceived as effortless to use. TAM has been extensively applied in studies of organizational technologies, including HR information systems, and provides a useful lens for understanding user responses to integrated digital platforms.

Ultimately, the introduction of an integrated HRIS is shaped by perceptions of usefulness and ease of use, which directly hinge on the quality of integration. Effective integration increases perceived usefulness by reducing redundancies and improving workflow continuity, whereas poorly managed integration can undermine ease of use through added complexity. Recent research has shown that acceptance is influenced by trust, organisational culture, and management, so it is essential to account for social and contextual factors in HRIS adoption analyses (Menant et al., 2021; Sofi et al., 2025).

These integrative points of view reveal that HRIS integration is not an "either-or"; i.e., it cannot be viewed solely through one frame of reference. Instead, it focuses on how resources are configured, capabilities mobilised, HR role change, and user expectations and behaviour concerning technology. The interaction of these levels is evident in the theoretical framework depicted in Figure 1, which underpins this research, known as multi-level analysis.

Figure 1

Multi-level theoretical framework for HRIS integration



Source: Authors' construction

Methodology

A qualitative exploratory design was employed to capture the situated experience of HRIS integration with other organisational information systems and its impact on organisational efficiency and organisational perception. The resource-based view, the dynamic capabilities perspective, Ulrich's model of HR roles, and the Technology Acceptance Model provided the framework for the study. The research questions were the following:

- *RQ 1:* What is the impact of HRIS integration with other enterprise systems on HR productivity and

performance in Poland and Austria? – particularly in terms of process capabilities, data calibre and support for strategic HR roles?

- *RQ 2:* How do users perceive integrated HRIS during the resistance, learning, and acceptance phases, and which technology, psychological, and organisational factors influence these perceptions?
- *RQ3:* What organisational practices facilitate most HRIS integration, and how do they differ in Poland and Austria?

These RQs served as the basis for data collection, coding, and interpretation.

The data were gathered through semistructured interviews with ten respondents, consisting of HR specialists, IT experts, and line managers who work on the integration of HRIS. Questioning included questions on effectiveness results, user experiences, and lessons learned from integration and implementation approaches, based on which informants provided contextual information (Kallio et al., 2016).

Respondents were recruited through purposive sampling and professional networks to ensure participation of individuals with direct experience in HRIS implementation, use, or integration projects. Access to participants was obtained through professional contacts, alumni networks, and referrals from organizations known to have implemented HRIS integrated with ERP, ATS, or LMS platforms. To be eligible for participation, respondents had to be actively involved in HR, IT, or managerial functions related to the operation, implementation, administration, or strategic use of integrated HR information systems. The final sample consisted of 10 participants, including 4 from Austria and 6 from Poland, providing a balanced basis for cross-country comparison.

To enhance the transparency of the research sample and provide an overview of the participants included in the study, Table 1 presents the key characteristics of the respondents and the Information Systems used within their organizations. The table summarizes the geographical distribution of participants, the prevalence of different HR-related Information Systems, and the stage of HRIS integration observed across the sampled organizations. This overview provides important contextual information for interpreting the findings and comparing experiences of HRIS integration between Poland and Austria.

Table 1
Characteristics of Respondents and HRIS Integration Context

Characteristic	Distribution
Total respondents	10
Poland	6
Austria	4
HRIS users	9
Users of systems with HRIS functionality	1
ATS users	4
LMS users	7
ERP users	6
Organizations with completed integration	Several respondents
Organizations currently undergoing integration	Several respondents

Source: Authors

All interviews were conducted in May and June 2025. A purposeful selection of participants was used to ensure they had direct experience with HRIS integration (Palinkas et al., 2015). The respondents' organisations varied in size and belonged to different industries. Interviews ranged in duration from 45 to 75 minutes.

Interviews were audio-recorded with permission and transcribed in their entirety. All personal and organisational identifiers were stripped from the data, and participants were assigned tracking numbers to maintain anonymity and maximise ethical transparency (Braun & Clarke, 2022; Tracy, 2020).

Cross-national comparative research was conducted with a specific focus on Poland and Austria. This process view is relevant as the integration of HRIS depends on contextual aspects (institutional, cultural, and organisational) (Bondarouk et al., 2017). Austria and Poland were selected because prior literature suggests differences in digitalization trajectories and organizational adoption of digital technologies within the European context (Bondarouk et al., 2017; Parry & Strohmeier, 2021). The study does not seek to generalize findings to either country as a whole but rather to compare experiences reported by organizations operating within these two national settings.

