

Investigating the Effect of Human Resource Information Systems on Individual Innovation Capacity, with the Mediating Role of Emotional Commitment and Professional Participation in the Soccer Federation

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Abstract

Purpose: This research aims to investigate the effect of human resource information systems on individual innovation capacity, with the mediating role of emotional commitment and work engagement in football federation employees.

Methods: The statistical population of this research was all employees of Iran Football Federation (Tehran). 291 employees of the Football Federation were selected purposefully. The research tool is a standard questionnaire. Also, correlation coefficient and structural equation model were used to test statistical hypotheses. It should be noted that Smart-PLS 3.2.8 software was used in this research.

Results: The results of the research showed that human resource information systems directly have a significant effect on individual innovation, job involvement, and emotional commitment. In addition, human resource information systems indirectly affect the individual innovation of football federation employees through job involvement and emotional commitment. Also, human resource information systems indirectly affect the innovation of football federation employees through job involvement and emotional commitment. In addition, job conflict and emotional commitment have a positive and significant effect on individual innovation.

Conclusion: Managers of sports federations can increase employees' emotional commitment and job involvement in addition to implementing human resources information systems to increase employee innovation.

Keywords: Human resource information systems; Emotional commitment; Job involvement; Individual innovation; Soccer federation.

Introduction

The combination of information technology and human resources management has led to the emergence of human resources information systems, which play an effective role in helping the human resources unit and senior managers of the organization in decisions related to human resources. Human resource information systems can be considered like the organization's resource planning system, with the difference that these systems focus exclusively on the tasks and actions of the organization's human resources (Reinhardt et al. 2018). Based on this, organizations must have an information system that can provide reliable and continuous information about all the company's activities to survive and remain competitive. This information guides and guides the decisions of the organization and creates knowledge in the organization, and in the same way, it is necessary for the continuity of the organization's activities (Musa and El Arbi, 2020).

For organizations to survive and remain competitive, they must have an information system that can provide reliable and consistent information about all the company's human resource activities. Tracking and storing information to assist in recruiting top talent, the performance of each employee, promotions, and awards, and offering new learning opportunities (e.g., continued education programs) are a few examples of information commonly tracked through human resource information systems. This information guides the decisions of the organization and creates knowledge in the organization (Mir et al. 2016). Using outdated (non-integrated) information systems, organizations have difficulty managing their various information shortages, such as knowing which employees have requisite skills to take on a new task (Schneider et al. 2010). Sport organizations face several unique challenges, particularly as government, private investors, sponsors, athletes, coaches,

and fans have different demands and expectations (Rubera and Kirca, 2012).

There is no shortage of evidence linking information systems to creativity. Oldham and Da Silva (2015) show digital information and technologies are likely to improve the innovation of individuals and the organization itself. Papi Nejad (2015) also stated that information systems have a significant effect on organizational innovation (Oldham and Da Silva, 2015). Moussa and El Arbi (2020) suggest human resource management information systems have a significant effect on employees' individual innovative capacity (Mir et al. 2016).

The success of a new project depends on the acceptance of employees and their willingness to adopt new ideas (Sohrabi et al. 2016; Reinhardt et al. 2018), such as incorporating human resource information systems and related affective responses (Moussa and El Arbi, 2020) The use of HR information systems should be associated with high emotional commitment and job involvement of employees to ensure a better chance of improving capacity for creative endeavors. This is partly because incorporating technology that touches all parts of the organization can be complex. Also but also an important factor for the organization to maintain a competitive advantage (Ebeh et al. 2017).

Unlike organizations whose promotions and pay may be more up to the whims of upper-level managers, organizations utilizing human resource information systems can be more systematic and trustworthy. Performance, promotions and pay can be tracked and compared. Biased outcomes are less likely. Since building trust leads to increased employee effort and initiative (Oldham & Da Silva, 2013) and we expect incorporating human resource information systems to increase trust, the following hypothesis is put forth. In the following, we will discuss research related to the research topic: Mohamed Pateh

and Duramany-Lakkoh (2022) to review Assessing the Effect of Human Resource Information Systems on the Human Resource Strategies of Commercial Banks and the concluded that HRIS has indeed fulfilled its promise to timely, better, cost-effective information for the strategic decision-making by human resource managers with respect to the Human Resource Management Strategies. It, therefore, has a positive impact on human resource management strategies. The research recommends that HRIS be used but more training needs to be given to staff, the system must be updated regularly for security updates and more needs to be done to ensure that the cost of maintaining the system is reduced. Ahmad AlHamad et al (2022) Also in the description The impact of electronic human resource management on the organizational health of telecommunications companies in Jordan found that Based on the obtained results, the researchers recommend managers and decision-makers of the telecommunications companies in Jordan to invest in electronic human resources systems, which can help them fully implement human resources practices electronically, to obtain economic savings and to be able to attract talents. The study also highlights the importance of focusing more on the electronic training and development process in order to raise individuals' practical capabilities, which is reflected in their creativity.

