

Effectiveness of Human Resource Information System on Organizational Performance in IT Companies: The Mediating Role of User Satisfaction

A. Keerthana Devi¹, Dr. A. M. A. Jenita²

¹Full Time Research Scholar, PG & Research Department of Management Studies, Maruthupandiyar College of Arts and Science, Affiliated to Bharathidasan University, Thanjavur, Tamil Nadu – 613403, Email ID: keerthanadeviphd2020@gmail.com

²Assistant Professor & Research Advisor, PG & Research Department of Management Studies, Maruthupandiyar College of Arts and Science, Affiliated to Bharathidasan University, Thanjavur, Tamil Nadu – 613403

ABSTRACT

Information technology has greatly changed the way human resource management is conducted and as such, the trend is now to use Human Resource Information Systems (HRIS) in organizations. This paper focuses on the effectiveness of the HRIS and its effect on the performance of an organization among the IT companies in Chennai with special emphasis on the mediating role of user satisfaction. The quantitative research design was used and a structured questionnaire was used to collect primary data of 480 respondents. Structural Equation Modeling (SEM) was used to examine the relationships between the HRIS effectiveness, user satisfaction, and organizational performance. The results indicate that HRIS performance can have a strong positive influence on user satisfaction and organizational performance. The research also confirms that user satisfaction is an important mediating factor in the correlation between the effectiveness of HRIS and business performance. This implies that the success of HRIS is not only dictated by its technical aspect but also by the perceptions and interaction of users with the system. The findings emphasize the need to implement a user-based strategy in HRIS implementation to improve organizational performance. The research makes a contribution to the literature by offering empirical research on the mediating position of user satisfaction and also offers practical information to IT companies in order to enhance the use and performance of the systems.

Keywords: HRIS Effectiveness, User Satisfaction, Organizational Performance, IT Companies, Structural Equation Modeling, Mediation Analysis

1. INTRODUCTION

In the modern digital age, organizations have become more and more dependent on the information systems to improve efficiency, decision-making, and performance in general. One of such systems is the Human Resource Information System (HRIS) which has become an essential tool to manage human resource functions in a systematic and technology-oriented way. HRIS is a combination of information technology and HR management practices that allow organization to automate their practices in recruitment, payroll, training, performance appraisal and the management of employee data. The use of HRIS, especially in the Information Technology (IT) industry where innovation and efficiency are paramount, enhances the organizational results.

The usefulness of HRIS depends on its capability to deliver precise, timely and relevant information in addition to ease of use and dependability of the systems. A good HRIS is an effective system that improves operational efficiency, saves on administration, and assists in strategic decision-making. Raja et al. (2025) found that HRIS plays a key role in performance management, as it simplifies the HR procedures and enhances access to information. Likewise, Zahari et al. (2018) indicated that HRIS applications can enhance efficiency and satisfaction of employees, which in turn contributes to the effectiveness of the organization. These results indicate that the effective deployment of HRIS is not just a technological development but also a strategic requirement of the organizations of the modern era.

Despite the widespread adoption of HRIS, its success largely depends on how users perceive and interact with the system. User satisfaction is considered a critical factor in determining the effectiveness of any information system. When users find the system easy to use, reliable, and beneficial, they are more likely to adopt it fully and utilize its features effectively. Alhendawi and Baharudin (2014) emphasize that user satisfaction mediates the relationship between system quality and system effectiveness, indicating that technological efficiency alone is insufficient without positive user experiences. Similarly, Capece and Campisi (2013) argue that user satisfaction significantly influences the acceptance and utilization of information systems, thereby affecting organizational outcomes.

In the context of HRIS, user satisfaction becomes even more crucial as the system is used by employees, HR professionals, and managers at various organizational levels. Factors such as system usability, interface design, response time, and technical support contribute to user satisfaction. Ibrahim et al. (2024) highlight that IT support and user-related factors such as self-efficacy play a significant role in enhancing HRIS user satisfaction, even in the presence of technostress. Furthermore, Sancoko et al. (2022) found that user satisfaction significantly impacts the successful utilization of HRIS in public organizations, reinforcing the importance of user-centric system design.

