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STRATEGIC IMPLICATIONS OF HRIS IN OPTIMIZING WORKFORCE PERFORMANCE AND ELEVATING JOB SATISFACTION: AN EMPIRICAL ANALYSIS WITHIN THE IT SECTOR

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ABSTRACT

This study examines the impact of HRIS implementation on HR employee performance and job satisfaction within the IT sector. Using a quantitative approach and structured questionnaires, data were collected from 104 HR professionals and analyzed with SPSS. Techniques such as Pearson's correlation, linear regression, and ANOVA were employed to test the hypotheses. Results reveal that HRIS implementation significantly improves HR employee performance by reducing administrative workload, automating processes, and increasing task efficiency. Moreover, enhanced productivity positively affects job satisfaction by reducing stress, enhancing autonomy, and fostering

engagement. However, the moderate impact on job satisfaction indicates that other workplace factors, including leadership, culture, environment and career opportunities, also influence satisfaction. The study concludes that HRIS is a crucial tool for modern HR management, driving efficiency and workforce optimization. To maximize the effectiveness, organizations should focus on employee engagement, supportive leadership, and continuous HRIS training, offering practical insights for HR professionals and researchers.

1. INTRODUCTION

The Human Resource Information System (HRIS) has evolved into a critical asset in modern HR management, particularly in the IT sector, where automation and efficiency are essential for workforce optimization. HRIS integrates key HR functions, including payroll processing, performance management, self-service portals, and employee data management, enabling organizations to streamline HR operations and enhance overall efficiency (Kavanagh & Thite, 2018). With the growing digitalization of HR processes, HRIS adoption allows HR professionals to change from administrative work to strategic roles, ultimately improving productivity and job satisfaction (Ball, 2001). Numerous studies have emphasized the positive impact of HRIS on HR employee performance and job satisfaction. Parry & Tyson (2011) argue that HRIS enhances decision-making capabilities by providing real-time HR analytics, which leads to better workforce planning and efficiency. Troshani, Jerram, and Hill (2011) found that HRIS significantly reduces workload stress, allowing HR employees to focus on value-adding activities, which enhances engagement and overall productivity.

Lengnick-Hall & Moritz (2003) state that HRIS automation minimizes human errors, improves workflow efficiency, and increases job effectiveness, resulting in a more structured and efficient HR department. Additionally, Boateng (2017) highlights that cloud-based HRIS platforms provide flexibility, allowing HR teams to access HR data remotely, which enhances efficiency and decision-making. Maatman, Bondarouk, and Looise (2020) further emphasize

that HRIS improves transparency in HR operations, fostering trust, fairness, and employee satisfaction. Nyathi & Kekwaletswe (2024) argue that self-service HRIS tools empower employees, increasing their autonomy and engagement in HR processes. Tansley, Kirk, and Fisher (2020) discuss how AI-driven HRIS solutions optimize HR workflows, leading to better employee experiences and HR effectiveness.

Beyond productivity, HRIS plays a crucial role in enhancing job satisfaction by improving accessibility, engagement, and the overall work experience. Panayotopoulou, Vakola, and Galanaki (2007) highlight that HRIS enhances engagement by providing more efficient access to HR services. Strohmeier (2007) emphasizes that HRIS simplifies HR tasks. Ruel, Bondarouk, and Looise (2004) note that HRIS integration automates routine processes and supports employee development. Bondarouk, and Looise (2020) argue that HRIS boosts transparency and fairness in HR decisions. Boateng (2017) shows that cloud-based HRIS enables remote work and seamless HR access, while Tansley, Kirk, and Fisher (2020) highlight AI-driven HRIS that enhances predictive analytics for proactive engagement. Nyathi and Kekwaletswe (2024) underscore HRIS's role in fostering collaboration and self-service autonomy. This study investigates HRIS impacts on performance and satisfaction in the IT sector, aiming to show how HRIS adoption improves processes, reduces workloads, and creates a more engaged workforce.

