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Isomorphic Pressures, Top Management Support, and Human Resource Information System (HRIS) Adoption: A Symmetric and Asymmetric Approach

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ABSTRACT
This study examines external pressures, or isomorphic pressures, that influence organizations to adopt HRIS, considering the mediating role of top management support. Using selected public and private organizations in the Central Region of Ghana, a total of 209 responses were collected for analysis. Both symmetric (PLS-SEM) and asymmetric (fsQCA) approaches were employed to examine how isomorphic pressures and TMS predict HRIS adoption. The PLS-SEM results show that coercive and normative pressures predict HRIS adoption and are partially mediated by TMS. The fsQCA results further identify combinations of pressures and TMS that equally predict HRIS adoption. This study supports the extant, consistently conclusive evidence on the relevance of TMS to successful adoption. Additionally, managers can leverage the pressures necessary for adoption decisions in the appropriate conditions.

Keywords: Isomorphism, isomorphic pressures, top management support, HRIS adoption, PLS-SEM, FsQCA.

I. Introduction

The world's rapid shift to digital innovation has impacted several aspects of business and human life, necessitating the development of contemporary models and procedures (Dwivedi et al., 2021). The human resource departments of organizations are no exception to these advancements, as they also use IT to support people-management systems (Amoako, Jiang, Adu-Yeboah, Frempong, & Tetteh, 2023) through advanced computer-based systems. One of these systems is the Human Resource Information System (HRIS), which collects, stores, manages, analyzes, retrieves, and disseminates relevant information on human resources (Troshani, Jerram & Rao Hill, 2011). Aside from its key relevance in collecting and enabling the analysis of data required by the HR department, its essence may also extend to enhancing HR efficiency, effectiveness, and performance (Troshani et al., 2011). Ultimately, the relevance of information system adoption spans competitive advantage and value-generation reasons. However, this adoption will depend on resources, advantages, costs, and associated risks (Arpoh-Baah, Odoom, Boakye, Okyere & Boateng, 2020). Similarly,

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other determinants may include both internal (eg, relative advantage and compatibility) and external pressures (eg, competition). Scholars, however, believe that external pressures heavily influence organizations towards change (Krell, Matook & Rohde, 2016; Nsiah-Sarfo, Ofori & Agyapong, 2023).

Interestingly, recent empirics arguing from the perspective of institutional theory have argued a more external and institutional approach to adoption, suggesting that there exist some institutional pressures that drive organizations to make decisions, including adoption (see Cao, Li & Wang, 2014; Islam, Muthaiyah & Fie, 2020; Ukobitz & Faullant, 2022). These pressures, known as isomorphic pressures, may come from regulatory agencies, professional associations, interest groups, and competitors (Yu & Pan, 2020). Isomorphic pressures are forces that may drive and persuade organizations and their activities towards similarity within an environment. An isomorphism from the institutional theory is the perceived pressure within a particular context on organizations to adopt, learn, and mimic best practices (Nsiah-Sarfo et al., 2023). The theory further suggests that organizational adoption may be dependent on societal pressures and expectations for conformity (normative), the desire to adopt practices that are best and most successful among key stakeholders within an industry (mimetic), and the threat of withdrawing essential resources and imposing sanctions (Nsiah-Sarfo et al., 2023).

In line with this theoretical premise, we also concur that there may be greater pressure on an organization to adopt a particular technology, specifically an HRIS, to remain competitive while meeting its objectives. These pressures may include coercive, normative, and mimetic pressures (see Ukobitz & Faullant, 2022; Islam et al., 2020). Despite the role of these actors in pressuring organizations to make IT decisions or changes, the extent to which these adoption decisions are successful is also heavily influenced by the level of top management support (Jayeola et al., 2022) or the perceived level of top management support. This is because top management support has been recognized as the single most crucial predictor of organizational processes and activities (Dong, Neufeld & Higgins, 2009; Jayeola et al., 2022), such as the adoption and implementation of information systems, which lie extensively on management's readiness in the provision of full support (Jayeola et al., 2022).

Following this discourse, there is a lacuna in the Ghanaian context regarding the role of isomorphism in HRIS adoption. This raises two key questions. The first guiding question of the empirical study is: how do isomorphic pressures influence HRIS adoption within the Ghanaian context? The second key question asks how TMS mediates the relationship between the isomorphic pressures and HRIS adoption. A synthesis of Ghanaian discourse reveals that relevant studies, such as those of Adjei, Adams, and Mamattah (2021) and Anlesinya, Amponsah-Tawiah, Dartey-Baah, Adeti, and Brefo-Manuh (2023), focused on cloud computing and sustainable HRM adoption, respectively, rather than HRIS adoption. This reinforces the need to investigate the study given this empirical gap. Most importantly, unlike other studies, we argue further that pressures, such as phenomena, may not always act in isolation but may interact with or combine with certain dimensions or elements to predict or lead to an outcome. This raises a third core focus on causal recipes, subsequently prompting the question: which combinations of pressures and TMS predict HRIS adoption?