Kalyani et al (2021) By researching this topic Employee participation in human resources Information system practice through e-learning concluded that research managing occupational health and well-being in conjunction with technological advancements. Employee engagement is the key word among the hospitality industry. Total quality management (TQM) is the output aimed by the training process. Sharifi et al (2021) With the research in an article entitled "Presenting the conceptual model of the productivity of Naja's human resource management information system "It

has been concluded that Naja's human resources department needs to improve its productivity for the optimal development of the comprehensive human resources system. In this regard, the present research has provided guidelines by calculating the conceptual model of productivity of management information systems in the field of human resources. Therefore, this research is useful for researchers in the field of information systems from both a theoretical and a practical point of view. Also Kaabipour et al (2021) they reached this conclusion In total, 6 general factors including technical knowledge, manpower, motivational system, infrastructure, executive issues and cultural issues were identified as effective factors in improving the human resources information management system and Azad University studies.

In addition to the contents expressed from our previous research, in the present research, the research of Najib Bin Musa, Rakiya Al-Arabi (2020) has been used to examine the role of emotional distress as a moderator in their studies. In our study, in addition to emotional commitment, we have also examined the role of job involvement as a mediator. Our goal is to investigate the impact of human resource information systems on individual innovation capacity with the mediating role of emotional commitment and job participation in the football federation. Since the employees of this type of sports federations need extensive support from national managers and officials, they were taken into consideration. However, little research is found in the field of human resource information systems and individual innovation with the integration of moderators.

Materials and Methods

The current research is applied in terms of purpose and descriptive surveillance in terms of method, and in terms of correlation between variables, it is cross-sectional in terms of time. The statistical population in this research consisted of all the employees of the

Iran(Tehran) Federation. For this purpose, 291 consumers of the Federation were selected in a targeted manner. The sample size selection was done according to the purpose of the research, test direction, test power, and p-value of 0.05. To determine the sample size, instead of using common sampling formulas, SPSS Sample Power software was used. Considering that the power of the test is one of the most important criteria required in determining the sample size, the mentioned tool determined the number of samples for the power of the test to be 80%, with 291 people as a sufficient sample. In this way, 291 people were selected. The research steps were as follows: first, the soccer federation in Tehran was referred to and the prepared questionnaire was distributed among the employees of that organization. Also, to generalize the results better, 350 questionnaires were distributed among the employees, after collecting the questionnaires, 50 people were removed due to incomplete answers and 9 people were removed due to lack of presence in the organization. 291 completed and analyzed questionnaires were analyzed in the present study.

In addition, three types of validity were used to verify the validity of the measurement tool: content validity (content validity was confirmed by expert opinion polls), convergent validity and divergent validity. To determine the reliability of the questionnaire, two criteria of Cronbach's alpha coefficient and composite reliability coefficient were used. Table 3 show

the results of convergent reliability and validity.

The research tool is the standard questionnaire of Najib Bin Musa, Rakiye Al-Arabi (2020). Questionnaire questions include a five-point Likert scale (very low, low, medium, high, very high). This research used correlation and structural equation modeling for data analysis using SPSS 23 and Smart PLS 3.2.8 software.

Results

Research studies in the descriptive information section of cognitive areas showed. 176 respondents (60.48%) were Man and 115 respondents were women (39.51%). According to the values in the above table,16.84% of the statistical sample of the research have a diploma education; Also, 36.43 have post-diploma education, 34.71% have bachelor's degree and finally 12.02% have master's degree and above Also, the results showed that 69.07% of the statistical sample are married and 30.93% of the statistical sample are single.

Structural equation modeling using SPSS 23 and Smart PLS 3.2.8 software was used to analyze the data. Partial least squares structural equation modeling (PLS-SEM) is fit for exploratory studies and measuring latent variables (Hair et al. 2021) as is the case in this study. The sample size of 291 people is sufficient to perform structural equation modeling per Cohen's (1992) requirements for achieving statistical power of 80%.