2. LITERATURE REVIEW

Literature Review: Contribution of HRIS Functionalities to HR Department Efficiency

HRIS functionalities such as performance management, self-service portals, and payroll automation play a crucial role in enhancing HR department efficiency. According to Kavanagh and Thite (2018), HRIS systematizes administrative tasks, dropping manual workload and cultivating accuracy. Lengnick-Hall and Moritz (2003) highlight that performance management systems streamline employee evaluations, ensuring real-time feedback and goal tracking. Similarly, Ruel, Bondarouk, and Looise (2004) emphasize that self-service portals empower employees to manage HR tasks independently, reducing HR staff workload.

Ball (2001) states that payroll automation minimizes errors and enhances compliance, leading to improved efficiency. Troshani, Jerram, and Hill (2011) claim that HRIS advances data accuracy, allowing HR teams to emphasis on strategic initiatives. Panayotopoulou, Vakola, and Galanaki (2007) assert that automated HR systems enhance decision-making and reduce processing time. Parry and Tyson (2011) add that HRIS increases transparency in HR processes, leading to better employee satisfaction. Strohmeier (2007) and Marler and Fisher (2013)

conclude that integrated HRIS functionalities optimize workflow, enhance data security, and reduce operational costs, making HR departments more agile and effective.

Literature Review: The Impact of HRIS Implementation on HR Employee Productivity

HRIS implementation has become essential for boosting HR employee productivity, streamlining HR functions, and reducing administrative burdens. Kavanagh and Thite (2018) emphasize that HRIS automates repetitive tasks, enabling HR professionals to focus on strategic decision-making and employee engagement. Lengnick-Hall and Moritz (2003) support this, highlighting that HRIS minimizes errors in data processing, ensuring smooth workflows and improved efficiency. Ball (2001) notes that automation enhances work speed and accuracy, reducing delays in HR operations. HRIS also enhances decision-making and resource allocation. Parry and Tyson (2011) argue that HRIS adoption provides real-time analytics, supporting data-driven workforce decisions.

Troshani, Jerram, and Hill (2011) suggest that HRIS reduces workload-related stress, improving employee performance. Panayotopoulou, Vakola, and Galanaki (2007) found that HRIS accelerates recruitment, payroll, and performance tracking, optimizing efficiency and reducing time spent on administrative processes. Strohmeier (2007) highlights that HRIS-driven automation eliminates inefficiencies, while Ruel, Bondarouk, and Looise (2004) emphasize better communication and collaboration within HR teams. Marler and Fisher (2013) argue that HRIS adoption enhances HR responsiveness and employee interactions, and Hendrickson (2003) notes that HRIS reduces paperwork and bottlenecks, enabling efficient work. Newer studies reinforce these findings.

Stone, Deadrick, Lukaszewski, and Johnson (2015) assert that HRIS supports talent management and career tracking. Boateng (2017) highlights that cloud-based HRIS solutions boost accessibility and remote HR work. Tansley, Kirk, and Fisher (2020) discuss AI-integrated HRIS for predictive analytics and proactive HR planning. Thus, HRIS is crucial for automating HR operations, reducing workload, and improving decision-making, engagement, and workforce planning.

Literature Review: The Impact of HRIS on HR Employee's Job Satisfaction

Human Resource Information Systems (HRIS) significantly improve HR employee job satisfaction by enhancing work efficiency, reducing manual workload, and boosting engagement. Current studies highpoint various profits of HRIS adoption. Yona and Meilani

(2024) found that HRIS fosters employee innovation and strengthens HR practices, positively impacting job satisfaction. Bhaskar and Mohanasundaram (2023) emphasized that HRIS supports organizational growth and significantly enhances employee satisfaction. Maamari and Osta (2021) reported that HRIS implementation increases job involvement and work engagement in small and medium enterprises. Shahreki et al. (2019) noted that HRIS streamlines HR processes, reducing turnover intentions and improving satisfaction.

Hapsari et al. (2023) linked HRIS directly to improved job satisfaction and performance, while Susanto and Bangun (2023) observed improved job efficiency and morale. Paais and Pattiruhu (2020) studied that HRIS positively impacts job satisfaction and organizational commitment. Nyathi and Kekwaletswe (2024) highlighted HRIS's role in improving transparency and communication. Rachman (2021) observed that HRIS decreases stress by automating tedious tasks, allowing employees to focus on higher-value activities. Memon et al. (2023) noticed that HRIS encourages collaboration, while Kent et al. (2023) emphasized that HRIS adoption boosts morale and job efficiency. Collectively, these studies underscore HRIS's transformative impact on HR job satisfaction and workplace success.