Chiefly, prior studies in this empirical domain have not sought to combine approaches to determining causal effects and the recipes that cause the outcome using PLS-SEM and FSQCA, respectively. Notably, several empirical studies on institutional pressures and adoption have employed PLS-SEM (Lutfi, 2020; Oredo, Njihia & Iraki, 2019) and regression analysis (Arshad, Farooq, Afzal & Farooq, 2020). Irrespective of their known benefits, these techniques are associated with crucial limitations that stem from the extensive focus on the net effect of a construct, phenomenon, or variable whilst assuming symmetric nexuses (Skarmeas et al., 2014; Acquah, Quaicoe & Arhin, 2023). This focus on net effects may lead to collinearity issues, as the assumptions of symmetry and linearity are not met (Zhang & Zhang, 2019). The consequential problems may include low or moderate explanatory power (Acquah et al., 2023), possibly leading to false conclusions about the extent to which a measure explains the variance in a dependent variable (Acquah et al., 2023).

In light of this, the FSQCA has been deemed a complementary technique capable of addressing the complex, non-linear, and synergistic effects of independent variables by identifying the configurations sufficient for the outcome variables (Acquah et al., 2023). However, the challenges of using FSQCA alone

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include difficulty estimating the unique contribution of each simple condition rather than complex causal combinations (Zhang & Zhang, 2019). Additionally, it requires calibrations that are not appropriate for solving structural associations with several layers of antecedents (Skarmeas et al., 2014; Huarng, 2016). Despite these gaps, these techniques are known to complement one another to some extent, drawing on the net effects and configurational approaches (Acquah et al., 2023). Notwithstanding, no previous studies have combined these approaches (PLS-SEM and FSQCA) to examine the mediating role of top management support in the influence of isomorphic pressures on HRIS adoption. Specifically, this discourse seeks to employ PLS SEM to examine the causal nexuses among institutional pressures, TMS, and HRIS adoption, whilst FSQCA is employed to comprehend the complex, nonlinear, and synergistic impacts of IP and TMS on HRIS adoption by identifying sufficient complex configurations. In the extant literature, this discourse makes the following contribution: the use of FsQCA to determine the complex configurations of IS and TMS that are sufficient for HRIS adoption. Alternatively, this can help uncover the configurations of IS and TMS that may cause and influence HRIS adoption. Secondly, the usage of (PLS and FSQCA) techniques, which entail symmetric and asymmetric approaches, respectively, to comprehend the effects isomorphic pressures have on adoption and the mediating role of TMS. Lastly, the use of data from an emerging economy, particularly from both the public and private sectors, helps add to the existing developing-country perspectives in the emerging-country-oriented literature on the influence of IS on adoption.

II. Literature Review and Hypothesis Development

2.1. Institutional Theory

According to institutional theory, institutional environments can strongly stimulate organizational behaviors, and organizational decisions are not strongly influenced by efficiency but rather by external environmental factors and the strive for achieving legitimacy (Li & Tao, 2016). Additionally, this environment can create rules and culture that move internal institutions to behave similarly, thereby achieving recognition and enhancing legitimacy (Zhang & Hu, 2017). This motivation to achieve legitimacy makes the firm homologous due to institutional isomorphism (DiMaggio & Powell, 1983). This may occur because either a non-ideal form is selected from the organization's population, or the organization's decision-maker recognizes the appropriate response and adapts behaviors accordingly (DiMaggio & Powell, 1983). Thus, these pressures become catalysts for organizations' tendency to imitate one another's behavior (Glebovskiy, 2019). According to DiMaggio and Powell (1983), there are three key mechanisms of isomorphism: coercive, mimetic, and normative pressures. This theory is appropriate for considering the influence of institutional pressures on IT adoption (Li & Tao, 2016). In addition to the internally driven decision to adopt information technology, organizations may be inclined to adopt and use IT through external efforts by competitors, partners, customers, and the government (Kung & Kung, 2015).

2.2. Isomorphic Pressures and HRIS adoption

Organizations in recent times are not only seeking efficiency but legitimacy in the eyes of stakeholders for their survival and development (Kuo, Chen & Yang, 2022). This entails abiding by legal requirements, conforming to the operational standards of professional bodies, and imitating the activities and strategies of successful competitors to comply with laws, gain professional recognition, and become competitive (Kuo et al., 2022). This phenomenon, which pressures businesses to make these decisions, is termed institutional isomorphism. DiMaggio and Powell (1983) define it as the process that makes organizations homogenous and similar in structure over time. Hence, this process ultimately helps organizations achieve legitimacy (Martınez-Ferrero & Garcıa-Sanchez, 2017) and an image of "the right organization to do business with" (Findik & Bedük, 2014).

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The coercive pressures are typically driven by political influence and organizational needs for legitimacy, such as laws or reliance on other organizations (Kuo et al., 2022). Normative pressures arise from standards set by professional bodies in a particular field that require their members to meet specific criteria. The mimetic occurs in response to environmental uncertainties. As noted earlier, these pressures and forces influence organizations in their decision-making and implementation of technology-related changes, such as adopting information systems. Information technology may boost productivity and help bring about significant changes in both public and private industry (Niemimaa & Zimmer, 2022). One of the systems organizations has used recently is the HRIS. It complements an HR's position as an administrative expert and manages HR within the organization by organizing application data in a more structured manner (Suharti & Sulistyo, 2018). The system essentially serves as a support for contemporary HRM functions (Silva & Lima, 2018). HRIS is the general term that is used to describe one or more types, including: "e-HRM, HR intranet, web-based HR, computer-based human resource management systems, virtual HR, and HR portals" (see Chakraborty & Mansor, 2013; Ziebell, Albors-Garrigos, Schoeneberg & Marin, 2019). Nenwani & Raj (2013) view it as a web-based system that provides an online, real-time HRM solution, leveraging the latest web app technology. It maintains data, records, and team member information, often through databases or a set of interconnected databases (Singh, Jindal, & Samim, 2011).