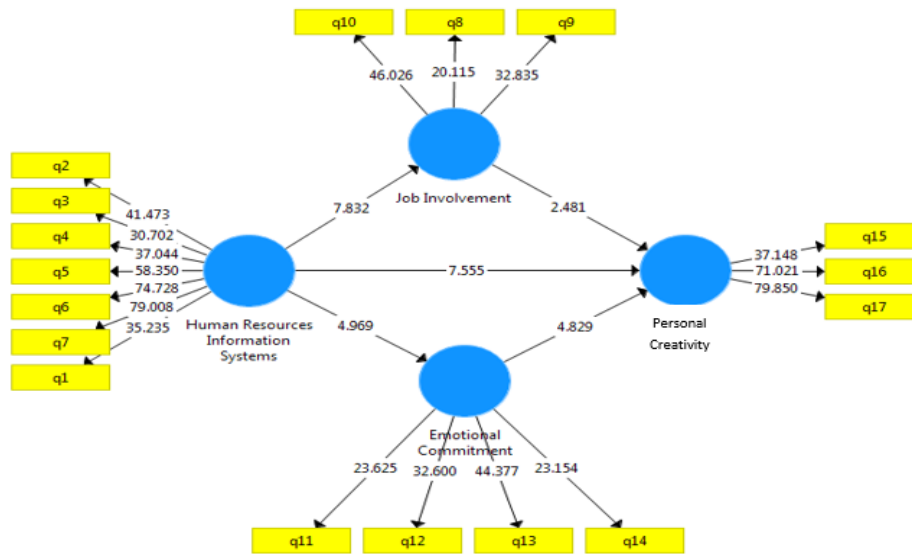


Figure 1. The structural equation model of research in meaning model

According to the above figure, all significance coefficients of Z are greater than 1.96, which confirms the significance of all items and

relationships between variables at a confidence level of 0.95. (See to Table 1.)

Table 1. Reliability and validity analysis

Structure	observed variable	t	λ	Condition	Structure	observed variable	λ	t	Condition	
Huma resource information systems	t1	36.506	0.823	Optimal	Emotional commitment	t11	0.791	966.23	Optimal	
	t2	41.852	0.856	Optimal		t12	0.818	470.34	Optimal	
	t3	29.569	0.823	Optimal		t13	0.897	545.44	Optimal	
	t4	39.728	0.830	Optimal		t14	0.812	214.26	Optimal	
	t5	58.326	0.875	Optimal		t15	0.874	984.39	Optimal	
	t6	66.786	0.887	Optimal		Personal creativity	t16	0.901	964.71	Optimal
	t7	77.520	0.887	Optimal			t17	0.916	383.80	Optimal
Job involvement	t8	22.463	0.779	Optimal						
	t9	35.030	0.831	Optimal						
	t10	49.792	0.887	Optimal						

The factor loadings (Cronbach’s λ) were desirable, with all results (0.997 - 0.916) greater than the cut-off point of 0.3. The value of their t-statistic was greater than the cut-off

point of 1.96 (P <0.05). Factor load is a numerical value that determines the intensity of the relationship between a latent variable (structure) and the corresponding explicit

variable (index) during the path analysis process. If the factor load is less than 0.3, it is weak and it is ignored. A factor load between 0.3 to 0.6 is acceptable and if it is greater than 0.6 it is very desirable (Kalyar, 2011, p. 20).

Since all numbers of the factor loading coefficients of the questions are greater than (0.5), the variance of the indicators with the structure related to them is acceptable and indicates the appropriateness of this criterion.

Table 2. Reliability and validity coefficients of the model

	Convergent Validity	Combined Reliability	Cronbach's Alpha
Emotional commitment	0.682	0.895	0.846
Job Involvement	0.695	0.872	0.778
Human resource information systems	0.731	0.952	0.939
Personal Creativity	0.805	0.925	0.879

Cronbach's alpha is a measure of reliability and an appropriate measure of internal stability (internal consistency). Internal stability indicates the degree of correlation between a structure and its indicators. Combined reliability was introduced by Werts et al. (1974) and its advantage over Cronbach's alpha is that the reliability of structures is calculated not absolutely but according to the correlation of their structures with each other (Ter Bogt and Tillema, 2016). The criterion for Cronbach's alpha suitability is above 0.7 and for composite

reliability above 0.7 (Kayar, 2011, p. 20). Convergent validity examines the degree of correlation of each structure with its questions (indicators). Fornell and Larcker (1981) introduced the appropriate value for the AVE index of 0.5 and above. Divergent validity measures the degree to which the variables of the latent variable of that model differ from other observers in the model. If a structure is more correlated with its related indicators than with other structures, the appropriate divergent validity of the model is confirmed.

