

Study of the impact of the human resources information system on the innovative capacity of Moroccan employees: A structural equation modelling approach

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Abstract

Political and economic instability, coupled with inflation, has disrupted socio-economic conditions worldwide. In this context, Moroccan companies are expected to adopt innovative practices and more sophisticated digital systems within their organizational structures. Human capital has thus become a strategic and critical factor for organizational growth and sustainability, and Human Resource Information Systems (HRIS) have significantly transformed human resource management practices.

This study examines the effect of HRIS on the innovation capacity of Moroccan employees, with a particular focus on information quality, system quality, and the role of employee commitment. The empirical analysis is based on survey data collected from 150 companies located in Tangier and Casablanca and is conducted using partial least squares structural equation modelling (PLS-SEM). The findings show that HRIS are positively associated with the innovation capacity of human capital. Furthermore, with the exception of information quality, the other latent variables under study exert a significant impact on this process.

The study offers several managerial recommendations for enhancing the contribution of HRIS to employee innovation and highlights limitations that open avenues for future academic research.

Keywords: Human Resource Information Systems (HRIS); innovation capacity; information quality; system quality; PLS-SEM; SmartPLS; Moroccan companies.

Classification JEL : O15

Paper type: Empirical Research.

1. Introduction

Political and economic instability combined with constantly rising inflation put more pressure on organizations to uphold their competitiveness while building a sustainable capacity to innovate. In terms of emerging economies, the ability to transform knowledge and ideas into new products, processes, or value-creating management practices is increasingly important to long-term performance (Lawson & Samson, 2001; Mendoza-Silva, 2021). In this context, human capital becomes a key strategic asset and the digitalization of the HR function appears as a major lever to reinforce its contribution to innovation. Human Resource Information Systems (HRIS) are at the center of this change by reconfiguring data collection, processing and mobility of HR data in the service of decision-making.

Initially developed as administrative support tools, HRIS have gradually rooted themselves as information infrastructures that will integrate different modules covering the whole life cycle of the employee (recruitment, training, performance management, personnel administration, analytical reporting, etc.) (Ngai & Wat, 2006; Parry & Tyson, 2008). Studies on e-HRM indicate that these systems assist in automating routine tasks, enhancing the reliability and traceability of HR information, and enhancing the strategic connection of the HR function (Bondarouk & Ruel, 2009; Strohmeier, 2012). The DeLone and McLean (2003) information systems success model offers a good conceptual framework for analysing these effects: it is major determinants of system use and value generated that system quality (reliability, ergonomics, availability) and information quality (accuracy, completeness, relevancy, timeliness). Applied to HRIS, this model implies that the quality of the system and information is one of the essential prerequisites for the intensive and integrated use of HR professionals (Srivastava et al., 2021)

Beyond administrative efficiency, a collection of works point out the role of HRIS and digital practices for the HR department and how they can develop the innovation capacity of employees. The capacity for innovation, it is defined as the ability of individuals and organizations to come up with, promote and put into action new and useful ideas (Lawson & Samson, 2001; Aas, 2017). In the HR Function, it manifests itself in the design of new process models, in the implementation of innovative analytical tools or in the introduction of original practices in talent management. By making data available, organizing workflows and trying out new methods, HRIS can help HR professionals obtain informational and functional tools that are conducive to innovation (Qutaishat et al., 2012). Ben Moussa and El Arbi (2020) thus shows, in the Tunisian context, the use of HRIS improves the individual innovation capacity of HR professionals. These results are more broadly in line with research on high-involvement HR practices and innovative behavior which stress the significance of work systems that facilitate autonomy, learning and knowledge sharing (Bos-Nehles et al., 2017).

At the same time, the literature indicates that when employees are affectively engaged, that is emotionally attached, identified, and involved in their organization; they are more likely to engage in beneficial discretionary behaviors such as initiative, perseverance and participation in continuous improvement activities (Allen & Meyer, 1991; Meyer, Allen & Smith, 1993). Empirical studies reveal that highly engaged employees are more likely to suggest new ideas and give support to changing projects, which includes in support functions (García-Cruz et al., 2018; Yeşil et al., 2013). From this perspective, HRIS, besides their technical dimension, enhance the experience of the employee (transparency, easiness of communications, reduced administrative constraints), which develops the feeling of support and the sense of equity at organizational level, which fuels the affective commitment of the employees. Some studies even go on to suggest that affective commitment may have a mediating or moderating role between organizational mechanisms and innovative behaviors (Ben Moussa & El Arbi, 2020).