Jahan (2014) places significant focus on the adoption of HRIS, as it can effectively speed up the processing and retrieval of data and information. Consequently, it reduces the risk of duplication of work and effort, leading to cost savings. HRIS adoption facilitates the establishment of a structured, effective workflow and promotes the development of an improved work environment with adequate openness among the different system components. Thus, the organization's striving to adopt HRIS for competitive, efficiency, and legitimacy reasons can be influenced by isomorphic pressures. Specifically, the coercive isomorphism emanates from societal stakeholders within the external environment, such as government and trade unions (De Freitas & da Silveira, 2021). It is worth noting that there must be an extreme level of power difference or dependency between organizations. These legal obligations on organizations can drive them towards isomorphism. In line with this, the government of Ghana launched the e-Ghana project in 2003, with one of its goals being the use of HRIS within the public sector (see Osei-Kojo, 2017). Most public sector organizations have been forced to follow this standard to avoid illegitimacy and sanctions for non-compliance.

Mimetic isomorphism occurs when organizations face uncertainty. Organizations tend to reduce costs by applying institutional rather than technical rules, and by copying the behavior of other organizations (Struckell, Ojha, Patel & Dhir, 2022). For example, private organizations adopt public-sector HRIS initiatives to maintain competitiveness in managing their employees and HR activities. Normative isomorphism occurs due to professionalism (DiMaggio & Powell, 1983). It entails organizational changes in structure and processes to align with innovations arising from the environment and established by professional bodies (Findik & Bedük, 2014). For instance, the Institute of Human Resource Management Practitioners (IHRMP) offers professional certification and training in HR that directly emphasizes the essence of contemporary HR activities, such as HRIS. Consequently, Universities and organizations are facing increased pressure to conform to these standards, such as HRIS adoption for relevance and credibility within the HR milieu. These arguments align with institutional theory, which holds that institutional environments have a significant effect on organizations' behaviors and decisions, and that these decisions are driven more by external environmental factors and the need for legitimacy. This legitimacy drive consequently makes firms homologous (Findik & Bedük, 2014). In essence, these pressures may consequently influence organizations to adopt a particular system. As such, it is hypothesized that:

H1: Coercive pressures significantly influence HRIS adoption.
H2: Mimetic pressures significantly influence HRIS adoption.
H3: Normative pressures significantly influence HRIS adoption.

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2.3. Mediating role of Top Management Support (TMS)

TMS, recognized as a key determinant of successful organizational projects, requires support from executives who hold the highest decision-making authority (Alkaf, Yusliza, Ehido, Saputra, & Muhammad, 2023). These managers are the most influential in determining the strategic direction of organizations whilst functioning as change guardians in the smooth transition of an organization (Alkaf et al., 2023). Accordingly, TMS involves top management's readiness to provide the required resources, authority, and power to achieve positive project outcomes (Alkaf et al., 2023). It also entails managers' positive attitudes and behaviors towards projects, as well as their identifiable support before and after project implementation (Kemei et al., 2018). In consequence, TMS has been deemed the core driver of positive project outcomes, suggesting that top management support may have both positive and negative impacts on project success. Thus, the quality of TMS can influence and regulate project success. Given the relevance of TMS to project and organizational success, top management ought to understand the benefits of innovation, such as information systems, and how they contribute to competitive advantage and performance (Soliman & Karia, 2017). Accordingly, they may be urged to devote the requisite resources to HRIS adoption, implementation, and use. Additionally, when there is visible management support, it signals the essence of motivation, leading to positive attitudes toward innovation among users and, consequently, smoothing the transition from old work procedures to the information system (Ahmer, 2013).

Essentially, when isomorphic pressures influence organizations towards certain strategic decisions, such as the adoption of HRIS, the extent of speed and successful acceptance hinges on top management's support. This support may span intentional efforts in finance, communication, resources, and the restructuring of strategic decisions. Through this commitment, it creates an atmosphere that supports and fast-tracks the effective translation, transformation, and influence of these pressures on the adoption of HRIS. Specifically, TMS can either amplify or delay isomorphic pressures through its committed or withdrawn stance, thereby affecting the efficacy of those pressures. Consequently, the adoption of HRIS may also be contingent on management support, as their genuine commitment, or otherwise, equally impacts the IS adoption's efficacy. Arguably, TMS may bridge the gap between isomorphic pressures and HRIS by effectively supporting restructuring and providing support. Notwithstanding, Liang, Saraf, Hu, and Xue (2007) revealed that top management is essential in the effects of institutional pressures on IT assimilation. Yigitbasioglu (2015) also iterates that both mimetic and coercive pressures influence top management's perception of the benefits of cloud computing. Thus, it is hypothesized that:

H4: TMS significantly mediates the relationship between coercive pressures and HRIS adoption.
H5: TMS significantly mediates the relationship between normative pressures and HRIS adoption.
H6: TMS significantly mediates the relationship between mimetic pressures and HRIS adoption.

III. Research Method

This section discusses the methodology in terms of the design and sampling technique. In line with this study, three key questions are answered using an explanatory design. The guiding queries span: how do isomorphic pressures influence HRIS adoption within the Ghanaian context? How does TMS mediate the relationship between isomorphic pressures and HRIS adoption? Moreover, what combinations of the pressures and TMS predict HRIS adoption?

