IJCRT.ORG ISSN : 2320-2882

INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

Human Resource Information System: A Digital Public Transformation Approach

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Abstract

Aim: The digitalization of government processes has become an essential strategy to strengthen and improve public service delivery. This study described the implementation of Human Resource Information System (HRIS) among First Class Local Government Units (LGUs) in Region III, Philippines. The extent of implementation is evaluated across all core HR areas of the Civil Service Commission's Program to Institutionalize Meritocracy and Excellence in Human Resource Management or PRIME-HRM, specifically the Recruitment, Selection and Placement (RSP), Learning and Development (L&D), Performance Management (PM), Rewards and Recognition (R&R) and Records Management.

Methodology: A descriptive quantitative research design has been utilized, for an in-depth understanding of HRIS utilization and implementation.

Results: Data gathered from eighty-two (82) First Class LGUs revealed that only twelve (12) LGUs has HRIS, and 68.42% utilized locally developed systems. HRIS infrastructure and capacity were rated Very Satisfactory, while the extent of implementation across HR functions was generally Sometimes Implemented, with Records Management obtaining the highest rating (M=3.36). The study shows that the main challenges included budget constraints, limited staff capability, and lack of technical support.

Conclusion: The study concludes that while progress in HRIS adoption and digital transformation in the public service is evident, full integration of essential system features remains limited. Management support, with continuous investment in digital infrastructure and user training, is essential to enhance HR efficiency and promote data-driven governance among LGUs.

Keywords: Human Resource Information System (HRIS), Local Government Units (LGUs), Digital Governance, PRIME-HRM, Public Administration

Introduction

The advancement in technology has significantly influenced public administration in the world. Governments have embraced digital technologies and solutions over the years to improve efficiency in order to minimize work duplications and manual work and to improve service delivery.

Governments and organizations all over the world are using digital tools to improve efficiency, transparency, and the delivery of services. One of the most advanced approaches in this transformation is the adoption of Human Resource Information Systems (HRIS)-an IT-based interface that supports and automates the HR functions of recruitment, payroll management, performance appraisal, and employee record maintenance.

In other developing countries, such as the Philippines, digital transformation in the public sector has been a challenge. Many countries are unable to benefit fully from technologies due to insufficient funding, poor and higher cost of connectivity and the lack of necessary skills of people. These factors are the main reasons why the country is still struggling to transition from traditional to digital transactions, especially in the public sector. While the private sector has long embraced the use of technologies and digital platforms to optimize their operation and workforce management, government remains to be slow in adapting and utilizing digital solutions for faster service delivery and work efficiency. Bureaucratic processes, resistance to change, and insufficient IT infrastructure hinder the integration of technology in government transactions. Furthermore, the limited digital skills of government employees and budget constraints further hamper this transition. In addressing this issue, the government must promote continuous training and capacity building programs to ensure that their human capital is ready for the digital transformation.

In the Philippines, the government's e-governance campaign forced the different agencies and their local government units to adopt digital solutions. Based on Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, local government units are mandated to digitalize their processes for more efficient service delivery.

In Region III, several Local Government Units have been recognized by the Civil Service Commission (CSC) for their commitment and compliance with the standards set forth by Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM). One of the criteria for this recognition is maintaining a computerized database for records and documents. The commission emphasizes the use of technology and confers a higher level of recognition for those with digital innovation and Human Resource Information System. These LGUs would have to invest in a system for records management, payroll processing, performance evaluation, and recruitment.

Ultimately, this research is not just about technology adoption and agency readiness. It is about identifying the system feature requirements for a well-designed and fully functional HRIS, that is fully compliant with the highest level of HR maturity standards of the Philippine Civil Service Commission's PRIME HRM for a pursuit of an efficient, effective, and future-ready personnel administration in public service.

I. Review of Related Literature and Studies

Human Resource Information System, also known as HRIS, have undergone significant transformation over the past years since its earliest form dated back in the 1970's. Its evolution is not correlated with the function of Human Resource but with the technological advancements. This expounds the variances in equipment and features used in different companies and organizations (Hogommat, n.d.).

HRIS has evolved from basic administrative system to becoming an essential tool for strategic decision making, that strengthens organizational capability and effectiveness. Today, its continued innovation and developments from both the private and public sector reflects the ongoing integration of human resource management and the advancement of digital technologies.