In line with this stream of research, the present study conceptualizes affective commitment as a mediating mechanism linking HRIS use to employees' innovation capacity.

The Moroccan context gives certain particular relevance to these issues. The country has launched programs of modernization and digital transformation that are intended to improve the competitiveness of businesses and the development of human capital, in a productive fabric that is dominated by SMEs (Bellany & Dhiba, 2024; Ennaciri et al., 2024). Recent studies show that there is a step forward in the field of e-HRM, e-recruitment, and HRIS in Morocco, and in a heterogeneous way depending on the sector and the size of the companies (Abdallaoui & Elkharraz, 2025). These studies are mainly focused on the determinants of adoption (perceived usefulness, ease of use, organizational support) and the transformation of particular HR practices, whereas the effects of HRIS on the capacity of employees to be innovative, and the role played by affective commitment in this relationship, remain largely unexplored. To our knowledge, no empirical research has to date tested in the Moroccan environment in a comprehensive way, as a model, the relationship between system quality, information quality, HRIS utilization, affective commitment, and employee innovation capacity.

The present research aims to fill this gap by analysing the impact of HRIS on the innovation capacity of human capital in the companies of Morocco. By mobilizing the DeLone and McLean (2003) information systems success model, the work on affective commitment (Allen & Meyer, 1991), and the literature on innovation capacity (Lawson & Samson, 2001), the conceptual model postulates that:

- The quality of the system and the quality of the information produced by the HRIS are direct antecedents of the intensity of HR professionals' use of the HRIS.
- The usage of the HRIS is positively related to innovation capacity of the employees.
- The use of the HRIS helps to strengthen their affective commitment.
- Affective commitment in turn fosters the ability of innovation.

On the empirical level, the study is based on the data collected in 150 companies located in Tangier and Casablanca and uses structural equation models, by partial least squares method (PLS-SEM) based on SmartPLS. It thus aims to make a dual contribution: theoretical, by proposing an integrated explanatory framework of the effects of HRIS on innovation capacity, in the case of an emerging context, and managerial, by providing leaders and HR managers with operational avenues to better leverage their HRIS investments through technological quality, quality of information, effective usage, and the strengthening of affective commitment.

2. Literature Review and Hypothesis Development

2.1. Human Resource Information Systems (HRIS)

2.1.1. Definition and modules of the HRIS

A Human Resources Information System (HRIS) can be defined as one of the devices whose purpose is to collect, store, and analyze data related to human capital, with the purpose of facilitating the administrative and strategic activities of the human resources department. According to Khera and Gulati (2012), the HRIS is "an essential information infrastructure for better HR planning, control and decision-making." This vision is supported by the empirical work of Hussain et al. (2007) which show the significant role that HRIS plays in the automation of human resource management processes resulting in increased organizational efficiency.

Nowadays, modern Human Resources Information System (HRIS) integrates different modules for complete employee life cycle. Ngai and Wat (2006) identify among the most common modules the following: recruitment and selection, performance management, training management, personnel record administration, as well as analytical reporting. Parry and Tyson (2008), highlight that e-HRM provides the access to HR indicators and reports, which paves the way for analytical practices like "HR analytics" (Marler & Boudreau, 2017).

These different modules by offering more dependable and convenient information are probable to improve the innovation capacity of employees by aiding in decision-making, learning and skill development.

2.1.2. Benefits of HRIS & HR digitalization

Several empirical studies emphasize that Human Resource Management Information Systems are a major contributor to the efficiency of the HR function. Hussain et al. (2007) show that the HRIS contributes to solve reducing the time taken for administrative job, increasing the accuracy of data and for strategic decision. Similarly, Bondarouk and Ruël (2009), in their conceptual contribution, underscore the significance of the adoption of the HRIS that consolidates the consistency of the human resource management process that is provided to the employees. Ngai and Wat (2006) also report that companies view an improvement in organizational productivity and efficiency after implementation of an HRIS.

These organizational benefits suggest that HRIS can be an important lever of innovation capacity by freeing up time, the quality of information available and supporting more creative decisions. Strohmeier (2007), e-HRM can be defined as the use of information technologies, generally web-based, to connect and support the different stakeholders involved in the execution of HR activities. Parry and Tyson (2008) highlights that e-HRM facilitates decentralization of processes, real-time access to human resource information as well as lessening of administrative costs. Bondarouk and Ruel (2009) point out that e-HRM helps to enhance the strategic alignment between organizational goals and information technologies, which results in the ability of human resources departments to perform a more analytical and performance-oriented function.