The population included selected private and public organizations in Ghana's Central Region that used HRIS or similar systems. The study used convenience sampling (Rasyida & Badjuri, 2025), which included only firms that used HRIS or similar systems. The G-power software was used to determine the minimal sample size using parameters [effect size=0.15; error prob=0.05; power=0.95; number of predictors =4] (74). A total of 209 responses were received out of 250 issued for analysis. Respondents were chosen based on convenience and availability, with only those interested and available to contribute to the study considered. Nevertheless,

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permissions were first sought from the various organizations before data were solicited from the respective respondents. The respondents included heads, managers, and HR and functional managers who were aware of the phenomenon. Notably, the data collection spanned from November 2023 to March 2024. However, this method may consider only samples that are easily and conveniently accessible, potentially introducing bias.

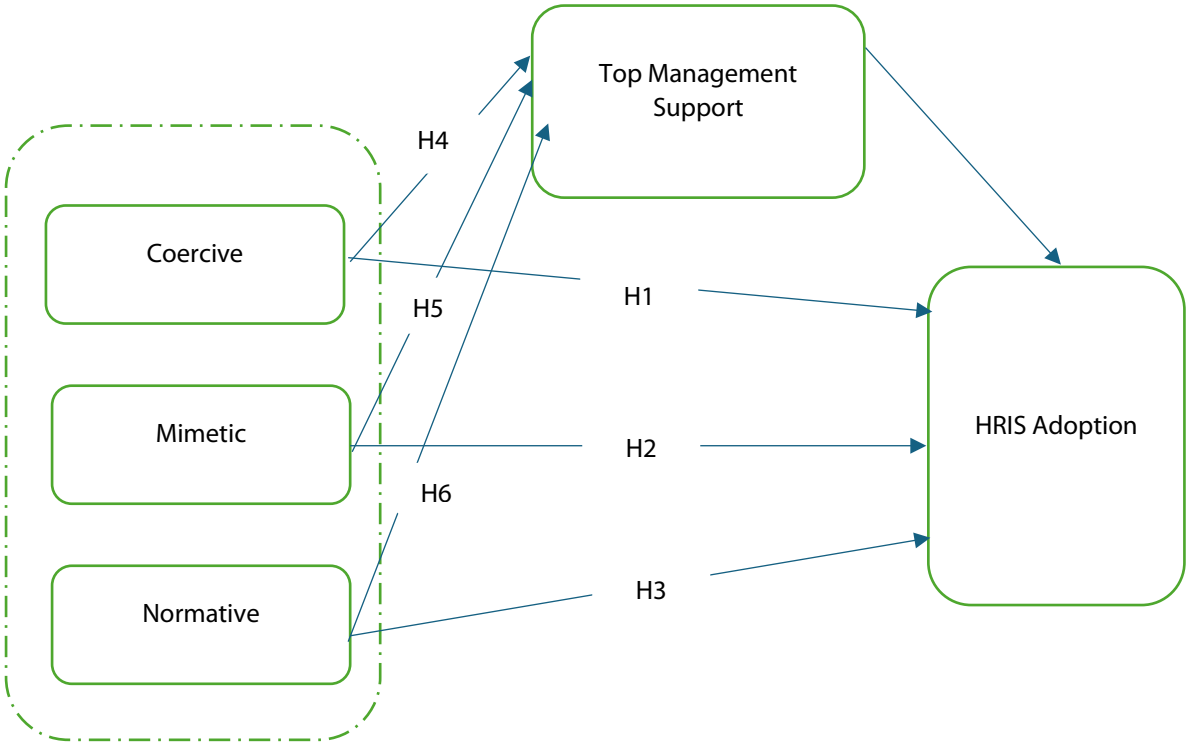

Figure 1. Conceptual Model

3.1. Measurements

This section discusses the study's instrument, including the measurement and sources of the items used. This study utilized questionnaires as the primary data collection instrument, using a 5-point Scale with 1 being the lowest and 5 the highest, following the extant literature. The isomorphic pressures of coercive, normative, and mimetic were measured using scales developed by Al-ma'aitah (2017) and Liang et al. (2007). Sample items include "competition drives us to adopt HRIS", "we are perceived favorably when we use certain HRIS in our industry". Top management was adapted from Gutierrez, Boukrami & Lumsden (2015) and Wang, Wang & Yang (2010). Sample items include "Management supports our initiatives to use HRIS" and "Management encourages the use of HRIS". HRIS adoption was adapted from Al-Shibly's (2011) integrative model. Sample items include "We use HRIS for assessment and training needs" and "We use HRIS for HR planning."

3.2. Analytical strategy

This section describes the strategies employed to analyze the data. The study employed two analytical techniques to examine how isomorphic pressures influence HRIS adoption through top management support: SEM and fuzzy-set qualitative comparative analysis (FSQCA). The SEM component aids in estimating complex models and structural paths without assuming the data distribution (Hair et al., 2019). Notably, the FSQCA enables the combination of causal conditions, thereby predicting the likelihood of HRIS adoption. The combination of PLS-SEM and FsQCA complements each other, with the SEM helping to

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determine the causal effects (symmetric pathways) whilst the FsQCA determines the possible recipes (asymmetric pathways) that predict the dependent variable.

3.3. Common Method Bias

Podsakoff, MacKenzie & Podsakoff (2012) define common method bias as "errors associated with a structured questionnaire that includes the wording of instructions and items, or response format". This effect may inflate or deflate the nexus of the variables, possibly leading to inaccurate conclusions; as such, it is imperative to control and minimize this (Tehseen, Ramayah & Sajilan, 2017).To address these, the pre-qualification of the respondents ensured that they had the necessary familiarity with the study's contents. Respondents were also assured of the anonymity of their responses before the items were given. Our findings demonstrate that there are no CMB concerns for the estimated model, as the VIFs are below 3.3 (Appiah & Kofi Boateng, 2025).