Digital transformation in HRM, especially in LGUs in the country, is being ramped up as an attempt of the government to improve public service delivery. Abella and Dorado (2022) found that this introduction of HRIS within LGUs across Region III has improved personnel tracking, reduced bureaucratic bottlenecks, and enhanced transparency in human resource management. Now that the digital transformation continues to develop, the implementation of HRIS across LGUs should enable the elimination of impediment in personnel inventory and ensure a more flexible and data-driven public sector.

Accordingly, HRIS in LGUs within Region III, Philippines, is going to reshape HR workforce requirements as it automates the core HR functions, reduces administrative workload, and enhances service delivery. At the same time, the successful implementation of this digital transformation will rely on enough investment made on staff training and support from the government as well as the new technology's willingness from HR employees (Manalo & Torres, 2023). Even while there will be a continuous maturation of HR systems in the LGUs, the challenge is how to balance this with a lean but high-quality-skilled front-end workforce that can maximize digital tools for better human resource management practice.

With the overriding goals of ensuring efficiency, effectiveness, and meritocracy in government agencies, the Philippine Civil Service Commission (CSC) has been continuously improving its human resource management policies. The Commission's foremost program, PRIM-HRM (Program to Institutionalize

Meritocracy and Excellence in Human Resource Management), assists public sector HRM practices toward betterment through a maturity-level framework that assesses agencies in four HR systems: recruitment, selection, and placement (RSP); learning and development (L&D); performance management (PM); and rewards and recognition (R&R) (Civil Service Commission, 2017). The maturity framework of four levels: from Level 1- Transactional HRM to Level 4- Strategic HRM, assures the espousal of HRM toward a more strategic, digitalized, and competency-based manner (CSC, 2019).

In the case of public sector organizations, such as the local government units (LGUs), careful budgeting for the cost of implementation of HRIS would consider the overall costs so as not to block its adoption because of the price. As pointed out by Panayotopoulou et al. (2017), one of the major obstacles to HRIS adoption by government institutions is financial constraints, especially in developing countries.

Recruitment, selection, and placement come together in a highly interdependent manner to influence an organization's ability to attract, evaluate, and place talent. According to Memon et al. (2017), successful recruitment strategies correspond with the organization's needs and objectives to assist in attracting candidates who are again compatible with the job specifications. These days, with the evolution of technology, digital recruitment platforms such as job portals and social networking have become trendsetting platforms in targeting potential candidates (Gusdorf, 2015).

Performance management is a vital organizational process meant to attain alignment between employee activities and organizational goals, boost individual performance, and promote continuous improvement. DeNisi & Pritchard (2016) argue that in performance management systems, all individual and organizational performance successes are based on the principles of validity, unambiguity in expectation, and continuous feedback. A core performance management tool, goal setting, when said goals are clear and structured into Specific, Measurable, Agreed-upon, Realistic, and Timebound (SMART) parameters, has raised employee motivation and performances (Locke & Latham, 2019).

The impact of HRIS adoption on learning development is multifaceted. When properly implemented, HRIS not only improves administrative efficiency but also contributes to employee development by providing access to data-driven insights for performance management and professional growth. As local government units adopt HRIS, they are able to facilitate personalized learning paths for employees, promoting continuous skill development and aligning workforce capabilities with organizational goals (Nguyen et al., 2019).

Rewards and recognition are significant facets of Human Resource Management (HRM), which greatly affect the motivation, satisfaction, and retention of employees. In recent years, organizations have been seeking digital instruments to administer rewards and recognition by integrating them into HRIS systems. According to Baird and Henderson (2020), rewards systems can include monetary incentives, benefits, promotions, and non-monetary recognition such as praise or awards. Digital transformation in HR, particularly through HRIS, has made provisions for efficient and transparent tracking and distributing of rewards to enable real-time recognition of employee achievements and performance.

Payroll processing is a basic function of human resource management (HRM) which typically involves wages and benefits computed, paid, and reported to employees. Currently, the trend is going digital, improving traditional payroll processes that are mostly manual or semi-automated into highly efficient realities. In fact, emerging Human Resource Information Systems (HRIS) facilitate the automating payroll processing real-time updates and accurate computation for wages, taxes, deductions, and compliance to local labor laws (Virk, 2019).