By making more precise and rapidly accessible information available to managers and employees, e-HRM generates an environment favorable to experimentation, initiative-taking and organizational learning, all aspects closely related to innovation capacity.

2.2. General context, positioning of models

The information systems success model developed by DeLone & McLean (2003) states that system quality, information quality, and service quality are major determinants of user usage and satisfaction. Applied to the context of HRIS, this framework proposes that two technical and informative dimensions of the HRIS determine the tendency of HR professionals to mobilize the system effectively to carry out their daily tasks.

The literature on HRIS and e-HRM show that these systems increase administrative efficiency, information reliability, and strategic alignment of the HR function. These contributions suggest that the quality of the system and the information provided by HRIS is an important determinant of the effective use of HRIS, which can, in turn, promote employees' innovation capacity.

In our conceptual model, HR professionals (frequency, diversity, and depth of use of its features) understand the HRIS (represented at the center of the diagram) through its level of use. The quality of the system (H4) and the quality of the information (H5) are posited as antecedents of this usage. The use of the HRIS is then supposed to directly increase the innovation capacity of HR employees (H1) and help strengthen their affective commitment to the organization (H2). Finally, affective commitment is considered a psychological lever that promotes innovation capacity (H3).

- ***Use of HRIS and innovation capacity of HR employees***

In line with the work of Lawson and Samson (2011) and Mendoza-Silva (2021), innovation capacity refers to the ability of an individual or an organization to generate, promote, and implement new and useful ideas, as well as to continuously transform knowledge and ideas into new products, processes, or systems for the benefit of the organization and its stakeholders. In

the HR function, this capacity translates into the creation of new process models, new analytical tools, innovative skill development programs, or even original talent management practices. The literature emphasizes that the digitization of HRM, through HRIS, e-HRM, and HR analytics tools, helps strengthen the strategic role of the HR function and can, in doing so, create a more conducive environment for innovation (Bondarouk & Ruel, 2009; Parry & Tyson, 2008). By automating routine tasks and improving access to information, HRIS enhance the efficiency of HR activities and can free up temporal and cognitive resources that can be reinvested in higher value-added activities, notably the design of innovative human capital management practices (Ruël et al., 2004).

Ben Moussa & El Arbi (2020) thus show that, in the Tunisian context, the use of HRIS enhances the individual innovation capacity of HR professionals by facilitating access to and processing of data, structuring workflows, and experimenting with new approaches. More generally, studies on HR practices (Bos-Nehles & Veenendaal, 2017) and integrated systems (Oldham & Da Silva, 2015; Qutaishat et al., 2012) suggest that well-designed digital infrastructures and practices can support innovation and decision-making.

We therefore consider that the more HR professionals mobilize the HRIS in a rich and regular manner, the more informational and functional resources they have to develop their innovation capacity.

H1: *The use of HRIS is positively associated with the innovation capacity of HR employees.*

- **Impact of HRIS on affective commitment**

Affective commitment refers to the emotional bond, identification, and attachment an individual has to their organization (Meyer & Allen, 1991; Meyer & Herscovitch, 2001). Highly engaged employees remain in the organization by choice, because they identify with it and wish to contribute to its success, rather than by instrumental or normative constraint. This psychological state is nurtured by the perception of organizational support, the fairness of management practices, the clarity of roles, and the quality of the work experience (Hasan et al., 2021; Kurtessis et al., 2017).

In this context, the Human Resources Information System (HRIS) can be seen as a structuring device for the work environment, capable of influencing employees' emotional engagement. Through automating administrative processes, offering self-service options, and streamlining processes, the HRIS makes the HR interactions more fluid, helps to reduce the communicative irritants of the day, and improves the transparency of the information in regard to career, compensation or training (Shahreki et al., 2019; Shahreki & Lee, 2024). It is through the effective use of these features that employees perceive a better "employee experience" which helps to strengthen the perception of procedural justice and consideration from the organization, two major determinants of affective commitment.

Moreover, the integration of the HRIS with a company's other information systems (finance, payroll, decision-making systems, etc.) allows for more consistent and reliable management of employee-related data. This informational consistency increases trust in HR practices, reduces errors perceived as unfair, and reinforces the sense of professionalism of the HR function (Lin, 2011; Lippert & Swiercz, 2005; Shahreki & Ghanad, 2023). The digitalization of HR processes can thus be interpreted as a signal of organizational investment in the well-being and development of employees, which, from the perspective of social exchange theory, is likely to fuel the mechanism at the base of affective commitment.