Table 1. VIF

	VIF
Coercive -> HRIS adoption	1.216
Coercive -> Top Management Support	1.184
Mimetic -> HRIS adoption	2.286
Mimetic -> Top Management Support	1.573
Normative -> HRIS adoption	1.740
Normative -> Top Management Support	1.648
Top Management Support -> HRIS adoption	2.281

Table 2. Model indices

Measurement Model	Indices
Reliability	rho_A ≥ 0.7 (Henseler, 2017)
Convergent validity	Average variance extracted ≥ 0.5 (Hair, Astrachan, Moisescu, Radomir, Sarstedt, Vaithilingam & Ringle, 2021)
Discriminant validity	Heterotrait-Monotrait Ratio ≤ 1 (Hair et al., 2021)
Composite reliability	Composite reliability ≥ 0.7 (Benitez, Henseler, Castillo & Schuberth, 2020)
Structural Model	**Indices**
Indicator reliability	Indicator loading >0.7; p≤ 0.05 (Benitez et al., 2020)
Coefficients and effect size	Standardized beta
Coefficient of determination	R^2: Results above 0.67 (Substantial), 0.33 (Moderate), and 0.19 (Weak) (Benitez et al., 2020).

IV. Results and Discussion

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4.1. Pls-Sem Results

4.1.1. Measurement Model

Table 3. Construct validity and reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Coercive	0.849	0.859	0.898	0.689
HRIS adoption	0.929	0.930	0.942	0.700
Mimetic	0.868	0.875	0.910	0.718
Normative	0.925	0.925	0.952	0.869
Top Management Support	0.841	0.855	0.893	0.678

The results meet the thresholds in Table 3, indicating that the model is reliable and valid.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Coercive	HRIS adoption	Mimetic	Normative
HRIS adoption	0.530			
Mimetic	0.365	0.544		
Normative	0.421	0.539	0.663	
Top Management Support	0.441	0.646	0.835	0.657

This also shows that there are no issues of discriminant validity.

4.1.2. Collinearity Statistics

Table 5. Outer VIF

	VIF
C1	2.611
C2	2.815
C3	1.944
C4	2.226
H1	2.892
H2	3.937
H3	3.135
H4	2.902
H6	2.885
H7	2.541
H8	2.886
M3	2.271
M4	2.208
M5	2.738
M6	1.956
N3	4.398
N4	3.592
N5	3.122
T2	2.397
T3	1.715
T4	1.611
T5	2.716

C-coercive, H-HRIS adoption, M-mimetic, N-normative, T-top management support. This again proves that there are no multicollinearity issues within the model.

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4.2. Structural Model

4.2.1. Indicator Reliability

Table 6. Factor Loadings

	Original sample (O)	T statistics (|O/STDEV|)	P values
C1 <- Coercive	0.824	**28.452**	**0.000**
C2 <- Coercive	0.865	37.573	0.000
C3 <- Coercive	0.777	16.605	0.000
C4 <- Coercive	0.852	34.246	0.000
H1 <- HRIS Adoption	0.827	32.328	0.000
H2 <- HRIS Adoption	0.875	52.250	0.000
H3 <- HRIS Adoption	0.844	36.726	0.000
H4 <- HRIS Adoption	0.838	36.609	0.000
H6 <- HRIS Adoption	0.828	37.846	0.000
H7 <- HRIS Adoption	0.816	29.191	0.000
H8 <- HRIS Adoption	0.827	31.043	0.000
M3 <- Mimetic	0.873	48.866	0.000
M4 <- Mimetic	0.819	29.447	0.000
M5 <- Mimetic	0.888	31.917	0.000
M6 <- Mimetic	0.806	30.848	0.000
N3 <- Normative	0.947	88.174	0.000
N4 <- Normative	0.932	80.518	0.000
N5 <- Normative	0.918	60.032	0.000
T2 <- Top Management Support	0.859	42.715	0.000
T3 <- Top Management Support	0.780	20.845	0.000
T4 <- Top Management Support	0.759	19.198	0.000
T5 <- Top Management Support	0.889	60.505	0.000

The indicator reliability results show that all items significantly measure the constructs they purport to measure (indicator loadings range from 0.759 to 0.947; p-values < 0.05).

4.2.2. Path Coefficients

Table 7. Direct Effects

	Original sample (O)	F^2	T statistics (|O/STDEV|)	P values	BCI 2.5%	BCI 97.5%
Coercive -> HRIS adoption	0.268	0.105	4.520	0.000	0.138	0.375
Coercive -> Top Management Support	0.119	0.027	2.256	0.024	0.010	0.218
Mimetic -> HRIS adoption	0.071	0.004	0.755	0.450	-0.111	0.259
Mimetic -> Top Management Support	0.559	0.453	11.596	0.000	0.454	0.645
	0.163	0.027	2.378	0.017	0.031	0.297

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	Original sample (O)	F^2	T statistics (|O/STDEV|)	P values	BCI 2.5%	97.5%
Normative -> HRIS adoption						
Normative -> Top Management Support	0.201	0.056	3.602	0.000	0.091	0.310
Top Management Support -> HRIS adoption	0.337	0.089	5.351	0.000	0.206	0.455

The findings show the inherent relationships between the variables. The findings suggest that coercive pressures significantly affect TMS and HRIS adoption, respectively. Interestingly, mimetic pressures have an insignificant effect on HRIS adoption but a significant impact on TMS. Lastly, normative pressures significantly impact both TMS and HRIS adoption.