Human Resource Information Systems have played a very important role in records management. These have mainly automated storage of personnel data, payroll processing, and performance evaluation systems (Bondarouk & Ruël, 2019). Local government units (LGUs) are steadily deploying HRIS for efficiency, less paperwork, and better data accuracy. However, challenges come with the adoption of these systems. Research by Osakwe et al. (2021) shows key challenges to the implementation of HRIS, including lack of adequate digital infrastructure, resistance to change in employees, and concerns over privacy of data. Likewise, the study by Saluja and Kiran (2020) indicates that although HRIS presents opportunities for records management in support of accessing and of processing data in real time, the major hindrance for LGUs was its lack of technical skills and budget constraints.

HRIS reduces costs by eliminating manual HR processes, reducing paperwork, and optimizing workforce management. In fact, according to Strohmeier and Piazza (2015), efficiency gains are achieved through HRIS by improved payroll processing, reorganization of employee records, and processing of benefits, which all cut costs of labor and operational inefficiencies. Likewise, Marler and Fisher (2016) point out that electronic HR tools reduce reliance on physical documents and instead entail less printing, storage, and retrieval costs. Moreover, routine HR tasks are now being automated, which enables HR personnel to spend more time on the strategic side of the function, thus promoting productivity and cost-effectiveness. If properly implemented, however, HRIS can pave the way toward financial efficiency so that public funds are well used for service delivery and governance enhancement. As Lacity and Willcocks (2018) argued, an efficacious HR digital transformation accelerates long-term cost savings through improved operational efficiency, reduced error rates, and optimized workforce productivity.

A study by Ohemeng and McCall-Thomas (2018) found that even though HRIS greatly enhances the efficiency of HRM functions, it is dependent on the provision of appropriate training, leadership support, and adaptation of the system to the needs of the organization to be successfully implemented. Thus, those developments mean that structural and technological barriers need to be addressed to realize fully HRIS benefits by the local government units of Region III, Philippines.

Leadership commitment constitutes a major determinant for the overall success of some organizations, especially where digital transformation efforts are concerned, for instance, in the adopting HRIS in local government units (LGUs). Where committed leaders exist, they serve as the catalyst for aligning technological innovation with organizational goals so that adequate responses could be made to challenges that emerge during implantation. Al-Sai et al. (2021) specify that leadership commitment is one of the most rational forces for digital transformation, creating a culture of flexibility and adaptability, increasing employee engagement, and allowing better utilization of technological innovations. Committed leaders define the organization's strategic direction, mobilize resources, and inspire employees to embrace the digital change; thus, they give leadership to the HRIS adoption success..

II. CONCEPTUAL FRAMEWORK

The implementation of Human Resource Information System (HRIS) has become one of the leading strategies of agencies to reduce manual work, improve work efficiency and streamline human resource processes. However, the success of HRIS use and implementation in LGUs varies and is influenced by several factors such as leadership, IT support and infrastructure, employee competency, budget allocation, organizational culture and management's commitment.

The study examined the extent and scope of HRIS utilization among First Class LGUs in Region III, focusing on resource allocation, status of implementation in terms of key human resource functions and HR core systems as outlined in the conceptual framework (see Figure 1).

The study provides valuable insights into the implications of HRIS to public administration, contributing to references to aid policy development that will support effective governance and workforce development. Figure 1 presents the framework that was utilized by the researcher in conducting the study.