The final outcome variable in this study is organizational performance which is the efficiency and effectiveness with which an organization meets its objectives. It encompasses many aspects like productivity, quality of services, innovation, and financial performance. The linkage between organizational performance and information systems is a topic that has been extensively discussed in the literature. To illustrate, Homyoun et al. (2024) reveal that the use of information technology improves organizational agility and performance by mediating factors. Likewise, Hutahayan (2020) and Hariyati et al. (2019) indicate the importance of information systems and intellectual capital to enhance internal processes and organizational performance as a whole.

A number of studies on related fields have shown that user satisfaction mediates the relationship between HRIS performance and organizational performance. In healthcare information systems, Keikhosrow et al. (2020) have determined that the relationship between the usage of the system and system success is mediated by user satisfaction. Similarly, Ratna et al. (2020) emphasize that technology-tasks fit determines the system usage, user satisfaction, and performance outcomes. Such researches indicate that user satisfaction serves as the bridging factor, which links the technological capabilities and organizational benefits.

Besides this, the mediating variables in the improvement of the organization performance are also supported by the broader human resource management literature. Iqbal (2019) found the creative climate as the mediating variable between the Hr practices and the organizational performance, whereas Najam et al. (2020) examined the customer satisfaction as the mediating variable in the HRM practices. Likewise, Papademetriou et al. (2023) proved that HR practices affect the performance outcomes in terms of service quality and customer satisfaction. All these findings suggest that indirect relationships can be used to gain a better insight into the influence of organizational systems on performance.

The use of HRIS in the particular case of the IT companies within Chennai is especially applicable since the area is one of the largest IT hubs in India. The Chennai organizations are typified by high degree of technological development, highly qualified workforce and competitive business environment. Thus, the role of HRIS effectiveness in organizational performance based on user satisfaction is a crucial aspect that needs to be understood to enhance the managerial practice and attain sustainable growth. Despite the past literature on HRIS, information systems and organizational performance, no research has been conducted on the mediating role of user satisfaction in the IT industry, particularly in a local setting like in Chennai. This research will address this gap in the research and explore the effectiveness of HRIS and its influence on organizational performance with user satisfaction serving as a mediating factor.

To sum up, the success of HRIS is one of the determinants of organizational success in the digital era. But it does not directly affect performance but its effect is highly affected by user satisfaction. Exploring this mediating relationship, the current study can be applied to academic literature, as well as practical implications to be offered to IT companies that aim to achieve maximum benefits of HRIS implementation.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The high rate of development of information technology has greatly changed organizational practices especially in human resource management. The Human Resource Information System (HRIS) has become a strategic application that combines HR function with the Information Technology to improve efficiency, accuracy and decision making capacity. HRIS is an important factor in enhancing organizational performance in the context of IT companies, where it is imperative to have technological flexibility and human capital. The chapter examines the literature in the field of HRIS effectiveness, user satisfaction and organizational performance, and formulates hypotheses on the basis of theoretical and empirical evidence.

HRIS Effectiveness and User Satisfaction

Efficiency of HRIS is the degree to which the system fulfills both the organizational and user needs through the delivery of accurate, timely and relevant information. It covers different dimensions like system quality, information quality, service quality and ease of use. A good HRIS minimizes administrative effort, improves communication and aids in strategic HR operations. Nonetheless, user experience and satisfaction are the key determinants of perceived effectiveness of HRIS. One of the determinants of information system success is user satisfaction. Alhendawi and Baharudin (2014) argue that the quality of factors of interaction plays a significant role in the effectiveness of web-based information systems, and user satisfaction is a mediating factor. This is an indication that even technically well-developed systems can fail when the users are not pleased with the experience of interaction. On the same note, Capece and Campisi

(2013) hold that user satisfaction is important in the process of accepting and using e-learning platforms and that it is the key factor in the utilization of the system.