4.2.3. Coefficient of Determination

Table 8. Coefficient of Determination

	R Square	R Square Adjusted
HRIS adoption	0.441	0.430
Top Management Support	0.562	0.555

The variables measuring institutional pressures explain about 56.2% of the variation in TMS. Whilst collectively, institutional pressures and TMS explain about 44.1%. These R-squares are deemed moderate.

4.2.4. Assessment of mediation

Table 9. Indirect effects

	Original sample	T statistics	P values	BCI 2.5%	97.5%
Coercive -> Top Management Support -> HRIS adoption	0.040	2.078	0.038	0.006	0.083
Mimetic -> Top Management Support -> HRIS adoption	0.189	4.727	0.000	0.113	0.286
Normative -> Top Management Support -> HRIS adoption	0.068	3.028	0.002	0.030	0.119

Top management support is seen as a significant mediator of the effects of various pressures on HRIS adoption.

4.2.5. Predictive relevance

Table 10. Predictive relevance

	Q^2predict	PLS-SEM_MAE	LM_MAE
H1	0.288	0.741	0.696

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	Q^2predict	PLS-SEM_MAE	LM_MAE
H2	0.241	0.738	0.746
H3	0.216	0.766	0.776
H4	0.291	0.666	0.687
H6	0.303	0.754	0.742
H7	0.194	0.755	0.740
H8	0.238	0.693	0.667

Hair, Risher, Sarstedt, and Ringle (2019) argue that when Q2 is above 0, the results are generally meaningful. As a result, it can be inferred that the results are meaningful.

4.2.6. Structural model

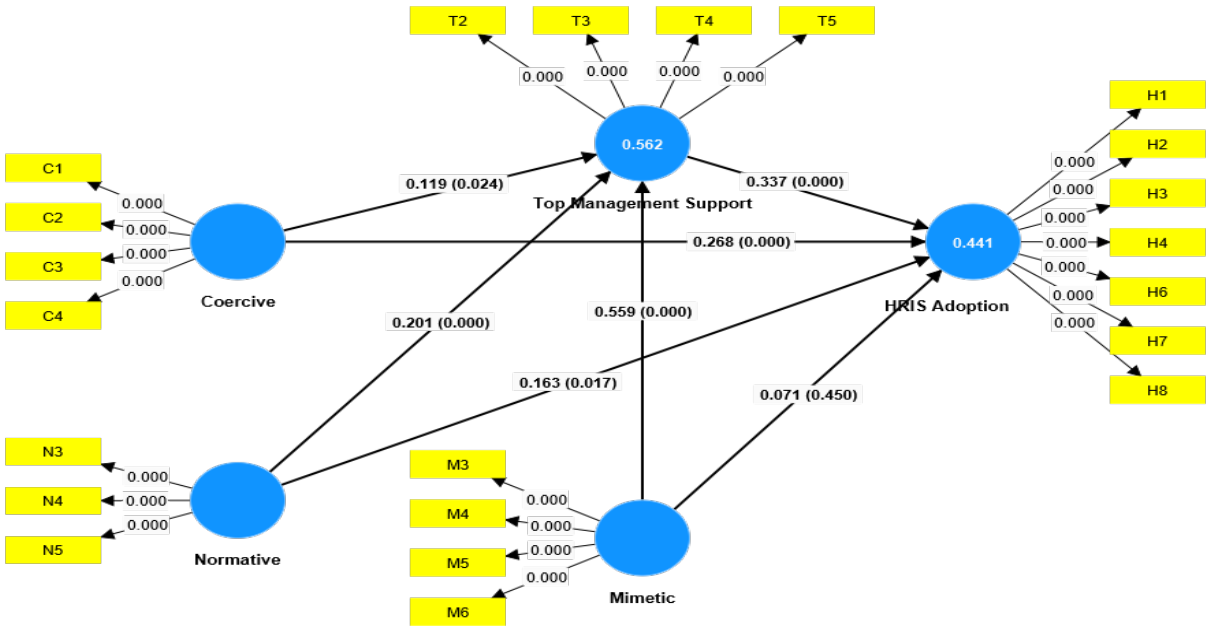

Figure 2. Structural model

4.3. Fsqca RESULTS

After assessing the PLS model, the respective latent scores were used for the FsQCA analysis rather than the sum of scores. This is because the sum of scores fails to account for measurement error within the indicators. In contrast, the latent approach accounts for the inherent measurement errors, thereby improving the model's estimates in terms of reliability and validity (Sarstedt, Hair, Ringle, Thiele & Gudergan, 2016). Moreover, the sum of scores produces parameter biases and is outperformed by PLS-SEM in the aspects of statistical power (Acquah, Naude & Sendra-Garcıa, 2021). The latent scores provide the relative importance of indicators within the same dataset. These advantages suggest using latent scores rather than summing scores.

4.3.1. Calibration

Calibration essentially involves converting the data into an acceptable fuzzy format following specified thresholds. Following the suggestions of Rasoolimanesh et al. (2021), the latent scores were converted into fuzzy sets. To ascertain this, we considered the membership range of 0.05 (non-membership) to 0.95 (full membership) (Acquah et al., 2023). Again, following the recommendations of Pappas and

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Woodside (2021), we use percentiles to obtain values corresponding to 0.95, 0.50, and 0.05, which aid in calibrating measures despite the original values. The percentiles were calculated in Excel and then employed as the respective thresholds for the FSQCA analysis. Table 12 presents the calibration values and descriptive statistics for the conditions (coercive, mimetic, normative, TMS) and the outcome variable (HRIS adoption).