In our model, we therefore posit that the use of HRIS helps to strengthen employees' affective commitment to their organization:

H2: *The use of HRIS has a positive effect on employees' emotional engagement.*

- ***Impact of affective commitment on innovation capacity***

Numerous studies have shown that affective commitment is associated with positive organizational behaviors, such as reduced absenteeism, work performance, or organizational citizenship behaviors (Jaros et al., 1993; Akinyemi, 2012). The literature suggests that highly engaged employees tend to be more willing to take initiatives, propose new ideas, experiment with original solutions, and persevere in the face of obstacles inherent in innovation projects (Gruman & Saks, 2011; Yesil & Sozbilir, 2013).

In the HR Function, innovation is the capacity of professionals to design and implement the introduction of new practices, policies, or tools to solve problems or challenges in talent management, skills development, or organizational transformation. The work of Soto-Acosta, Popa and Palacios-Marques (2016) and the work of Kmiecik, Michna and Meczynska (2012) demonstrates that factors such as knowledge sharing, empowerment and innovation orientation, promote initiative, responsibility, and search for creative solutions. These results are consistent with the idea that a high level of emotional attachment to the organization can support such behaviors, including in the context of support functions such as HR.

Thus, in our model, affective commitment is considered a central psychological lever through which HR professionals transform the resources and tools at their disposal - including the HRIS - into truly innovative behaviors. A high level of emotional engagement should be translated in a higher tendency to exploit the information available, to work with other functions, and to create original HR practices to support organizational performance.

H3: *Affective commitment is positively related to innovation capacity of employees.*

- ***Quality of system and HRIS usage***

In the information systems success model, DeLone and McLean (2003) identified system quality as well as information quality and service quality as a critical factor in determining user usage and satisfaction. Applied to the context of HRIS, we would say that a system that is considered reliable, available, fast, secure and intuitive should induce human resources professionals to use it more often and to incorporate its features into their working routine. Recent work on HRIS confirm that the quality of the system improves user satisfaction and their intention to use the system (Srivastava et al., 2021), which highlights the central role of technical and ergonomic features in the success of HRIS.

By minimizing the cognitive load, making the errors more limited and helping to perform the HR tasks, a good system will motivate users to log in more frequently, use more features and make the HRIS part of their work practice in a sustainable way. Conversely, frequent technical problems or perceived lacks of ergonomics oftentimes make HR professionals avoid the system or use manual procedures instead.

According to our model, we therefore assume:

H4: *The quality of system is positively related to the intensity of HRIS usage by the HR employees.*

- ***Quality of information & HRIS usage***

The quality of information is understood to be the accuracy, completeness, relevance, timeliness, and clarity of information produced by the system (DeLone & McLean, 2003). In their model, these authors view information quality as a key determinant of system satisfaction and use in that users are more likely to turn to an IS when they perceive the information it provides to be credible, useful and up-to-date.

In the field of HRIS, empirical researches confirm the aggravation of HR professionals to confirm that full, reliable and timely HR data helps them to feel safer about the system, invites them to make it their first choice for gathering information, instead of having to fall on parallel

files or manual procedures (Srivastava et al., 2021). On the other hand, inaccurate or outdated information causes frustration and sense of risk in decision making, which causes users to avoid using the HRIS and thereby not use it effectively.

Therefore, we develop the following hypothesis, which is in line with the conceptual framework:

H5: *The quality of information is positively related to the intensity of use of the HRIS by the HR employees.*

3. Methodology

3.1. Data

The data was collected from companies that were located in Tangier city and Casablanca. The questionnaire was prepared on the basis of the careful theoretical review and analysis of the previous works related to the HR information systems, affective commitment and innovation capacity. The questionnaire was administered face to face and online, on the Google Forms and targeted dissemination platforms, following the methodological recommendations of Thietart (1999) and Curchod (2003). The reasons why Tangier and Casablanca have been chosen are the high concentration of businesses present in these areas, the extent of their logistical and infrastructural development, their strategic geographical position as well as the ease of access of organizations to the researchers. Given the diversity of the variables retained and the causality of the relationships studied, we resorted to the partial least squares structural equation modeling (PLS-SEM), as initiated by Wold (1985) and developed by Lohmoller (1984-1987, 1989) and Chatelin et al. (2002). This approach is especially suitable to complex models where multiple dependent, independent and mediating variables are simultaneously integrated and their data do not necessarily satisfy the assumptions for normality (Hair et al., 2019). In our model, the innovation capacity is the dependent variable of the system quality, information quality, and HRIS usage are the independent variables, and the mediating variable is the affective commitment.