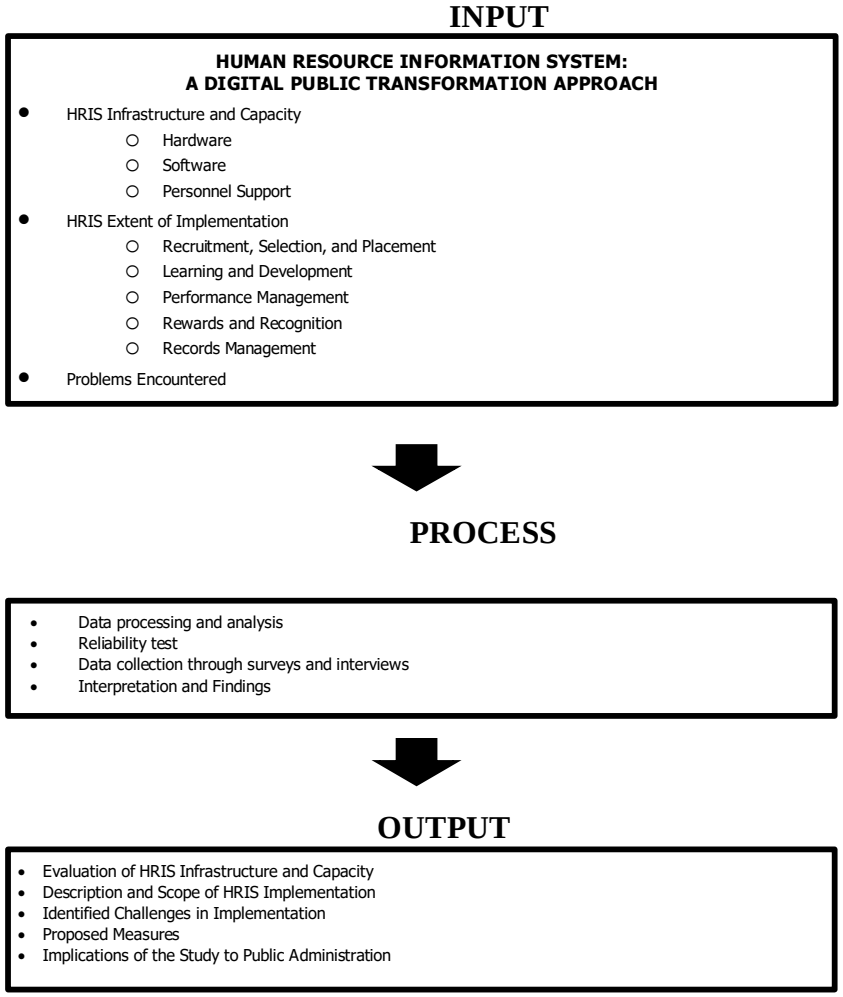

Fig 1. Paradigm of the Study

Statement of the Problem

This research examined the implementation of Human Resource Information Systems (HRIS) in First Class LGUs of Region III. It determined the status and extent of implementation, identified challenges encountered in its adoption and utilization, and recommended policies to enhance and strengthen HRIS effectiveness. Specifically, the study addressed the following questions:

1. How is the HRIS be described in terms of:
   1.1. Type of HRIS
   1.2. Duration of Implementation
2. How is the HRIS infrastructure and capacity of First Class LGUs in Region III be described and evaluated in terms of:
   2.1. Hardware
   2.2. Software
   2.3. Personnel Support
3. How is the extent of HRIS implementation in First Class LGUs in Region III be evaluated in terms of:
   3.1. Recruitment, Selection, and Placement (RSP)
   3.2. Learning and Development (L&D)
   3.3. Performance Management (PM)
   3.4. Rewards and Recognition (R&R)
   3.5. Records Management
4. What are the problems encountered by First Class LGUs in Region III which affects the implementation of HRIS?
5. What measures can be proposed to enhance the implementation of HRIS among LGUs in Region III?
6. What are the implications of the study to Public Administration?

III. METHODS

The research described and evaluated the status, scope and challenges of Human Resource Information Systems (HRIS) implementation and utilization among First Class Local Government Units (LGUs) of Region III.

To achieve the objectives of this study, a descriptive quantitative research design has been utilized, for an in-depth understanding of HRIS utilization and effectiveness.

Specifically, the study evaluated the extent of HRIS implementation in terms of Recruitment, Selection and Placement, Learning and Development, Performance Management, Rewards and Recognition, and Records Management, all core HR systems included in the PRIME HRM assessment by the Civil Service Commission.

4.1 Respondents of the Study

The study conducted among First Class Local Government Units (LGUs) in Region III, Philippines, that have implemented and utilized an information system in their human resource management offices, as well as those that have not. There are one hundred thirty-seven (137) Local Government Units in Central Luzon. And as of December 2024, the region comprises of one hundred two (102) First Class LGUs (Department of Finance Department Order No. 074.2024 – Schedule of Income Classification for the First General Income Reclassification of Provinces, Cities, and Municipalities Based on the Income Ranges under Republic Act No. 11964).

Eighty-two (82) local government units participated in the study, representing 80.3% of the total population of First Class LGUs in Region III. In carrying out this research, respondents included the highest human resource management officer (HRMO), IT personnel and other HRIS users from the human resource department.