Table 3. Divergent validity table matrix using the Fornell and Larcker method

	1	2	3	4
1- Emotional commitment	0.826			
2- Job involvement	0.734	0.833		
3- Human resource information systems	0.855	0.429	0.733	
4- Personal Creativity	0.600	0.586	0.584	0.712

According to the above matrix, the values of the principal diameters of all structures of emotional commitment, job involvement, human resource information systems, and individual innovation are greater than its correlation with other structures, which indicates good divergent validity and good fit of the measurement model.

The basic value for evaluating endogenous latent variables is the coefficient of

determination. This index shows what percentage of the changes in the endogenous variable are made by the exogenous variable and this value is not calculated for the exogenous variable. The three values of 0.02, 0.15 and 0.35 indicate the size of the small, medium and large effect of one structure on another, respectively. Also, the quality index of the structural model also examines the ability of the structural model to predict outcomes by the omission method. The most famous and well-

known measure of this ability is the Stone-Geisler Q2 index, according to which the model should predict the indicators of latent endogenous reflective variables. Q2 values above zero indicate that the observed values are well constructed and the model has the ability

to predict (Hendrickson, 2003). In other words, if all the obtained values for the endogenous latent variable are positive, then the structural model is sound. Table 4 shows the coefficient of determination and predictive power of endogenous variables.

Table 4. The coefficient of determination of endogenous variables

	R2	Q2
Emotional commitment	0.114	0.067
Job involvement	0.184	0.184
Personal creativity	0.538	0.405

The values of the coefficient of determination related to the two variables of emotional commitment and job involvement are equal to 0.114 and 0.184, respectively, which indicates a small effect size, and the value of the coefficient of determination related to the variable of personal creativity is equal to 0.538, which is considered a large effect. In other words, if all the values obtained for the endogenous latent variable are positive, the structural model is correct. In another benefit,

the Q2 values obtained for emotional commitment (0.067), job involvement (0.184) and personal creativity (0.405) indicate the appropriate quality of the structural model in prediction.

Unlike covariance based structural equation modeling, goodness-of-fit indexes or fit measurements are not necessary for PLS-SEM.

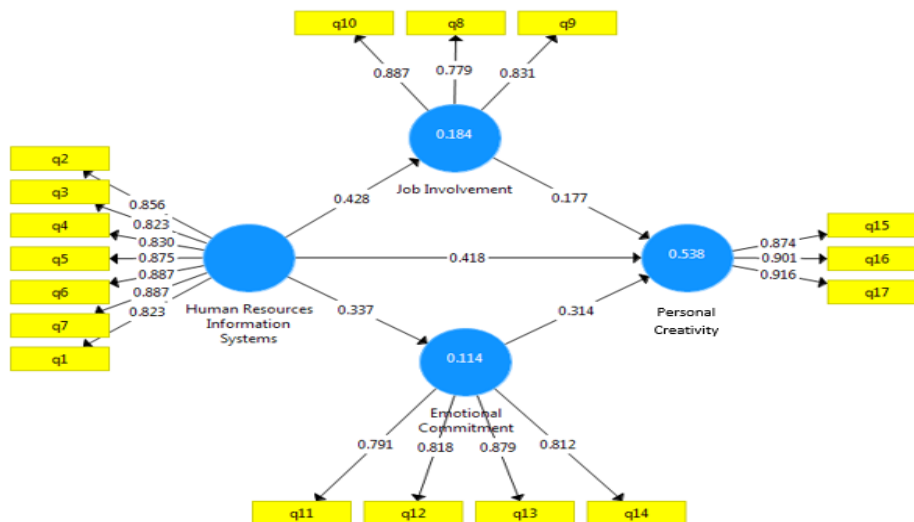


Figure 2. Structural equation model of research in standard model

Structural model results

The results of the structural equation model

supported the hypotheses developed in this study. Figure 2 shows the structural equation model of the research and Table 6 shows the

total effects between the latent variables in the research.

Table 5. Sum of effects between latent variables

Hidden variables	Emotional commitment		Job involvement		Personal creativity		
	total effect	direct impact	total effect	direct impact	total effect	Indirect effect	direct impact
Human resource information systems	*0.337	*0.337	*0.428	*0.428	*0.600	*0.182	*0.418
Job involvement	-	-	-	-	**0.177	-	**0.177
Emotional commitment	-	-	-	-	*0.314	-	*0.314

$p \leq 0/05$ **

$p \leq 0/001$ *

The results show that human resource information systems have a direct positive and significant effect on personal creativity ($\beta = 0.418$, $p = 0.001$), job involvement ($\beta = 0.428$, $p = 0.001$) and emotional commitment ($\beta = 0.337$, $p = 0.001$) of the staff of the Ministry of Sports and Youth. Job involvement ($\beta = .177$, $p < .001$) and emotional commitment ($\beta = .314$, $p < .001$) have a positive and significant effect on personal creativity.