A common interview guide was used in both countries to ensure comparability while allowing for context-specific insights (Hantrais, 2020). Analysis incorporated both macro-level conditions (e.g. digital readiness) and micro-level user experiences (Parry & Strohmeier, 2021).

Analysis was conducted using a thematic analysis, following the guidelines of Braun and Clarke (2006, 2022). Analysis advanced through familiarisation, coding,

theme generation and refinement, and reporting. Coding addressed integration outputs, user experiences, challenges, and facilitating behaviours. The NVivo software facilitated systematic coding and transparency (Jackson & Bazeley, 2019).

Based on the constant comparison method (Glaser & Strauss, 1967; Glaser & Strauss, 2017; Strauss & Corbin, 1998), we have attempted to identify similarities and differences between Polish and Austrian cases. Reflexivity was established through analytic memos about major interpretive decisions (Tracy, 2020).

Trustworthiness was maximised through the triangulation of HR, IT, and line management perspectives, a clear audit trail, and a rich contextual description to assist with transferability (Lincoln & Guba, 1985). Confirmability was achieved by anchoring interpretations in the respondents' own language. The study followed ethical guidelines. Participation was voluntary, with informed consent provided, and the data were treated anonymously. The study was conducted in accordance with institutional ethical policies and was exempt from formal ethics committee approval. A summary of the methodological design, participants, and analytic approach is displayed in Table 2.

Table 2
Summary of Methodology

Component	Description
Research Design	Qualitative exploratory design
Data Collection	Semistructured interviews (May–June 2024)
Participants	10 respondents (HR, IT, line managers)
Sampling Strategy	Purposive sampling via professional networks and referrals

Continuation of Table 2*Summary of Methodology*

Component	Description
Interview Guide	Common guide for Poland and Austria
Data Recording & Transcription	Audio-recorded; transcribed verbatim
Data Analysis	Thematic analysis (Braun & Clarke); NVivo
Theoretical Frameworks Applied	RBV, Dynamic Capabilities, Ulrich's HR roles, TAM
Comparative Lens	Poland vs. Austria
Trustworthiness Strategies	Triangulation, audit trail, thick description, quotations

Source: Authors' construction.

Findings

A thematic analysis of the ten interviews generated four main themes: (1) efficiency and effectiveness, (2) user experiences, (3) integration challenges and contextual factors, and (4) best practices. The first theme primarily addresses RQ1, while the second theme addresses RQ2. The third and fourth themes mainly address RQ3 and provide additional context for understanding efficiency and user acceptance outcomes. Comparison of the organizations represented in Poland and Austria revealed both common patterns and contextual differences in HRIS integration experiences.

Efficiency and effectiveness

Respondents consistently identified efficiency improvements as one of the most important outcomes of integrating HRIS with ERP, ATS, and LMS. Across the sampled organizations, integration reduced duplicate data entry, streamlined workflows, and shortened key HR processes such as recruitment, onboarding, payroll administration, and training management. An Austrian HR manager described the impact as follows: "Employee records automatically flow from recruitment to onboarding to payroll without manual intervention. This saves us days each month." Similarly, a Polish HR specialist emphasized the importance of data reliability: "Before integration, payroll errors were common. Now we can trust the data, and that reliability is crucial for HR operations."

Several respondents reported that integration improved consistency of information across departments. One Austrian line manager explained: "The biggest benefit is not only speed but consistency. Everybody works with the same information." A Polish respondent highlighted the

reduction of repetitive work: "Before integration, we entered the same employee data several times in different systems. Now it is entered once and available everywhere."

Although efficiency gains were reported in both countries, their practical application differed. Respondents from the sampled Polish organizations primarily emphasized administrative improvements such as time savings, payroll accuracy, and reduced duplication. Respondents from the sampled Austrian organizations more frequently referred to workforce planning, reporting, and broader use of HR-related information across organizational functions.

User experiences: resistance, learning, and acceptance

Interviewees described a common pattern of initial resistance followed by gradual acceptance. Resistance was particularly evident among employees accustomed to legacy systems and established routines. One Polish line manager recalled: "At first, I thought the system would only slow me down—it was complicated and frustrating. But after training, I realized how much time it saves." An Austrian IT administrator observed: "The younger employees adapted quickly, but older colleagues needed much more support. Over time, most accepted the new system because they saw the benefits."