3. THEORETICAL FRAMEWORK: IMPACT OF HRIS ON HR EMPLOYEE'S PERFORMANCE AND JOB SATISFACTION

The theoretical framework for this study is based on established models that explain the impact of HRIS implementation on HR employee productivity and job satisfaction. The Technology Acceptance Model (TAM) (Davis, 1989) highlights that Perceived Usefulness and Perceived Ease of Use influence HRIS adoption, directly affecting employee efficiency and satisfaction. Lengnick-Hall and Moritz (2003) argue that HRIS automates HR functions, reducing workload and improving accuracy. Parry and Tyson (2011) emphasize that HRIS enhances decision-making, leading to better HR performance. The Resource-Based View (RBV) (Barney, 1991) suggests that HRIS serves as a strategic resource, improving HR capabilities and competitive advantage. This study considers HRIS Implementation as the Independent Variable and HR Employee Productivity & Job Satisfaction as Dependent Variables, establishing a relationship between digital HR transformation and workforce efficiency.
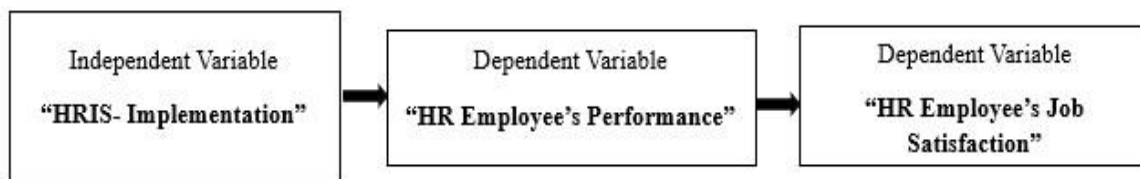
Figure 1: Theoretical Framework of Impact of HRIS on HR Employee Performance and Job Satisfaction

This Figure 1 illustrates a sequential relationship where HRIS Implementation serves as the independent variable, influencing HR Employee Performance, which in turn impacts HR Employee Job Satisfaction. The model suggests that adopting HRIS—through payroll automation, self-service portals, and performance management tools—directly enhances HR employee productivity by reducing manual workload, improving efficiency, and streamlining HR processes. As HR Employee Performance improves, it leads to higher job satisfaction, as employees experience less administrative stress, improved workflow, and better decision-making capabilities. This framework highlights performance as a mediator between HRIS adoption and job satisfaction, reinforcing that effective HRIS usage enhances both efficiency and workplace well-being.

4. OBJECTIVES

1. To evaluate the impact of HRIS implementation on HR employee's productivity in the IT sector.

2. To explore the relationship between HRIS adoption and HR employee's job satisfaction.

3. To explore how HRIS contribute to improving HR employee's efficiency and job satisfaction.

4. To explore the influence of HRIS on employee engagement, job autonomy, and overall workplace experience in IT organizations.

5. HYPOTHESES

Hypothesis 1 (Impact on Productivity):

- H_0 (Null Hypothesis): HRIS implementation does not significantly impact HR employee productivity in the IT sector.

- H$_1$ (Alternative Hypothesis): HRIS implementation significantly enhances HR employee productivity in the IT sector.

Hypothesis 2 (Impact on Job Satisfaction):

- H$_0$ (Null Hypothesis): HRIS adoption has no significant effect on HR employee job satisfaction in the IT sector.

- H2 (Alternative Hypothesis): HRIS adoption positively influences HR employee job satisfaction in the IT sector.

6. RESEARCH METHODOLOGY

This study employs a quantitative research design to evaluate the impact of HRIS implementation on HR employee performance and job satisfaction in the IT sector. A causal research approach is adopted to understand the relationship between HRIS functionalities—such as performance management, self-service portals, and payroll automation—and their effects on HR employee productivity and job satisfaction. The study aims to provide empirical evidence on how HRIS adoption influences HR efficiency and work satisfaction by automating HR processes, reducing administrative workload, and enhancing decision-making.