In order to ensure the scientific rigor of the study, we first conducted descriptive analyzes (means, standard deviations, frequencies) under the program of statistical package (SPSS) in order to have a comprehensive view of characteristics of sample and the respondents. In a second step the analyzes under SmartPLS enabled us to assess the quality of the measurement model (reliability and validity of the constructs) and then the structural model. In line with Hair et al. (2019), we have checked the factor loadings of all the items and removed the indicators that had standardized loadings less than the recommended value of 0,70. The internal consistency of the scales was checked by using Cronbach's alpha, composite reliability and average variance extracted (AVE and GOV). Therefore, the formula is presented as follows:

$$GoF = \sqrt{\{Average\ Communality \times Average\ R^2\}}$$

The path coefficients and the levels of significance were then interpreted to test all of research hypotheses especially the mediating role of affective commitment of HRIS, quality of system to information quality and innovation capacity.

3.2. Presentation of variables with items and the conceptual framework

Referring to the works of Davis (1989), DeLone & McLean (2003), Hussain et al. (2007), Pitt et al. (1995), Prajogo & Ahmed (2006), Venkatesh et al. (2003), we present the items of our variables along with their items as well as their codes. This approach allows us to begin the data processing phase collected through the SMART PLS software.

- **System Quality**

QS_1: I find the HRIS (HIS) easy to use

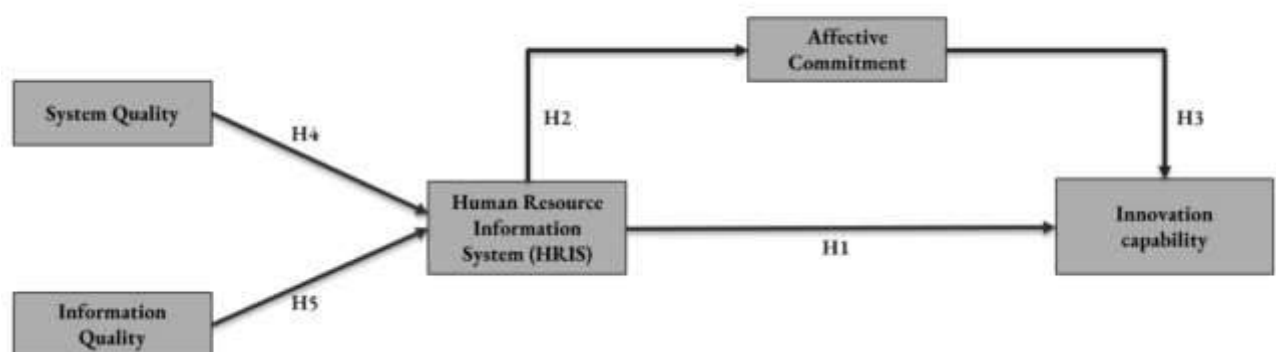
QS_2: I find it easy to make the HRIS do what I want

QS_3: The HRIS is flexible in its use

- QS_4: Learning to use the HRIS has been easy for me
- **Quality of information**
 QI_1: The information generated by the HRIS is correct
 QI_2: The information generated by the HRIS is useful for its use
 QI_3: The HRIS generates information in a timely manner
 QI_4: I trust the information produced by the HRIS
 - **Use of information system**
 USI_1: The use of the HRIS allows me to accomplish my tasks more quickly
 USI_2: The use of the HRIS has improved my work performance
 USI_3: The use of the HRIS has made my work easier
 USI_4: I find the HRIS useful in my work
 - **Affective commitment**
 EA_1: Affective commitment is a factor that enhances the spirit of creativity.
 EA_2: Commitment promotes innovation actions by employees and the organization.
 EA_3: Affective commitment influences the organizational structure
 EA_4: Affective commitment improves the capacity for improvement
 - **Employee innovation capacity**
 CIE_1: the capacity for innovation is an emotional and cognitive process related to creativity
 CIE_2: the capacity for innovation is the organizational potential to innovate determined by skills and strengths in basic R&D and technology
 CIE_3: Innovation capacity is a combination of assets and resources
- After holistically determining the authors' reflections within the framework of our research as well as our latent variables with their items and hypotheses, the following diagram provides an exhaustive illustration of our research model.