Training and learning emerged as critical factors supporting adoption. Respondents frequently mentioned the importance of practical training sessions, user support, and opportunities to experiment with the system before full implementation. One Austrian HR manager stated: "The training sessions were critical. Without them, acceptance would have been much slower." A Polish respondent described a more informal learning process: "We learned mostly from each other. When somebody discovered a useful function, they showed it to the rest of the team."

Acceptance increased as users experienced tangible benefits in their daily work. Respondents referred to improved transparency, easier access to information, and faster HR services as key drivers of positive attitudes toward the integrated systems.

Integration challenges and contextual factors

Despite generally positive evaluations, respondents identified several challenges associated with HRIS integration. Technical issues were frequently mentioned, particularly when organizations attempted to connect

newer systems with older databases and applications. A Polish IT specialist explained: “We still have old databases that need to communicate with the HRIS. Every step of integration is a negotiation between the old system and the new one.” Another respondent commented: “Different systems speak different languages. Integration was much more complicated than we expected.”

Organizational factors also played an important role. Several interviewees emphasized that successful integration required close cooperation between HR, IT, and line management. An Austrian HR director noted: “The cooperation between HR and IT became much stronger. Problems were solved faster and the implementation process was smoother.” Respondents also highlighted difficulties related to data standards and organizational alignment. One Austrian participant explained: “A challenge was agreeing on common definitions across locations. Even simple things such as absence categories needed to be standardized.” Several Polish organizations described resource limitations and competing priorities as barriers to deeper integration efforts. In contrast, respondents from the Austrian organizations more frequently referred to formalized coordination processes and structured project management approaches. These observations should be interpreted as characteristics of the sampled organizations rather than broader national patterns.

Best practices

Interviewees identified several practices that contributed to successful integration projects. The most frequently mentioned were strong governance structures, phased implementation, continuous communication, and user involvement throughout the project lifecycle. An Austrian HR manager emphasized the value of governance mechanisms: “Having a steering committee gave us structure. We could track progress, assign responsibilities, and deal with conflicts transparently.” Similarly, a Polish HR specialist highlighted the importance of gradual implementation: “Rolling it out step by step was essential. People would have resisted much more if we had launched everything at once.”

Respondents also stressed the importance of involving end users early in the process. One Austrian participant stated: “You need to involve local units as early as possible. Otherwise, people feel that the system is imposed on them.” Another respondent emphasized preparation:

“Planning long before implementation starts is probably one of the most important success factors.”

Across both countries, communication, training, and stakeholder involvement were repeatedly identified as critical conditions for successful integration.

Comparative insights: Poland and Austria

The comparison revealed both similarities and differences between the sampled organizations. In both countries, respondents reported efficiency improvements, reduced duplication of work, better data quality, and a progression from initial resistance to eventual acceptance.

However, the Austrian organizations included in the study more frequently described the use of integrated systems for workforce analytics, reporting, and strategic planning. The Polish organizations tended to focus on administrative improvements, operational efficiency, and gradual enhancement of existing processes.

Differences were also visible in implementation approaches. The Austrian organizations reported greater reliance on formal governance structures, cross-functional steering committees, and structured training programs. The Polish organizations more frequently emphasized flexibility, incremental implementation, peer learning, and adaptation during the integration process.

Despite these differences, respondents in both contexts viewed HRIS integration as an important organizational enabler that improved coordination, information quality, and the overall effectiveness of HR-related processes. Table 3 summarizes the principal similarities and differences identified across the sampled organizations in Poland and Austria.

Table 3

Comparative Insights: HRIS Integration in Poland and Austria

Theme	Poland	Austria
Efficiency & Effectiveness	Administrative efficiency gains (payroll accuracy, reduced duplication); limited use of analytics due to resource constraints.	Strong use of workforce analytics and predictive insights alongside administrative efficiency.