The target population comprises HR professionals from IT companies that have adopted HRIS, including HR managers, HR executives, and HR analysts. A random sampling technique is used to confirm a varied and representative sample. The study includes 104 HR professionals, selected from different IT organizations that utilize HRIS. Data collection is conducted using a structured questionnaire designed to gather both demographic details and HRIS-related insights. The questionnaire consists of four sections: Demographic Information – Includes gender, age, qualifications, and years of experience to understand respondent characteristics. Company's HRIS Usage – Captures data on whether the organization uses HRIS, which modules are implemented, and the extent of its integration into HR processes. Impact of HRIS on HR Employee Performance – Assesses how HRIS has influenced productivity, automation, efficiency, and HR decision-making. Impact of HRIS on HR Employee Job Satisfaction – Evaluates the extent to which HRIS has reduced workload stress, improved HR transparency, and enhanced employee engagement. The survey is distributed via online platforms and email, ensuring easy accessibility and broad participation among HR professionals in the IT sector.

For data analysis, SPSS software is utilized to apply various statistical techniques. Cronbach's Alpha is employed to measure the reliability and internal consistency of the survey

items. Pearson's Correlation Analysis is conducted to determine the strength and direction of relationships between HRIS implementation and its impact on performance and job satisfaction. Additionally, Linear Regression Analysis helps measure the predictive influence of HRIS on HR employee performance and job satisfaction, confirming whether HRIS adoption significantly enhances these variables. ANOVA is also performed to test the statistical significance of the regression model and validate the relationships among the variables. By employing a combination of survey-based research and statistical analysis, the study aims to contribute meaningful insights into HR digital transformation and its impact on employee efficiency and fulfilment in the IT sector.

7. DATA ANALYSIS & INTERPRETATION

Demographic Representation of Data			
Category	**Subcategory**	**Frequency**	**Percentage**
Gender	Male	45	43.27%
Gender	Female	59	56.73%
Age	18-24	20	19.23%
Age	25-34	44	42.31%
Age	35-44	30	28.85%
Age	45-54	10	9.62%
Qualification	Bachelor's Degree	26	25.00%
Qualification	Master's Degree	78	75.00%
Years of Experience	1-3 years	34	32.69%
Years of Experience	4-6 years	39	37.50%
Years of Experience	7-10 years	20	19.23%
Years of Experience	More than 10 years	11	10.58%

Figure 2: Demographic Representation of Data

Figure 2 illustrates the demographic data consists of 104 respondents, with 43% male and 57% female participants. The age spreading shows that 19.23% of respondents are aged 18-24, 42.31% are 25-34, 28.85% are 35-44, and 9.62% are 45-54. Regarding educational qualifications, 25 % hold a Bachelor's degree, while 75 % have a Master's degree. In terms of years of experience, 32.69 % of respondents have 1-3 years of experience, 37.50% have 4-6 years, 19.23% have 7-10 years, and 10.58% have more than 10 years of experience. This distribution ensures diverse representation, making the study's findings applicable to different experience levels and educational backgrounds in HR and business environments.

Reliability Statistics	
Cronbach's Alpha	N of Items
0.813	13

Figure 3: Cronbach's Alpha value

Figure 3 illustrates the Cronbach's Alpha value of 0.813 for 13 items indicates good internal consistency and reliability in measuring HRIS Implementation, Job Satisfaction, or Employee Performance. Since $\alpha > 0.8$, the survey items are statistically reliable and can be used for further analysis, such as Regression or Factor Analysis.

Correlations			
Variable	HRIS Implementation	HR Employee's_ Performance	HR Employee's_ Job Satisfaction
HRIS Implementation	1	0.726 (**)	0.641 (**)
HR Employee's_ Performance	0.726 (**)	1	0.635 (**)
HR Employee's_Job Satisfaction	0.641 (**)	0.635 (**)	1
Sig. (2-tailed)	—	0	0.001
N	104	101	104
**. Correlation is significant at the 0.01 level (2-tailed).			