Table 11. Fuzzy set calibration

Descriptive statistics						
Variable	**Fully-out**	**Cross-over**	**Fully-in**	**Minimum**	**Maximum**	**N**
Coercive	-1.8022	-0.054	1.365	-2.833	1.979	209
HRIS adoption	-1.713	-0.21	1.264	-2.198	2.097	209
Mimetic	-1.876	0.132	1.036	-2.372	2.172	209
Normative	-2.005	-0.096	1.166	-2.005	1.812	209
Top Management Support	-1.7006	-0.101	1.217	-2.3	2.098	209

4.3.2. Truth table

After the calibrations, Boolean algebra was used to refine the truth table by deleting all configurations with fewer than 2 cases and consistency less than 0.87. This helps ensure that the necessary and sufficient recipes are of high quality. This is shown in Table 12.

Table 12. Truth table

tms	normative	mimetic	coercive	number	hris	raw consists.	PRI consist.	SYM consist
1	1	0	1	2	1	0.943594	0.794983	0.794983
1	0	1	1	3	1	0.939806	0.812441	0.816288
1	1	1	1	39	1	0.926428	0.870328	0.932698
1	0	0	1	4	1	0.909664	0.668292	0.683291
0	1	1	1	4	1	0.905807	0.67745	0.67745
0	1	1	0	4	1	0.901358	0.573664	0.573664
0	0	1	0	3	1	0.889637	0.526696	0.526696
1	1	1	0	19	1	0.88338	0.724261	0.751455
1	0	0	0	3	1	0.878032	0.450768	0.475648
1	0	1	0	7	0	0.847496	0.467869	0.469989
0	1	0	1	3	0	0.847486	0.50885	0.508849
0	1	0	0	10	0	0.802625	0.27291	0.27852
0	0	0	1	10	0	0.758481	0.387677	0.387676
0	0	0	0	40	0	0.635335	0.204219	0.214118

4.3.3. Necessity analysis

A condition is considered necessary when it must be present for an outcome to be realized (De Crescenzo, Ribeiro-Soriano & Covin, 2020), and its consistency must exceed 0.9 (Dul, 2016). The findings suggest that none of them was necessary to achieve the outcome, since their coverage and consistency were below 0.9. Table 13 provides the findings for this analysis.

Table 13. Necessity analysis

	hris		**~hris**	
Configurational elements	**Consistency**	**Coverage**	**Consistency**	**Coverage**
coercive	0.757118	0.789563	0.596728	0.486487
~coercive	0.507588	0.616867	0.741875	0.704827
mimetic	0.782694	0.812406	0.550818	0.446951
~mimetic	0.467178	0.570893	0.768811	0.734452

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	hris		~hris	
Configurational elements	**Consistency**	**Coverage**	**Consistency**	**Coverage**
normative	0.793607	0.774910	0.612650	0.467660
~normative	0.454817	0.600316	0.705125	0.727580
tms	0.796420	0.822649	0.578517	0.467154
~tms	0.484143	0.595033	0.780370	0.749790

4.3.4. Sufficiency analysis

The intermediate solution has been deemed appropriate because it lies between the complex and parsimonious solutions (Acquah et al., 2023). Additionally, it has been deemed appropriate to use both PLS-SEM and FsQCA (Rasoolimanesh et al., 2021). This study specifically presents the appropriate combinations for the high levels of HRIS adoption that met the >.8 consistency and >.2 coverage thresholds. The findings for the high levels of HRIS adoption reveal 4 Combinations (M1-M4). For the high levels of HRIS adoption (consistency: 0.837176; coverage: 0.842029). The first model suggests that a combination of high scores for both mimetic and normative pressures may predict adoption. Model 2 suggests that high TMS and coercive pressure scores may predict adoption. The third model also shows that when mimetic pressures are high and TMs are low, coercive pressure may drive adoption. From model 4, low scores for mimetic pressure and normative but high scores for top management support may drive adoption.

Table 14: Sufficiency analysis

Configurational elements	Raw coverage	Unique Coverage	Consistency
Models for predicting HRIS			
HA = f(tms, normative, mimetic, coercive)			
mimetic*normative	0.695397	0.109207	0.868227
tms*coercive	0.649787	0.0438193	0.892402
mimetic*~tms*~coercive	0.294288	0.0190964	0.892913
~mimetic*~normative*tms	0.268116	0.0243818	0.867347

Solution coverage: 0.842029
Solution consistency: 0.837176

4.4. Discussion

The discourse proposed that isomorphic pressures and top management support may have both symmetric and asymmetric paths towards HRIS adoption. Specifically, the mediating effect of TMS in the relationship between isomorphic pressures and HRIS adoption using a symmetric model. The asymmetric model was used to determine the configurations of pressure and TMS that may be sufficient for HRIS adoption. Accordingly, PLS-SEM and FsQCA were used to determine the causal paths and the nonlinear synergistic effects, respectively. The findings reveal the significant effects of both the symmetric and asymmetric nexuses between isomorphic pressures and HRIS adoption. From the PLS-SEM analysis, 5 of 6 hypotheses were supported, with 1 rejected. Specifically, coercive pressures had a significant effect on HRIS adoption, which aligns with the claims of Chen, Watson, Boudreau, and Karahanna (2011); Liu, Ke, Wei, Gu, and Chen (2010); Bag, Pretorius, Gupta, and Dwivedi (2021); Latif, Mahmood, Tze San, Mohd Said, and Bakhsh (2020).