Continuation of Table 3

Comparative Insights: HRIS Integration in Poland and Austria

Theme	Poland	Austria
User Experiences	Stronger initial resistance, reliance on peer learning, and younger employees adapt more quickly.	Initial scepticism was mitigated by structured training and formal learning programs.
Integration Challenges	Legacy systems and limited resources, as well as siloed HR–IT communication.	Fewer legacy constraints; structured HR–IT collaboration and governance.
Contextual Factors	Sampled organizations reported varying levels of digital maturity and standardization.	Sampled organizations reported more formalized digital practices and coordination mechanisms.
Best Practices	Incremental rollouts, peer support, adaptability, experimentation.	Cross-functional steering committees, formal governance, phased rollouts, internal champions.

Source: Authors' construction.

Discussion

This section interprets the findings through the lenses of the Resource-Based View (RBV), Dynamic Capabilities (DC), Ulrich's model of HR roles, and the Technology Acceptance Model (TAM). The discussion is structured around the three research questions.

RQ1: HRIS integration, efficiency, and effectiveness

RQ1 examined how integrating HRIS with ERP, ATS, and LMS influences HR efficiency and effectiveness. The findings indicate that integration contributes to efficiency by reducing process fragmentation, improving data consistency, and shortening cycle times across HR activities. Beyond operational improvements, integration supports more effective decision-making by creating a more reliable and accessible information environment.

From a Resource-Based View perspective, these findings suggest that integration becomes strategically valuable when organizations can transform dispersed data into coordinated organizational knowledge. The value of integration does not stem solely from technology but

also from the routines, governance mechanisms, and cross-functional collaboration that enable organizations to use integrated information effectively. Similarly, Ulrich's model highlights those integrated systems enable HR to move beyond administrative processing toward a stronger strategic and analytical role. The findings, therefore, suggest that HRIS integration contributes to organizational effectiveness when it supports both operational execution and strategic HR activities.

RQ2: User experiences and technology acceptance

RQ2 explored how users experience integrated HRIS and which factors shape acceptance. The findings reveal a consistent progression from initial resistance to eventual acceptance as users gain experience with integrated workflows. This pattern supports the central assumptions of the Technology Acceptance Model, as perceived usefulness and ease of use became more evident after users experienced tangible improvements in their daily work.

At the same time, the findings indicate that technology acceptance cannot be explained solely through technical characteristics. Trust in system outputs, managerial support, organizational culture, and opportunities for learning all influenced users' willingness to adopt integrated systems. These results support recent calls to extend TAM by incorporating contextual and psychosocial dimensions. Technology adoption, therefore, appears to be both a technological and organizational process in which user perceptions evolve through experience, support, and interaction with the broader organizational environment.

RQ3: Practices supporting successful integration

RQ3 focused on the organizational practices that facilitate successful HRIS integration. The findings identify governance structures, phased implementation, cross-functional collaboration, and continuous training as the most important enablers. Successful integration was associated with organizations that treated integration as an organizational change initiative rather than a purely technical implementation project.

These observations align closely with the Dynamic Capabilities perspective. Governance mechanisms, stakeholder involvement, and learning processes are organizational capabilities that enable firms to sense opportunities, capture technological benefits, and transform existing processes. Integration outcomes,

therefore, depend not only on the technological solution itself but also on an organization's ability to mobilize resources, coordinate stakeholders, and adapt routines to changing requirements.

Theoretical implications

The study contributes to the literature by integrating four complementary theoretical perspectives into a single analytical framework. RBV explains why integrated HRIS can become a strategic organizational resource. Dynamic Capabilities clarify how organizations develop and deploy integration-related capabilities. Ulrich's model demonstrates how integration supports the evolution of HR roles, while TAM explains how individual users experience and accept integrated systems.

Taken together, these perspectives provide a multi-level understanding of HRIS integration. Rather than viewing integration solely as a technological issue, the findings suggest that successful integration emerges from the interaction of resources, capabilities, organizational roles, and user perceptions. This broader perspective helps explain why similar technologies may generate different outcomes across organizations.

Managerial implications

The findings indicate that HRIS integration should be approached as a strategic organizational initiative rather than a standalone IT project. Organizations seeking to maximize integration benefits should prioritize governance structures, cross-functional collaboration, and continuous user support throughout the implementation process. Phased deployment strategies appear particularly effective in reducing resistance and facilitating organizational learning.

The results further suggest that organizations should establish reliable and standardized HR processes before pursuing advanced analytical applications. Integration creates value when data quality, process consistency, and user confidence are already established. HR professionals, therefore, play a critical role as change agents, aligning technological initiatives with organizational objectives, user needs, and long-term business priorities.