Figure 4: Pearson's Correlation Analysis

Figure 4 illustrates the Pearson's correlation analysis, showing that HRIS Implementation has a strong and statistically significant relationship with Employee Performance and Job Satisfaction. The correlation between HRIS Implementation and Employee Performance (r = 0.726, p = 0.000) indicates a strong positive relationship, suggesting that higher HRIS usage significantly enhances employee efficiency and productivity. Similarly, the correlation between HRIS Implementation and Employee Job Satisfaction (r = 0.641, p = 0.001) reveals that HRIS adoption positively influences job satisfaction by streamlining HR processes and improving employee engagement. Additionally, Employee Performance and Job Satisfaction (r = 0.635, p = 0.000) maintain a strong positive association, confirming that higher-performing employees tend to be more satisfied. All correlations are statistically significant at the 0.01 level (2-tailed),

underscoring that HRIS implementation contributes meaningfully to both performance and satisfaction.

Model Summary[b]				
Model	R	R Square (R²)	Adjusted R Square	Std. Error of the Estimate
1	0.723	0.523	0.51	0.02345
a. Predictors: (Constant), HRIS_Implementation				
b. Dependent Variable: HR Employee's_Performance				

Figure 5: Model Summary for impact of HRIS on HR Employee Productivity

Figure 5 highlights a strong positive relationship between HRIS Implementation and HR employee performance, as indicated by the correlation coefficient (R = 0.723). This approves that HRIS improves workforce efficiency. The R^2 value (0.523) suggests that 52.3% of the variation in HR employee performance is explained by HRIS, while the rest is influenced by factors like work environment, leadership, and training. The Adjusted R^2 (0.510) supports the model's reliability, and the Standard Error (0.02345) indicates moderate prediction accuracy, suggesting that while HRIS has a meaningful impact, additional variables may further strengthen the model. HRIS Implementation significantly influences HR employees Performance. Thus, organizations investing in HRIS technologies can expect notable improvements in HR employee's productivity and efficiency. "

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	64.328	1	64.328	333.54	0
Residual	19.672	102	0.193		
Total	84	103			
a. Dependent Variable: HR Employee's_Performance					
b. Predictors: (Constant), HRIS_Implementation					

Figure 6: ANOVA table for impact of HRIS on HR Employee Productivity

Figure 6 represents the ANOVA table, which confirms that HRIS Implementation has a strong and statistically significant impact on HR employee performance. The Regression Sum of Squares (64.328) is significantly larger than the Residual Sum of Squares (19.672), indicating that HRIS explains a major portion of performance variance. The Total Sum of Squares (84.000) reflects the overall variation in employee performance. A high F-value (333.54) reinforces HRIS as a robust predictor of performance, while the p-value (0.000) confirms statistical significance. Although HRIS greatly improves productivity and task efficiency, the presence of residual variance suggests that other factors—such as leadership support and organizational culture—also contribute to employee performance.

Coefficients[a]						
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig. (p-value)	95% Confidence Interval for B	
	B	Std. Error	Beta		Lower Bound	Upper Bound
1 (Constant)	1.234	0.213		5.796	0.001	1.647
HRIS_Implementation	0.722	0.087	0.813	8.299	0	0.893
a. Dependent Variable: HR Employee's_Performance						

Figure 7: Coefficients table for impact of HRIS on HR Employee Productivity

Figure 7 illustrates the Coefficients table, demonstrating that HRIS Implementation has a strong and statistically significant impact on HR employee performance. The unstandardized coefficient (B = 0.722) suggests that a one-unit increase in HRIS Implementation leads to a 0.722-unit increase in employee performance, reinforcing its role in improving efficiency. The low Standard Error (0.087) indicates high precision in estimating B, while the high standardized coefficient (Beta = 0.813) confirms HRIS as a strong predictor of HR performance. A t-value of 8.299 and a p-value (0.000) confirm the statistical significance, proving HRIS as a key driver of workforce productivity.

Residuals Statistics[a]					
Residuals Statistics	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.298	3.731	3.512	0.07	104
Residual	-1.145	1.083	0	0.533	104
Std. Predicted Value	-1.295	1.709	0	0.968	104
Std. Residual	-1.899	1.751	0	0.917	104

Figure 8: Residuals Statistics Table for impact of HRIS on HR Employee Productivity

Figure 8 represents the Residuals Statistics table that confirms that the regression model predicting HR Employee Performance is accurate and well-fitted. The Predicted Values range from 3.298 to 3.731, with a mean of 3.512 and a low standard deviation (0.070), indicating stable predictions. The Residuals have a mean of 0.000, confirming an unbiased model with minimal prediction errors. The Standardized Residuals remain within the acceptable ±2 range, suggesting no significant outliers. The model is statistically reliable, showing HRIS Implementation has a strong impact, but other workplace factors also contribute.