Our work aims to analyze the links between the use of the human resources information system (HRIS) and the development of the employee's innovation capacity to three explanatory variables: system quality, information quality, and affective commitment. To do this, we adopted a hypothetico-deductive approach, based on a conceptual framework, derived from the literature and empirically tested using data collected through questionnaires. The statistical processing was performed with the use of the statistical software (SPSS) and the statistical software (SmartPLS), respectively.

Figure 1: Conceptual research framework



Source: Established by our own care

3.3. Data analysis

Descriptive data show that the human resources information system (average = 3.61) and emotional commitment (3.67) are generally appreciated by survey participants. The quality of

information (3.05) and capacity for innovation (3.25) scored in the middle range, indicating a generally positive but improvable assessment. However, the system received the lowest score, with an average of 2.93. Similar standard deviations indicate a uniform distribution of responses.

Table 1: Descriptive Statistics of the Study Variables

	<i>Humain Ressource informationn system</i>	<i>Information quality</i>	<i>System qualityt</i>	<i>Innovation capability</i>	<i>Affective commitment</i>
N	150	150	150	150	150
Mean	3,61	3,05	2,93	3,25	3,67
Median	4,00	3,00	3,00	2,00	2,00
Mode	5	4	4	2	2
Standard deviation	1,220	1,200	1,321	1,254	1,201
Variance	1,489	1,441	1,746	1,573	1,443
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5
Sum	541	443	439	338	401

Source: Authors' own computation-using SPSS.

3.3.1. Analysis of correlation results

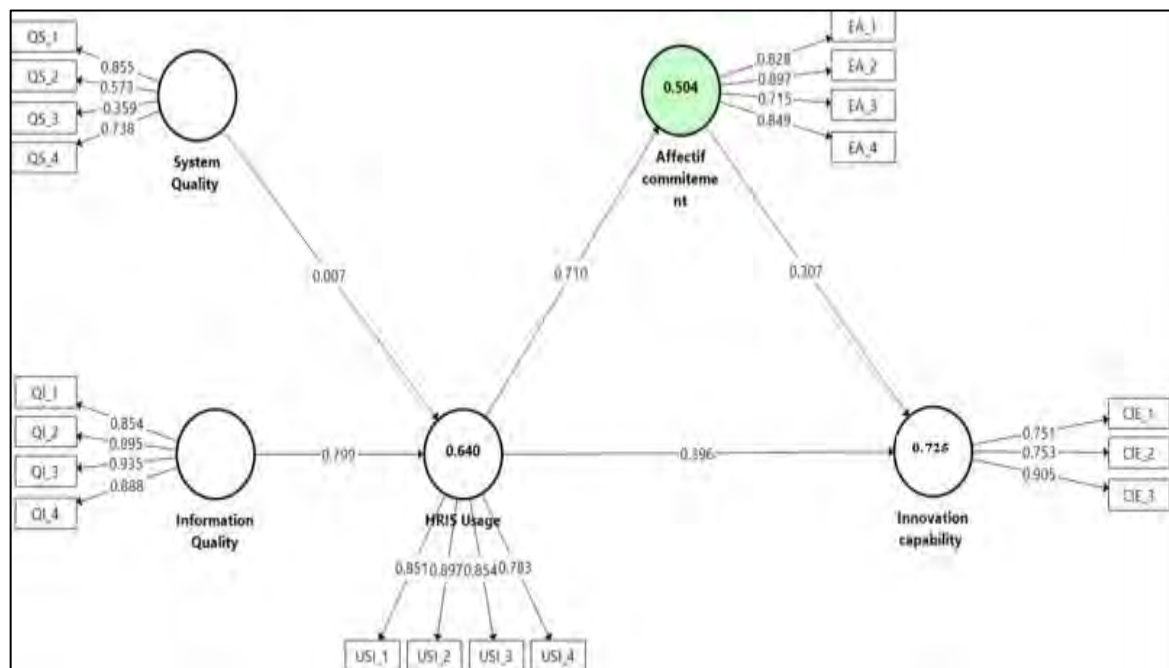
- **Reliability study**

To ensure the internal consistency of the elements, our research revealed a Cronbach's Alpha coefficient of 0,725, which exceeds the criterion of 0,7. This coefficient was determined following correlations made between the 19 items.