Regarding HRIS, usability, interface design, response time, and technical support are some of the factors that determine the user satisfaction. Ibrahim et al. (2024) point out that with the help of IT support and user self-efficacy, HRIS user satisfaction is more likely to be high even in technostressful environment. Moreover, Sancoko et al. (2022) established that the user satisfaction has a positive impact on the usage of HRIS in the governmental organizations, which supports the significance of user-centred system design. All these studies tend to point out that user satisfaction is closely associated with HRIS effectiveness. Once users believe that the system is efficient, reliable, and easy to use, their satisfaction level increases, and will result into increased utilization and better results of the system.

H1: HRIS effectiveness has a significant impact on user satisfaction.

User Satisfaction and Organizational Performance

Organizational performance is multidimensional construct that incorporates productivity, efficiency, quality of services, innovation and financial results. User satisfaction with information systems is a critical element of improving the performance dimensions in modern organizations. Satisfied users will tend to use systems in an effective manner thereby causing better decision-making and efficiency in operations. The research of Keikhosrokiani et al. (2020) identified user satisfaction as a mediator of the effectiveness of mobile healthcare systems, which affects the results of the system use and performance. This reveals that satisfaction of the users does not only influence the acceptance of the system but also the overall success of the organization. In a similar fashion, Ratna et al. (2020) also showed that the compatibility of technology and tasks has a major influence on user satisfaction and performance, which means that the capabilities of the system should be aligned with the needs of users.

Rogg et al. (2001) also conducted a relationship between HR practices, organizational climate and customer satisfaction within a wider HRM context, which indicates that employee internal satisfaction can be translated into better organizational performance. Papademetriou et al. (2023) also highlighted that institutional performance is affected by HR practices by mediating other variables like service quality and customer satisfaction. These results imply that the satisfaction of the users is a key determinant of organizational performance. As soon as employees become contented with HRIS, there is a higher chance of effective utilization, leading to increased productivity, improved decision-making, and organizational outcomes.

HI₂: User satisfaction has a significant impact on organizational performance.

HRIS Effectiveness and Organizational Performance

The literature has widely investigated the direct relationship between the effectiveness of HRIS and the performance of the organization. HRIS helps organizations to simplify HR operations, save money and increase the quality and accessibility of data, which subsequently boosts performance. Raja et al. (2025) discovered that the HRIS has a large impact on the performance management due to its effectiveness in enhancing efficiency and data-driven decision-making. In the same vein, Zahari et al. (2018) also found that HRIS applications increase employee efficiency and job satisfaction, which results in increased organizational effectiveness. These findings highlight the strategic importance of HRIS in achieving organizational goals.

Moreover, Shahreki and Lee (2024) noted that the implementation of HRIS has a positive impact on work-related performance in small and medium enterprises, which confirms that HRIS can influence the performance of the organizations under different settings. The fact that the use of information technology contributes to the agility and performance of organizations was also demonstrated by Homayoun et al. (2024), which once again proves the significance of technological systems in the contemporary organizations. Even though these studies directly prove that there is a correlation

between the effectiveness of HRIS and the organizational performance, it is also indicated that there might be other factors that can determine this correlation including the satisfaction of users and the use of the system.

HI₃: HRIS effectiveness has a significant impact on organizational performance.

Mediating Role of User Satisfaction

The mediation concept offers better insights into how and why some relationships between variables exist. User satisfaction is viewed as one of the mediating variables in the context of HRIS, which clarifies how the HRIS effectiveness can have an impact on the organizational performance. Alkhawaldah et al. (2025) emphasized the mediating role of administrative empowerment in increasing organizational effectiveness with the use of e-government systems and concluded that indirect relationships are important to understand system effects. Likewise, Hutahayan (2020) and Hariyati et al. (2019) highlighted the importance of mediating variables including intellectual capital and management accounting information systems in enhancing performance of organizations.