Hypothesis 1 Result - H₁ is accepted & the null hypothesis (H₀) is rejected.

The study findings confirm that H_1 is accepted, indicating that HRIS implementation significantly enhances HR employee productivity in the IT sector. Statistical analysis, including regression, correlation, and ANOVA, establishes a strong and significant relationship between HRIS and productivity. The high R^2 value, strong Beta coefficient, and p-value ($p < 0.05$) reinforce HRIS's role in efficiency improvement and workload reduction. Therefore, the null hypothesis (H_0) is rejected, affirming that HRIS positively influences HR employee productivity.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592[a]	0.351	0.330	0.018
a. Predictors: (Constant), HRIS_Implementation				
b. Dependent Variable: HR Employee's_Job Satisfaction				

Figure 9: Model Summary for impact of HRIS on HR Employee Job-Satisfaction

Figure 9 represents the Model Summary table which indicates a moderate positive relationship between HRIS Implementation and HR Employee's Job Satisfaction, as shown by the correlation coefficient (R = 0.592). The R² value (0.351) suggests that 35.1% of the variation in Job Satisfaction is explained by HRIS Implementation, meaning that while HRIS contributes to HR Employee's satisfaction, other factors also play a significant role. The Adjusted R² (0.330) confirms the model's reliability after accounting for complexity. The Standard Error of the Estimate (0.018) suggests a moderate level of prediction accuracy. HRIS Implementation has a moderate but statistically significant impact on HR Employee's Job Satisfaction, highlighting the need to consider additional workplace factors.

ANOVAª					
Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	35.672	1	35.672	184.9	.002[b]
Residual	46.545	102	0.456		
Total	82.217	103			

Figure 10: ANOVA table for impact of HRIS on HR Employee Job-Satisfaction

Figure 10 represents the ANOVA table which indicates that the HR Employee Job Satisfaction based on HRIS Implementation is statistically significant. The Regression Sum of Squares (35.672) is substantially larger than the Residual Sum of Squares (46.545), highlighting that HRIS Implementation explains a considerable portion of the variation in job satisfaction among 104 respondents. The high F-value (184.9) with a p-value of 0.000 indicates a very strong model fit and confirms that HRIS Implementation has a significant impact on job satisfaction. However, the residual variance also suggests that other factors beyond HRIS play a role in influencing HR Employee Job Satisfaction like workplace culture, leadership and so on.

Coefficientsª								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.68	1.045		2.564	2.565	0.015	4.802
	HRIS_Implementation	0.398	0.134	0.54	3.731	3.732	0.002	0.799
a. Dependent Variable: HR Employee's_Job Satisfaction								

Figure 11: Coefficients table for impact of HRIS on HR Employee Job-Satisfaction

Figure 11 represents the Coefficients table which shows a higher-moderate relationship between HRIS Implementation and HR Employee Job Satisfaction. The unstandardized coefficient (B = 0.398) suggests that a one-unit increase in HRIS Implementation leads to a 0.398-unit increase in Job Satisfaction, confirming HRIS as a moderate but meaningful factor. The low Standard Error (0.134) ensures high precision in the estimates. The standardized coefficient (Beta = 0.541) indicates that HRIS explains a significant portion of job satisfaction, though other factors also contribute. A t-value (3.731) above 2.0 confirms statistical significance, while the p-value (0.002) ensures the relationship is not due to chance. The 95% Confidence Interval (0.799 - 0.194) excludes zero, reinforcing reliability. While HRIS enhances job satisfaction, workplace culture, leadership, and other factors must also be considered.