4.2 Research Instrument

Data for this study has been gathered using a quantitative method to ensure a comprehensive analysis of the status, extent, and challenges of Human Resource Information System (HRIS) implementation among Local Government Units (LGUs) in Region III, Philippines. The selected method and tools facilitated the collection of reliable and relevant data, allowing for a thorough examination of HRIS implementation.

Survey questionnaire, both online and in printed format, as the primary method for data collection has been administered. The researcher crafted a survey questionnaire designed to gather necessary information to describe HRIS implementation and scope and challenges encountered in its adoption and utilization. The questionnaire was developed based on the core HR systems and areas of human resource management and office administration.

To ensure the accuracy and reliability of the research instrument, a pilot testing and content validation of the developed questionnaire were done before the full deployment. Qualified and knowledgeable validators evaluated the instrument through the use of Content Validation Instrument with ten (10) criteria including clarity, comprehensiveness, focus, objectivity, and alignment with the research objectives. The result of validation is an average weighted mean of 4.8, which falls within the range of 4.51 to 5.00, interpreted as Highly Valid rating. The test also confirmed that the questionnaire is comprehensive, clear, and appropriate for data collection.

4.3 Data Gathering Procedure

The data gathering process begun with initial preparations, where the researcher sent formal letter of requests to the Civil Service Commission (CSC) Regional Office 3 to seek their assistance in obtaining responses from agency human resource officers from all the First Class LGUs in the region. Additional letters have been prepared and sent to the heads of agencies, and provincial directors of the Civil Service Commission Regional Office 3, to seek permission and assistance to collect responses and to conduct research within their offices and respective areas.

After securing necessary permissions and approvals, the researcher proceeded with the data collection phase, utilizing methods such as surveys and interviews to gather comprehensive insights into HRIS adoption in LGUs. The survey is comprised of a series of structured questions which focused on HRIS scope of system

features and challenges faced during implementation. The survey has been carried out physically and online to gain responses from respondents who preferred accessing the questionnaire online. The link was also included in emails sent to all First Class LGUs in Region III.

Finally, all collected data from completed questionnaires have been checked for completeness and undergone thorough analysis, ensuring that responses are accurate, consistent, and relevant to the study's objectives. The researcher employed statistical and quantitative analysis methods to interpret the findings, leading to concrete recommendations for improving HRIS adoption and utilization in local government units.

4.4 Data Analysis

The researcher analyzed collected data through a descriptive statistic to ensure a holistic understanding of HRIS implementation in LGUs within Central Luzon. The quantitative data has been analyzed and statistically treated with appropriate techniques, including frequency and percentage, weighted means, and adjectival rating. Interview has been done to capture contextual insights, obstacles, and best practices regarding HRIS adoption. The results were systematically organized and presented in tables for clear visual presentation and enhanced clarity for comprehensibility.

Moreover, the researcher employed several 5-point rating scales in order to determine the respondent's perception regarding that matter. Presented below guided the researcher in the collection and gathering of data to describe the type of HRIS utilized, and the extent of its implementation. The use of rating scales allowed the quantifiable measurements of opinions based on experiences, turning it into measurable data for statistical analysis.

Evaluation of HRIS Infrastructure and Capacity

Numerical Equivalent	Mean Interval	Verbal Description
5	4.50 - 5.00	Excellent
4	3.50 - 4.49	Very Satisfactory
3	2.50 - 3.49	Satisfactory
2	1.50 - 2.49	Fair
1	1.00 - 1.49	Poor

Extent of HRIS Implementation in Core HR Functions

Numerical Equivalent	Mean Interval	Verbal Description
5	4.50 - 5.00	Always Implemented
4	3.50 - 4.49	Often Implemented
3	2.50 - 3.49	Sometimes Implemented
2	1.50 - 2.49	Fairly Implemented
1	1.00 - 1.49	Not Implemented

IV. Ethical Considerations

The study strictly adhered and followed ethical and data privacy protocols stated in the Data Privacy Act of 2012. With adequate measures taken, the researcher assures that the identity and responses of every participant will remain confidential, and all data collected will be used solely for research purposes.