These studies highlight the role of coercive pressures on technology adoption, suggesting that regulatory bodies and key resource providers, such as governments and trade unions, are strong enough to influence organizations to adopt HRIS technology. This is due to their great influence and ability to enforce laws and regulations, persuading organizations to accept their values; failure to do so risks losing legitimacy or essential resources.

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Additionally, normative pressures significantly affected HRIS adoption. The findings align with the claims of Bag et al. (2021), Latif et al. (2020), and Li & Tao (2016). The findings imply that pressures from professional and educational bodies are also strong enough to influence organizations to adopt HRIS. Lastly, Mimetic pressures were found to have an insignificant effect on HRIS adoption. The findings differ from those of Arshad et al. (2020), Latif et al. (2020), and Al-ma'aitah (2017), who recognize the significance of mimetic pressures in IT adoption. Thus, mimetic pressures alone may not be sufficient to influence organizations to adopt HRIS. A plausible reason may be that, unlike the other pressures, mimetic tends to be voluntary and based on conscious decision, so it may not carry the same weight as the other pressures, which are unavoidable.

Again, the mediation analysis reveals that TMS is significant in the relationship between isomorphism and HRIS adoption. Specifically, TMS partially mediates the relationship between coercive pressures and HRIS adoption (Li & Tao, 2016; Liang et al., 2007). Again, TMS also partially mediates the relationship between normative pressures and HRIS adoption (Li & Tao, 2016). Thus, though these pressures can respectively influence HRIS adoption, it can also be achieved through top management support. Interestingly, TMS was found to be a full mediator in the connection between mimetic pressures and HRIS adoption (Li & Tao, 2016). Implicitly, TMS is crucial in aiding mimetic pressures to influence HRIS adoption.

From the FsQCA analysis, we found multiple configurations of the variables that can account for high HRIS adoption. The analysis configurations reveal that all three forces need not be present to influence adoption. For high adoption, there exists a combination of TMS and institutional pressure, or a combination of institutional pressures. Two of the models (2,4) require the presence of high TMS to influence HRIS adoption. This underscores the significance of TMS in influencing HRIS adoption. Additionally, the findings again highlight the pressures that influence adoption. Though the symmetric analysis showed that mimetic had an insignificant effect on HRIS adoption, it was, however, present in some configurations (1,3,4). This suggests that MP may not be sufficient for HRIS adoption, but its presence (high or low) in combination with the other variables is relevant. This further suggests the presence of contrarian cases inherent in the data, which necessitate configurational analysis and the combined use of symmetric and asymmetric approaches (Acquah et al., 2023).

V. Conclusion

This study examines the influence of institutional pressures on HRIS through TMS using symmetric and asymmetric approaches. The study is relevant to the burgeoning empirical literature on HRIS adoption. For the symmetric analysis, coercive and normative pressures influence HRIS adoption. Again, TMS mediates the effects of these pressures (mimetic, normative, and coercive) on HRIS adoption. The asymmetrical analysis shows several complex configurations that predict HRIS adoption. Despite the study's contributions, there are a few limitations, including its cross-sectional design and a relatively small sample. This, however, does not discredit its validity.

5.1. Theoretical and managerial Implications

Based on the study's findings, implications are suggested. For practice, this study underscores the need to anticipate and account for management support, as it is key to successful adoption. This finding supports the dearth of evidence suggesting the efficacy and crucial role of top management in successful initiatives, including technology adoption. Again, managers can leverage these pressures for adoption decisions when relevant. This helps justify such decisions, particularly in the context of meeting regulatory and industry standards for competitive and compliance reasons. Further, it re-informs management on the dangers of simply mimicking competitors rather than the ultimate need to meet legitimacy in the eyes of the government and professional standards. Thus, future technological initiatives can be specifically aligned with the strategies of key resource providers and professional/educational standards for prime and successful

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adoption. The results of the asymmetric analysis also show that there is no single path to adopting HRIS, suggesting that policymakers take a flexible approach to uncovering the different recipes appropriate for HRIS adoption. Additionally, managers ought to tailor their needs by identifying the various pressures that influence HRIS adoption and the appropriate supportive mechanisms, such as TMS, that facilitate these impacts.

For policy, future initiatives following similar lines can leverage on such pressures through frameworks that support a balance between norms and coercion. Precisely, coercive pressures can be exerted through mandatory requirements for technology use, along with incentives and subsidies, further driving future adoption. Additionally, professional bodies can leverage extensive education and valuable certifications in HRIS to further solidify the technology's relevance and legitimacy, thereby enhancing its adoption across industries. Thus, future policies targeting tech adoptions can be made using normative or coercive approaches.

For theory, this study contributes to the body of evidence in this domain by further underscoring the key roles of power and legitimacy in shaping decision-making. Additionally, the study also suggests that mimetics play a complementary role rather than acting alone, updating empirical arguments that mimetic pressures generally influence adoption. Also, this empirical study supports the role of management support in effectively ensuring adoption success. Most importantly, the combined methodological approaches provide nuanced evidence on the symmetric and asymmetrical pathways to technology adoption. This suggests the use of complementary, asymmetrical approaches rather than linear ones in future studies to provide insights into the complexities of the elements and dimensions that drive technological adoption.

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