Residuals Statistics^a					
Residuals Statistics	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.612	3.845	3.728	0.063	104
Residual	-1.384	1.098	0.000	0.589	104
Std. Predicted Value	-1.312	1.774	0.000	0.956	104
Std. Residual	-2.054	1.689	0.000	0.928	104
a. Dependent Variable: HR Employee's_Job_Satisfaction					

Figure 12: Residuals Statistics Table for impact of HRIS on Employee Job-Satisfaction

Figure 12 represents the Residuals Statistics table which confirms that the regression model predicting HR Employee Job Satisfaction is moderately accurate and reliable. The Predicted Values range from 3.612 to 3.845, with a mean of 3.728 and low standard deviation (0.063), indicating consistent predictions. The Residuals range from -1.384 to 1.098, with a mean of 0.000, confirming minimal prediction errors. The Standardized Residuals remain within the acceptable ±2 range, suggesting no extreme outliers. The model is statistically reliable, confirming that HRIS Implementation has a moderate but significant impact on Job Satisfaction, though other workplace factors also contribute.

Hypothesis 2 Result – H2 is accepted & the null hypothesis (H_0) is rejected.

Thus, the findings confirms that H_2 is accepted stating that HRIS adoption positively influences HR employee job satisfaction in the IT sector. The statistical analysis, including correlation, regression, and ANOVA results, confirms a moderate but significant relationship between HRIS implementation and job satisfaction. The R^2 value, Beta coefficient, and p-value ($p < 0.05$) validate that HRIS adoption enhances job satisfaction. Therefore, the null hypothesis (H_0) is rejected, confirming that HRIS adoption has a meaningful and positive impact on HR employee job satisfaction in the IT sector.

8. FINDINGS & RESULTS

The findings of this study confirm that HRIS Implementation significantly impacts HR Employee Performance and Job Satisfaction. The Cronbach's Alpha value of 0.813 indicates high reliability and internal consistency of the measurement scale used in this study. The statistical analyses, including correlation, regression, and ANOVA, provide strong evidence supporting the role of HRIS in enhancing employee efficiency and workplace satisfaction.

The Pearson's correlation analysis reveals a strong positive relationship between HRIS Implementation and Employee Performance ($r = 0.726$, $p = 0.000$), indicating that increased use of HRIS enhances HR employees' efficiency and productivity. Similarly, HRIS Implementation and Job Satisfaction ($r = 0.641$, $p = 0.001$) also show a statistically significant positive correlation, suggesting that HRIS adoption improves job satisfaction by reducing administrative burden and enhancing HR processes. Additionally, the relationship between Employee Performance and Job Satisfaction ($r = 0.635$, $p = 0.000$) confirms that employees who perform well are generally more satisfied in their roles.

The Model Summary related to impact of HRIS on employee performance shows ($R = 0.723$, $R^2 = 0.523$) suggests that 52.3% of the variance in Employee Performance is explained by HRIS Implementation, while the remaining 47.7% may be influenced by other workplace factors. The ANOVA results ($F = 333.54$, $p = 0.000$) indicate that HRIS Implementation is a significant predictor of Employee Performance. The Coefficients Table further supports this, showing that for every one-unit increase in HRIS Implementation, Employee Performance increases by 0.722 units ($B = 0.722$, $p = 0.000$). The high Beta value (0.813) confirms that HRIS Implementation is a strong predictor of Employee Performance.

The Model Summary related to impact of HRIS on employee's job-satisfaction shows ($R = 0.592$, $R^2 = 0.351$) indicates that 35.1% of the variance in Job Satisfaction is explained by HRIS Implementation, showing a moderate but significant impact. The ANOVA results (F

=184.9, p = 0.002) confirm that HRIS significantly affects job satisfaction, though other factors like workplace culture and leadership also contribute. The Coefficients Table shows that HRIS Implementation leads to a 0.398-unit increase in Job Satisfaction (B = 0.398, p = 0.002). The Beta value (0.541) indicates a moderate relationship between HRIS Implementation and Job Satisfaction.

The Residuals Statistics Tables confirm that both regression models predicting Employee Performance and Job Satisfaction are statistically valid and well-fitted. The residual values remain within an acceptable range, confirming that the models accurately predict HR Employee Performance and Job Satisfaction with minimal error. These findings confirm that HRIS Implementation plays a crucial role in improving Employee Performance and Job Satisfaction. While HRIS adoption leads to significant productivity improvements, its impact on job satisfaction is moderate but positive.