A precise description of the purpose of the study, availability of data collection, and the contribution of the respondents' response to the research were provided to the respondents before taking part in the study. Each respondent was informed that the results of the study, even if generalized, can be published and disseminated to the public. However, in an effort to ensure further protection, names of respondents were not asked in this data-gathering study. This means that participants were able to take part in the study without the risk of being identified personally, thus encouraging reliable and unbiased answers.

And in keeping with the principle of justice, the study ensured that all participants were treated equally without discrimination according to age, gender, status, or any other demographic criteria. And by strictly adhering to ethical guidelines and laws concerning data privacy, the researcher ensured that all participants

were able to enter into the study confidently, knowing that their rights, privacy, and welfare will be protected throughout the research process.

V. Results and Discussion

1. Description of Human Resource Information System (HRIS)

1.1. Type of HRIS

The table below presents the distribution of HRIS types utilized by the respondent organizations and the corresponding years of system adoption. Study reveals a substantial majority of respondents (68.42%) belong to organizations using locally developed or in-house Human Resource Information Systems (HRIS). This significant preference for internally developed systems represents a strategic choice that reflects multiple organizational imperatives, most notably the need for greater customization capabilities, operational flexibility, and precise alignment with unique organizational processes, policies, and strategic objectives.

Type of HRIS Respondents Belong To

Type	**f**	**%**
Locally Developed/In-house System	26	68.42
Commercial Software (purchased from an external provider)	11	28.95
National Government Agency Developed System	1	2.63
Total	**38**	**100.00**

1.2. Duration of Implementation

The table below presents the number of years the respondents' organizations have adopted the Human Resource Information System (HRIS). Understanding the duration of adoption helps assess the maturity of HRIS integration within the organizations, which may influence its efficiency, user adaptability, and overall impact on human resource management practices.

A total of 13 respondents, representing 34.21% of the sample, reported having adopted their human resource information system (HRIS) less than two years ago. This significant proportion suggests that many respondents are in the early stages of HRIS implementation.

Years Adopted HRIS

Number of Years	**f**	**%**
Less than 2 years	13	34.21
2 to less than 5 years	8	21.05
5 to less than 10 years	13	34.21
10 years	1	2.63
More than 10 years	3	7.89
Total	**38**	**100.00**

2. Overall HRIS Infrastructure and Capacity of LGUs

This section presents the overall assessment of the Human Resource Information System (HRIS) infrastructure and capacity of Local Government Units (LGUs) in Central Luzon. It integrates the three critical dimensions; hardware, software, and personnel support, that provided a comprehensive evaluation of how LGUs are equipped to manage, maintain, and utilize HRIS effectively.

The overall mean of 4.16, categorized as "Very Satisfactory," highlights that LGUs in Central Luzon have established a strong and commendable level of HRIS infrastructure and capacity. This achievement reflects the region's strategic commitment to integrating technology into human resource management processes, thereby creating a foundation for improved efficiency, transparency, and accountability in local governance.

Indicators	Grand Mean	Adjectival Description
Hardware	4.19	Very Satisfactory
Software	4.13	Very Satisfactory
Personnel Support	4.16	Very Satisfactory
Overall Grand Mean	**4.16**	**Very Satisfactory**

3. Overall HRIS Implementation of LGUs

Table below presents the overall implementation of the Human Resource Information System (HRIS) among Local Government Units (LGUs) in Region III (Central Luzon). It consolidates the mean scores from key HR areas, recruitment, learning and development, performance management, rewards and recognition, and records management, to provide a general overview of HRIS utilization.

Indicators	Grand Mean	Adjectival Description
Recruitment, Selection, and Placement	2.63	Sometimes Implemented
Learning and Development	2.62	Sometimes Implemented
Performance Management	2.50	Sometimes Implemented
Rewards and Recognition	2.96	Sometimes Implemented
Records Management	3.36	Sometimes Implemented
Overall Grand Mean	**2.81**	**Sometimes Implemented**

The HRIS implementation in Recruitment, Selection, and Placement scored a mean of 2.63, interpreted as "sometimes implemented," indicates partial implementation of system-generated appointment papers, digital archiving of selection decisions, and merit-based selection functionalities.

Learning and Development received a mean of 2.62, also "sometimes implemented," as shown in table above. LGUs partially employ HRIS to record employee training histories, manage schedules, and link learning interventions to competency gaps. While some modules allow for digital tracking and report generation for CSC compliance, other functionalities, such as automated training needs analysis and evaluation feedback storage, are only partially implemented.