Conclusion

This study examined the integration of HRIS with other enterprise systems in Poland and Austria using a qualitative, comparative design. Drawing on interviews

with HR, IT, and line managers, and guided by the Resource-Based View, Dynamic Capabilities, Ulrich's HR model, and the Technology Acceptance Model, the study makes several contributions to the international literature.

The results answer the study's questions. Findings related to RQ1 indicated that the integration of HRIS leads to increased efficiency and effectiveness in HR through the elimination of duplication, enhancement of data accuracy, and reduction in process cycle time. These effects were observed in the two countries, but with varying weights of strategic contributions – such as workforce analytics and planning. The Austrian organizations included in the study reported more advanced use of workforce analytics and strategic HR applications than the Polish organizations represented in the sample. RQ2 showed that user perceptions change from resistance to acceptance when perceived usefulness and ease of use increase due to experience, training, and support. Psychosocial and cultural considerations partly determine acceptance, thus extending TAM beyond the traditional focus on direct technological attributes. RQ3 indicated that successful integration relies on governance models, staged implementation, cross-functional working, and ongoing training. This is reinforced by the findings that differentiated Poland and Austria, suggesting that practices of integration should be aligned around firm resources and national environment, according to the Dynamic Capabilities theory.

What is novel about the study is its explicit focus on integration quality instead of standalone system acceptance, a multi-theoretical perspective, and comparative context-sensitivity. By connecting HRIS integration to both operational effectiveness and strategic HR roles, the research highlights integration as a socio-technical capability that extends beyond HR outcomes, including organisational performance and internal service quality.

The study has several limitations. Given the qualitative design and purposive sample, the findings should be interpreted as reflecting the experiences of the participating organizations rather than as representative of all organizations in Austria or Poland. A small sample size is an instance of non-generalizability, a typical feature of exploratory qualitative research. Second, the data-consuming state form is restricted to Poland and Austria and cannot be easily used in different institutional environments. Third, a certain level of recall bias could be introduced by self-reported perceptions,

despite triangulating these across roles. Lastly, the nature of the design does not enable an estimation of how significant such a performance effect might realistically be.

Such studies may benefit from being part of larger comparative studies in other countries with different levels of digital maturity. Hybrid methods and

longitudinal studies are potential for measuring efficiency improvements and users' acceptance over time. In addition to this stream of research, studies may explore leadership styles and governance mechanisms, as well as "new technologies" (e.g., AI-enabled HR analytics) that could strengthen the relationship between HRIS integration as an operational capability and strategic capability in the future.

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Integracija informacijskih sistemov za upravljanje človeških virov: primerjalna študija učinkovitosti in uporabniških zaznav na Poljskem in v Avstriji

Izvleček

Raziskava obravnava integracijo informacijskih sistemov za upravljanje človeških virov (HRIS) s sistemi ERP, ATS in LMS ter njihov vpliv na upravljanje človeških virov. Uporabljen je bil kvalitativni primerjalni pristop, ki je temeljil na polstrukturiranih intervjujih z desetimi strokovnjaki s področja kadrov, informacijske tehnologije in linijskega managementa na Poljskem in v Avstriji. Analiza je razkrila štiri osrednje teme: učinkovitost in uspešnost, uporabniške izkušnje, izzive integracije ter priporočene prakse. Integracija je prispevala k izboljšanju kakovosti podatkov, hitrejšemu odločanju in uporabi napredne analitike delovne sile, zlasti v organizacijah z višjo stopnjo digitalne zrelosti. Uporabniške izkušnje so pokazale prehod od začetnega odpora do sprejemanja sistema, kar potrjuje uporabnost modela sprejemanja tehnologije (TAM). Med omejitve raziskave sodita majhen vzorec in regionalna osredotočenost študije. Ugotovitve pomagajo managerjem razumeti, kako lahko integrirani kadrovske informacijske sistemi vplivajo na organizacijsko učinkovitost in koordinacijo. Raziskava združuje več teoretičnih perspektiv ter ponuja celovitejše razumevanje narave in strategij integracije HRIS.

Ključne besede: informacijski sistemi za upravljanje človeških virov (HRIS), integracija sistemov, model sprejemanja tehnologije (TAM), pogled na podlagi virov (RBV), dinamične sposobnosti, učinkovitost