- **Study of reliability using structural equation modeling (PLS)**

The PLS-SEM model below illustrates the relationships between latent variables and their components using algorithmic calculations. After analyzing the factor loadings of the items, those with a loading below 0,7 can be eliminated. This method facilitates the acquisition of a robust and reliable conceptual framework.

Figure 2: Test model after applying the PLS algorithm



Source: Authors' own elaboration using SmartPLS 3.0.

- **Reliability of Cronbach's alpha measurements, composite reliability, and convergent validity**

The conclusions indicate that employees' innovation capacity, affective commitment, information quality, and information system usage confirm good internal reliability ($\text{Alpha} \geq 0,72$) as well as high item consistency, validated by high composite reliabilities and AVEs greater than 0,50. These variables are therefore evaluated reliably and validly. However, the quality of the system shows intermediate reliability ($\text{Alpha} = 0,633$), although the AVE remains acceptable, suggesting an improvement in the elements. This implies that the measurement structure is satisfactory and acceptable.

Table 3: Reliability of Cronbach's alpha measurements and composite reliability and AVE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employees' innovation capability	0,726	0,751	0,847	0,650
Affective commitment	0,842	0,854	0,894	0,681
Information quality	0,916	0,924	0,940	0,798
System quality	0,633	0,452	0,592	0,434
Use of the information system (HRIS)	0,868	0,875	0,910	0,718

Source: Authors' own computation using SmartPLS 3.0.

- **Gof (Goodness of Fit)**

Following the revision of our conceptual framework, which led to the elimination of items with a loading below 0.7, we are supposed to ensure an excellent quality of fit. For our study, the global goodness-of-fit (GoF) coefficient is estimated at 0.704, which attests to the precision and robustness of the structural model presented in our article.

- **Bootstrapping Method**

The non-parametric approach of Bootstrapping, which relies on the resampling technique, aims to provide accurate statistical results without the requirement of a normal distribution of the data. In this context, the following table highlights the position of the assumptions related to our study.

Table 4: Status of assumptions after bootstrapping

	T-value (O/STDEV)	P-value
Affective commitment -> Employees' innovation capability	3,066	0,002
Affective commitment -> Use of information system	7,865	0,001
Information quality -> Use of information system	13,666	0,001
System quality -> Use of information system	1,306	0,192
Use of information system → Employees' innovation capability	4,571	0,001

Source: Authors' own computation using SmartPLS 3.0.

4. Discussion of results and recommendations

4.1. Discussion of results

Bootstrapping results indicate that:

Affective commitment is an essential element in our model and it positively affects the innovation capacity of the employees ($t = 3,066$; $p = 0,002$). This hypothesis is confirmed, as empirical results show a positive and statistically significant effect of emotional commitment on employees' ability to innovate. The findings corroborate that emotional involvement has a positive impact on employees' capacity for innovation, in line with several recent studies. In fact, Hamza et al. (2024) demonstrate that employees with strong emotional commitment are more likely to exhibit innovative behaviors, particularly in organizations with transformational

leadership. Zhang and colleagues (2023) also highlight that emotional connection to the organization stimulates intrinsic motivation, thereby helping to foster creativity and initiative. This research demonstrates that emotional involvement is a crucial strategic tool for promoting organizational innovation in today's contexts.

Thus, affective commitment has a significant effect on the use of the information system ($t = 7,865$; $p = 0,001$). These two conclusions define that employees are motivated and capable to use new digital tools and further incorporating into the innovation process of their companies. For example, Nguyen et al. (2024) demonstrated that employees with stronger affective commitment are more involved in corporate information systems, particularly in the context of digital transformation projects within Vietnamese companies. Similarly, Martínez and López (2023) indicated that in Spanish public sector organizations, affective commitment promotes the adoption of systems and their intensive use. In the context of ongoing digital transformations, these studies attest that emotional attachment to an organization promotes users' willingness to use information systems effectively.

The quality of information allows employees to use effectively the information system. To this end, our hypothesis is validated ($t = 13,666$; $p = 0,001$). The results indicate that the quality of information facilitates effective use of the information system by employees. This observation is consistent with recent research by Wang et al. (2023), which shows that accurate, comprehensive, and up-to-date data significantly increases user performance in ERP systems. Nair and Kumar (2024) also highlighted that information quality promotes better decision-making and more effective use of digital tools. These results indicate that access to reliable data is a crucial factor in improving the adoption and use of information systems, thereby increasing productivity and organizational performance.