The HRIS implementation in Performance Management scored 2.50, interpreted as "sometimes implemented." LGUs utilize HRIS to access historical performance records, generate summary rankings, and support calibration sessions to some extent. Advanced functions such as online appraisal submission, SPMS dashboard monitoring, and tracking OPCR/DPCR/IPCR remain only partially implemented.

Rewards and Recognition scored a mean of 2.96, also "sometimes implemented." This reveals that LGUs partially employ HRIS for maintaining employee award databases, generating PRAISE reports, and supporting performance-based incentives.

However, HRIS implementation in Records Management scored 3.36, the highest among all domains, interpreted as "sometimes implemented." LGUs demonstrate stronger implementation of core modules, including data security, centralized personnel databases, and leave management. Other functionalities, such as grievance tracking, payroll integration, wellness program data, and self-service portals, remain partially implemented.

Despite notable progress in implementing HRIS across LGUs in Central Luzon, the overall "sometimes implemented" status highlights that system functionalities are not yet fully optimized. Variations in implementation across recruitment, learning and development, performance management, rewards and recognition, and records management indicate that LGUs still face constraints in maximizing HRIS capabilities.

4. Problems Encountered in the Implementation of HRIS

Problems	f	%
Budget constraints for system upgrades or licenses	17	44.74
Staff lack skills to operate HRIS effectively	15	39.47
Limited implementation due to the lack of management support	14	36.84
Poor internet connectivity affecting system performance	13	34.21
Resistance to the use of digital systems among personnel	13	34.21
Lack of sufficient hardware for full HRIS use	12	31.58
Absence of clear guidelines on HRIS implementation	12	31.58
No in-house or external technical support for HRIS issues	9	23.68
Data security or privacy concerns	9	23.68
Misalignment with CSC reporting or PRIME-HRM indicators	8	21.05
Lack of Staff	4	10.53

The table above presents the common problems encountered by LGUs in the implementation of their HRIS. The most frequently cited problem is budget constraints for system upgrades or licenses (44.74%).

The second problem, staff lacking skills to operate HRIS effectively (39.47%), underscores the centrality of human capital in digital transformation.

Limited implementation due to lack of management support (36.84%) reflects the critical influence of leadership in driving digital innovation. Lack of management advocacy may exacerbate resistance among personnel, as the system may be viewed as optional or non-essential. In LGUs, limited managerial support may delay full digitalization of HR functions, affecting processes such as recruitment, training, and performance evaluation. Establishing leadership ownership, clear accountability, and frequent communication regarding HRIS benefits can foster a culture of digital acceptance and continuous improvement.

Poor internet connectivity affecting system performance (34.21%) emphasizes the technological infrastructure challenges faced by many LGUs.

The next notable issue is the resistance to the use of digital systems among personnel (34.21%) is a recurring barrier in HRIS adoption.

Lack of sufficient hardware for full HRIS use (31.58%) reflects tangible infrastructural limitations. In many LGUs, limited hardware investments result from budget constraints and competing service priorities, often leaving HRIS partially deployed. Literature highlights that successful HRIS implementation requires synchronized investment in both software and hardware components, as deficiencies in one undermine the other (Marler & Parry, 2016).

Absence of clear guidelines on HRIS implementation (31.58%) points to gaps in policy, standard operating procedures, and workflow documentation. Furthermore, no in-house or external technical support for HRIS issues (23.68%) highlights the importance of technical assistance. System downtime, software glitches, and data issues require prompt resolution to prevent operational disruption (Dwivedi et al., 2019).

Data security or privacy concerns (23.68%) reflect increasing awareness of sensitive personnel information protection. HRIS contains confidential data such as salaries, health records, and personal identifiers, which must be safeguarded against unauthorized access (NPC, 2012). Public sector compliance with data privacy regulations is mandatory, and lapses may result in legal consequences, reputational damage, and reduced user confidence (Marler & Parry, 2016). Addressing security and privacy issues is therefore a dual requirement: compliance with law and promotion of employee confidence in digital HRM.

Misalignment with CSC reporting or PRIME-HRM indicators (21.05%) indicates that HRIS may not be fully tailored to national HR standards. Misalignment complicates monitoring, evaluation, and reporting functions, potentially affecting compliance with civil service requirements (Prabhakar & Kumar, 2021).