In a study by Keikhosrow et al. (2020), the relationship between the use of the system and system success is mediated by user satisfaction, which points to the fact that the benefits of information systems are achieved through what users perceive and experience. Similarly, Alhendawi and Baharudin (2014) showed that user satisfaction mediates the interaction between quality of interaction and effectiveness of the system. All these studies imply that the effectiveness of HRIS alone might not result in better organization performance until users become satisfied with the system. User satisfaction serves as an intermediary linking the system capabilities to the performance outcomes as it affects the system usage and efficiency.

HI₄: User satisfaction mediates the relationship between HRIS effectiveness and organizational performance.

The literature reviewed suggests that the effectiveness of HRIS, user satisfaction and organisational performance are tightly connected.

The effectiveness of HRIS increases user satisfaction and consequently boosts the performance of an organization. Additionally, HRIS may also have a direct impact on performance. Nonetheless, the confounding effect of user satisfaction gives a better insight into this relationship. Although much has been conducted on related fields, there is a dearth of empirical evidence that examines IT firms in Chennai and this explains the necessity of the current study.

3. METHODOLOGY

The study design used is the quantitative research to investigate the effectiveness of Human Resource Information System (HRIS) on the organizational performance in IT companies in Chennai as a mediating variable of user satisfaction. The study relies on the primary data gathered on employees employed in other IT companies through a structured questionnaire. A convenience sampling technique was adopted to select a sample of 480 respondents because of time and availability of the respondents. The questionnaire was developed with five point Likert scale of strongly disagree to strongly agree to include constructs that are vital like HRIS effectiveness, user satisfaction and organizational performance. The measurement items

were based on the research studies that have been done to make sure that they are content-validated. The consistency and distribution of the data was measured using descriptive statistics and reliability analysis (Cronbachs alpha) and followed by the advanced analysis.

In order to test the hypothesized relationships and the mediation effect, Structural Equation Modeling (SEM) was used with the help of the right statistical software. SEM is specifically appropriate in this study because it enables the simultaneous estimation of various relationships among latent variables and assessment of direct and indirect effects in a comprehensive manner. Confirmatory Factor Analysis (CFA) was first carried out to validate the measurement model to ascertain construct validity, including convergent and discriminant validity. The structural model was then tested to determine the effect of the HRIS effectiveness on organizational performance and mediating effect of user satisfaction. The adequacy of the model was evaluated by using model fit indices that include Chi-square, CFI, TLI and RMSEA. Such a methodological approach will provide strength and accuracy in the analysis of the complicated relationships between the study variables.

4. RESULTS AND FINDINGS

Table 1: Demographic profile of the respondents

Demographic Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	247	51.46
	Female	221	46.04
	Others	12	2.5
Age	Below 25 years	96	20
	25 – 35 years	213	44.38
	36 – 45 years	118	24.58
	Above 45 years	53	11.04
Educational Qualification	Undergraduate	102	21.25
	Postgraduate	276	57.5
	Professional	71	14.79
	Others	31	6.46
Work Experience	Below 2 years	88	18.33
	2 – 5 years	197	41.04
	6 – 10 years	126	26.25
	Above 10 years	69	14.38
Job Position	Entry Level	214	44.58
	Middle Level	189	39.38
	Top Level	77	16.04

Monthly Income	Below ₹20,000	83	17.29
	₹20,001 – ₹40,000	201	41.88
	₹40,001 – ₹60,000	129	26.88
	Above ₹60,000	67	13.96

Source: Primary Data

The demographic information shows that slightly more than half of the respondents are male (51.46%), with females making a considerable percentage (46.04%). The majority of the respondents (44.38) are aged between 25 and 35 years, which implies that there is a youthful and dynamic working force in the IT firms. Education wise, most of them are postgraduates (57.50%), which is highly qualified. In terms of work

experience, a significant percentage (41.04) are experienced in 2-5 years, indicating moderate knowledge of HRIS. The entry level has the highest number of respondents (44.58%), and the middle level employees (39.38%), who are the main users of HRIS. The income distribution depicts that there is a mid-level earning group with most of the population earning between 20,001-40,000 (41.88%).