These findings confirm that HRIS Implementation plays a crucial role in improving Employee Performance and Job Satisfaction. The results strongly support the Alternative Hypothesis (H_1) for Hypothesis 1, as HRIS implementation significantly enhances HR employee productivity in the IT sector. This indicates that digital HR systems streamline processes, reduce manual workload, and enhance task efficiency. Additionally, Hypothesis 2 is also supported, as HRIS adoption positively influences HR employee job satisfaction. Since both p-values are below 0.05, the study rejects the Null Hypothesis (H_0) for both hypotheses, confirming that HRIS has a meaningful and positive impact on HR employee performance and satisfaction. Organizations investing in HRIS technologies can expect enhanced HR efficiency, streamlined workflows, and improved employee engagement, making HRIS a vital tool for modern workforce management.

9. DISCUSSION AND SUGGESTIONS

The study findings confirm that HRIS implementation has a significant impact on HR employee productivity by automating routine HR tasks, reducing administrative workload, and enhancing efficiency. HRIS eliminates time-consuming manual processes, allowing HR professionals to focus on strategic workforce planning, talent management, and employee engagement. The integration of performance management systems, self-service portals, and payroll automation ensures smooth HR operations, reducing delays and errors. Improved access to HR data and analytics also enhances decision-making and workforce optimization, leading to better performance tracking and employee development initiatives. With less time spent on

repetitive tasks, HR professionals can contribute more effectively to organizational success, demonstrating higher levels of efficiency and performance.

As HR employee productivity improves, it directly contributes to higher job satisfaction. Employees who perform efficiently with reduced stress and workload experience greater job fulfilment. HRIS helps create a structured, transparent, and efficient work environment, allowing employees to complete their tasks more effectively with minimal frustration. Additionally, features such as self-service HR portals empower employees to manage their HR needs independently, increasing their sense of control and job autonomy. Furthermore, efficient performance tracking and feedback mechanisms foster career growth opportunities, leading to greater employee engagement and motivation. With increased productivity, HR professionals feel valued and recognized for their contributions, enhancing their commitment and job satisfaction.

However, the study also highlights that HRIS alone cannot guarantee job satisfaction, as other workplace factors such as leadership, work culture, and professional development also play a role. For example, the correlation analysis shows a moderate positive relationship between HRIS implementation and job satisfaction, indicating that while HRIS reduces administrative workload and improves efficiency, other elements such as organizational culture, leadership, career growth opportunities, and workplace relationships also influence job satisfaction. This suggests that simply adopting HRIS is not enough to ensure high job satisfaction; organizations must also focus on employee engagement strategies and career development initiatives. Nonetheless, organizations that successfully implement HRIS and address related challenges can expect not only higher productivity but also a significant improvement in employee job satisfaction and workplace morale.

10. CONCLUSION

The findings of this study confirm that HRIS implementation has significantly improved HR employee performance and job satisfaction in the IT sector. By automating HR processes, reducing administrative workload, and enhancing decision-making, HRIS enables HR professionals to work more efficiently, leading to higher productivity and operational effectiveness. With features such as self-service portals, payroll automation, and performance management systems, HRIS streamlines HR operations, allowing employees to focus on strategic and value-adding tasks rather than repetitive administrative work. Moreover, higher productivity has positively influenced job satisfaction, as employees experience less work-related stress, greater job autonomy, and improved career development opportunities. The

ability to access HR services easily and receive timely feedback contributes to greater engagement and workplace satisfaction. However, despite these benefits, job satisfaction remains moderately impacted, suggesting that other workplace factors such as leadership, organizational culture, and professional development must also be addressed to maximize HRIS effectiveness in enhancing employee satisfaction.

11. LIMITATIONS AND FUTURE RESEARCH

This study has some limitations like it focuses exclusively on the IT sector, limiting its applicability to industries with different HR structures and workforce management practices. Future studies can explore HRIS implementation across diverse sectors such as healthcare, manufacturing, and finance to gain a broader understanding. Further the study is based on a limited sample size of 104 respondents, which may not fully capture the varied experiences of HR professionals using HRIS. A larger and more diverse sample could provide more comprehensive insights into HRIS effectiveness. Future research can explore how these organizational dynamics impact HRIS implementation and its effectiveness in improving HR employee performance and job satisfaction. Moreover, studying AI-driven HRIS advancements and their role in workforce management can provide new perspectives.

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