Finally, others (lack of staff) (10.53%) represent a residual but significant problem. This challenge intersects with training, technical support, and system reliability, emphasizing the need for integrated HR and digital governance strategies.

5. What measures can be proposed to enhance the implementation of HRIS among LGUs in Region III?

Problems Encountered	**Proposed Measures**
Budget constraints for system upgrades or licenses	Implement inter-LGU HRIS consortiums and pooled funding
Staff lack skills to operate HRIS effectively	Introduce continuous professional development programs with mentorship
Limited implementation due to lack of management support	Institutionalize HRIS champions within LGU leadership
Poor internet connectivity affecting system performance	Adopt hybrid HRIS systems and local caching solutions
Resistance to the use of digital systems among personnel	Launch change management initiatives focused on participatory governance
Lack of sufficient hardware for full HRIS use	Leverage shared workstations and cloud-based access
Absence of clear guidelines on HRIS implementation	Develop official HRIS policy and standard operating procedures
No in-house or external technical support for HRIS issues	Establish dedicated HRIS support units or service partnerships
Data security or privacy concerns	Implement strict role-based access and compliance protocols
Misalignment with CSC reporting or PRIME-HRM indicators	Customize HRIS modules to reflect government standards
Others (Lack of Staff)	Cross-train staff and streamline HR processes

6. What are the implications of the study to Public Administration?

The study highlights that successful and effective implementation of HRIS requires integration of adequate ICT infrastructure, skilled human resources, strong and committed leaders, and supportive policy frameworks. While findings show that LGUs demonstrate technological readiness, the findings emphasize that technology should be coupled with sustained capacity-building, leadership commitment, and appropriate governance mechanisms. With these elements, data-driven decision-making, improved service delivery, accountability and transparency can be achieved, strengthening public service delivery and promoting ethical governance.

Conclusions

The results indicate that HRIS implementation in Central Luzon LGUs is progressing steadily, though it remains in a transitional phase. The following conclusions are drawn from the corresponding findings:

1. The dominance of in-house HRIS systems demonstrates the initiative of LGUs to exercise autonomy and design cost-efficient platforms.
2. The implementation timeline reveals that digital transformation is underway but in the early or intermediate adoption phases.
3. Modern ICT hardware and infrastructure are evident and have become a solid foundation for HRIS operations.
4. HRIS software systems are generally functional, secured, and compatible with existing ICT setups, providing the backbone for automated HR processes.
5. Findings reveal that LGUs with dedicated HRIS administrators, in-house IT personnel, and structured training achieve smoother system operations and faster troubleshooting.
6. The overall "Very Satisfactory" assessment of HRIS infrastructure and personnel support signifies that most LGUs have achieved foundational readiness for full digital integration.
7. Partial automation of recruitment and selection processes indicates initial progress toward streamlined HR functions. This reflects the transitional nature of HRIS adoption, efficient but not yet integrated.
8. The use of HRIS for learning and development underscores effective documentation but limited analytics use.
9. Performance management is shifting toward more data-driven practices but remains partially manual.
10. The growing digitalization of rewards and recognition systems reflects an emerging culture of performance-based motivation, but inconsistent application across departments limits its strategic effect.
11. Records management stands out as the most institutionalized HRIS function.
12. The moderate overall implementation level of HRIS indicates functional adoption but limited optimization.
13. Persistent barriers such as limited budgets, lack of advanced technical expertise, and inconsistent managerial backing continue to impede modernization.

Recommendations

With the current gaps and areas for improvement observed in HRIS implementation, agencies may establish inter-LGU HRIS consortiums to share costs for upgrades and system development. Continuous training, mentoring programs, and the identification of HRIS champions will also help strengthen leadership support and build user confidence. For connectivity-related limitations, the use of hybrid systems and local servers can ensure uninterrupted access, while shared workstations or cloud access may address hardware limitations.

Developing clear HRIS policies and standard operating procedures will promote uniform practices, while establishing dedicated support units or partnering with technical providers can ensure system sustainability. Enhancing data security through role-based access and compliance mechanisms will further protect employee information. Finally, aligning HRIS modules with CSC and PRIME-HRM standards, along with cross-training staff and automating routine processes, will ensure that HRIS use becomes fully institutionalized and more strategically utilized across LGUs.

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