The quality of information does not have a positive and significant effect on the use of the computer system ($t = 1,306$; $p = 0,192$). The results indicate that, contrary to assumptions derived from the information systems success model (DeLone & McLean), information quality no longer has a positive and significant impact on system usage. This is consistent with several recent studies indicating that information quality does not significantly influence dependent variables associated with user usage or satisfaction (Mendrofa & Hastuti, 2024). Other research corroborates that factors such as perceived system quality and ease of use may have a more significant influence on the intention to use a digital system (Alsqour, 2025). These findings indicate that users place more importance on usefulness and functionality than on simple data quality.

Lastly, use of the system is an aspect that is very essential in enhancing the innovation power of the employees ($t = 4,571$; $p = 0,001$). This is consistent with recent research showing that digital systems and information technologies stimulate innovation within organizations. For example, Aissaoui and Oukarfi (2023) found that intensive use of ICT increases the likelihood of innovation in industrial companies, particularly for innovative products and processes. Furthermore, studies on the use of artificial intelligence and digital systems show a positive link with innovative employee behavior, especially in the presence of factors such as self-confidence and open-mindedness (Zhang et al., 2025). This research confirms that systems are not limited to being functional tools, but also act as catalysts to encourage individual and collective innovation in a context of digital transformation.

We note that in the Moroccan context, the tendency for the digitalization of processes, organizational and operational practices is becoming a necessity. Moroccan companies and public authorities are aware of the importance of introducing information systems. The transfer of information between different services, in a smooth, transparent, and secure manner via information systems, ensures traceability, timely information transmission, and encourages staff to improve their level of innovation and introduce innovative actions. Morocco has also, through the development of logistics, infrastructure, and the implementation of the Morocco

Digital 2030 strategy, supported companies in becoming more competitive in both the national and international markets.

4.2. Recommendations

Company leaders are supposed to establish an effective action plan in order to align all stakeholders with their innovation strategy. They must ensure a suitable climate, motivate the staff, and highlight the interest in the company's development toward a more sophisticated information system.

Moreover, technological progress and the emergence of artificial intelligence have led to the diversity of information systems. Thus, managers must break down the most appropriate information systems for companies, taking into account the optimization of costs and the skills of their employees. In addition, each time, it is wise to update the data and develop these information systems in order to introduce other more advanced options to speed up and facilitate data analysis.

In the same vein, it is interesting to design specific and objective training for the staff to develop their knowledge. In this regard, getting updated with their knowledge is imperative considering the excessive digital progress.

Moreover, soft skills of the employees are an important factor in this process. Their personal development and the improvement of their soft skills enable them to deal with all forms of resistance and negligence.

At the logistical level, it is essential to provide employees with technological devices of advanced level, higher internet speed, and varied applications to encourage them to develop capabilities and innovative capacity.

5. Conclusion

In a world filled with more uncertainty and instability, this article seeks to identify and emphasize the potential use of human resource information systems on the innovation capacity of employees by incorporating other variables, specifically affective commitment, quality of information, and quality of the system. Thus, the information system emerges as an incredible tactic to ensure that the staff can perform optimally and to encourage them to perform more and more innovative and advanced actions, in order to help companies position themselves well in a competitive world.

From this point of view, the quality of information and the quality of the system, in accordance with the correlation results obtained, have a significant impact on the usage of information systems. To this end, the smooth flow of reliable information plays an important role in the establishment of information systems in modern organizational structures. Moreover, staff engagement and their alignment with the digitalization of practices within organizations facilitates the usage of more advanced digital systems and develop their skills and their innovation capabilities. On the other hand, quality of the system is no longer a decisive factor in innovation capability. Organizational, behavioral and cognitive elements can have a greater impact on this effect.

However, there are several limitations to our analysis, especially on the theoretical side. In this sense, we propose to introduce other variables into our economic model, above all the behavioral and subjective aspects of individuals, as well as the economic and cultural issues. In the same vein, the selection of the sample size and the study area may be increased in order to get more reliable results.

Moreover, our research has a special interest both at theoretical and empirical level by dealing with the relationship between the use of information systems and innovation capacity, taking into account the latent variables and using a hypothetico-deductive approach confirmed by the

structural equation modelling (PLS) approach. Moreover, on the practical level, our article offers a possibility for leaders to promote practices in the organization by integrating technologically advanced systems.

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