Discussion

The current research aimed to investigate the effect of human resource information systems on individual innovation capacity through the mediation of emotional commitment and job participation in the soccer federation. The results of the research showed that human resource information systems have a positive and significant effect on the individual innovation of football federation employees, both directly and through job involvement and the emotional commitment of employees. These results are in line with the research results of Papi Nejad (2015), Moussa and El Arbi (2020), Oldham and Da Silva (2015), (Madhuchanda & Tripathy, 2009), Fernandez and Moldugazhiv (2011), Lotfi Fard Shokurloo et al (2020). The results show human resource information systems have a positive and significant effect on each variable in the model; all hypotheses were supported. Adding human resource information systems leads to more

Individual innovation directly and indirectly through increases in emotional commitment and job involvement.

The positive, significant effects of using human resources information systems suggests it is a technology worth strong consideration for sport organizations. These systems can be used to classify all sorts of information related to employees across the organization, are quick and easy to access, all of which aid effective decision making. The relationship and interaction across social, economic, political, and cultural factors leads to a bevy of expectations (Rubera and Kirca, 2012) that a human resources information system could help decision makers meet.

Incorporating human resource information systems is also a way for sport organizations to stay competitive. In this regard, (Reddick, 2009) point out that electronic human resource management systems, various information systems, and information and communication technologies applied to human resource management have the potential to affect the effectiveness and efficiency of this performance. Using human resource information systems will help increase the individual productivity of employees and improve their capacity for creative endeavors.

Interestingly, our results suggest adding human resources information system have other impacts in addition to Individual innovation.

Finding this technology led to higher emotional commitment and job involvement of employees may be good justification. In terms of emotional commitment, committed employees are less likely to consider other job opportunities which has consistently been a challenge (Cohen, 2011). Moussa and El Arbi (2020) also pointed out in their research that employees' emotional commitment can increase the individual innovation of employees in the organization. Further, employees' high emotional commitment causes them to look for solutions to achieve the best results in dealing with unexpected problems and issues instead of escaping from problems, and this will strengthen their innovation (Mir *et al.*, 2016).

The results also showed that job involvement increases due to using human resource information systems. This also leads to some increases in innovation or creativity (Mir *et al.*, 2016; Gu *et al.*, 2014; Schneider *et al.* 2010) as we found in our study. However, job involvement has other advantages, too. High job involvement is linked to positive organizational outcomes such as problem-solving abilities (Demir, 2020) and ideation (Xu *et al.*, 2008).

In general, the results of this study suggest sport organizations should strongly consider adding human resource information systems. Highly developed organizations, such as teams and leagues in the NFL, NBA, MLB, NHL and more, likely have such systems in place. Smaller organizations, such as the soccer federation in Iran, did not have the system in place until recently. Without the results of this study, it may not be clear to other small organizations as to which technologies should be invested in when there are so many technologies available. In addition to the technical proficiencies brought by incorporating human resource information systems, it appears they also help the organization be more emotionally committed, involved and creative each of which may justify

the expenditure as the downstream effects are likely to increase more production and efficiency in the future.

Conclusion

In general, conclusion, it can be acknowledged Managers of sports federations can increase employees' emotional commitment and job involvement in addition to implementing human resources information systems to increase employee innovation. Human resources systems in the football federation not only facilitate the activities and contributions of employees in the organization, but also promote the creativity and innovation capacity of employees, and in this way, organizations can achieve a competitive advantage. Based on this, it is suggested that in the way of implementing and implementing the model of intellectual capital that is compatible with innovation, special attention should be paid to the thinking of management and human power, which are considered the bedrock of innovation, and organizations achieve better performance by paying special attention to these factors. Also, since creativity and innovation flourish in flexible and dynamic structures, in redesigning the organizational structure of the studied federation, the structural necessities related to the flourishing of creativity and innovation in the field of human resources should be considered due to the importance of the issue. finally, since it is necessary to pay attention to innovative performance in any organization to achieve competitive advantages such as quality of service, quality of strategy management, creativity and other things, it is suggested that today's organizations can continue to exist in the new organizational paradigm human resource information system and implement its tools as a necessary strategy.

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