Table 2: Reliability and Validity Measures

Constructs	No. of Items	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
HRIS Effectiveness	5	0.873	0.901	0.646
User Satisfaction	4	0.861	0.889	0.668
Organizational Performance	5	0.882	0.907	0.661

Source: Primary Data

The outcome of reliability and validity shows that each of the constructs applied in the study is statistically acceptable. Internal consistency reliability is supported because the Cronbachs alpha of HRIS effectiveness (0.873), user satisfaction (0.861) and organizational performance (0.882) is greater than the recommended 0.70. Likewise, all constructs have composite reliability (CR) values that are above 0.70 which implies high construct

reliability. The values of the average variance extracted (AVE) of all variables are greater than 0.50 indicating sufficient convergent validity. This is an indication that the measures employed in the research adequately describe the variation of their intended constructs. In general, the measurement model meets the needed reliability and validity standards, so it can be used in the further structural equation modeling (SEM) analysis.

Table 3: Model Goodness-of-Fit Summary

Fit Indices	Recommended Value	Obtained Value	Model Fit
Chi-square (χ^2)	—	412.735	—
Degrees of Freedom (df)	—	224	—
χ^2/df (CMIN/df)	< 3.00	1.842	Good Fit
GFI (Goodness-of-Fit Index)	≥ 0.90	0.923	Good Fit
AGFI (Adjusted GFI)	≥ 0.80	0.901	Good Fit
CFI (Comparative Fit Index)	≥ 0.90	0.947	Good Fit
TLI (Tucker-Lewis Index)	≥ 0.90	0.938	Good Fit
RMSEA (Root Mean Square Error of Approximation)	≤ 0.08	0.042	Good Fit
SRMR (Standardized Root Mean Residual)	≤ 0.08	0.039	Good Fit

Source: Primary Data

The model goodness of fit indices show that the proposed structural model is a good fit to the data. The chi-square/degrees of freedom ratio ($\chi^2/df = 1.842$) is less than the recommended value of 3.00, which shows a good fit. The GPI (0.923) and AGFI (0.901) are above the acceptable values, which proves that the model is adequate. Moreover, the incremental fit measures like CFI (0.947) and TLI

(0.938) are greater than 0.90 indicating that the model has been fitted well. The RMSEA measure of 0.042 and SRMR measure 0.039 are insignificantly lower than the benchmark of 0.08, which means that there is minimal error and the model fits very well. In general, these findings support the fact that the measurement and structural model are well-fitted and can be used to test hypotheses.

Table 4: Structural Estimates

Path	β (Std. Est.)	SE	t-value	p-value	Status of Hypotheses
HRIS Effectiveness \rightarrow User Satisfaction (H1)	0.682	0.058	11.759	0.000	Supported
User Satisfaction \rightarrow Organizational Performance (H2)	0.593	0.064	9.266	0.000	Supported
HRIS Effectiveness \rightarrow Organizational Performance (H3)	0.271	0.071	3.817	0.000	Supported
HRIS Effectiveness \rightarrow User Satisfaction \rightarrow Organizational Performance (H4, mediation)	0.404	0.052	7.769	0.000	Supported

Source: Primary Data

The structural estimates indicate that the effectiveness of HRIS significantly affects user satisfaction ($\beta = 0.682$, $p = 0.001$). This shows that a highly efficient HRIS in terms of systems quality, accuracy of information and ease of use contribute greatly towards the satisfaction levels of employees in IT firms. An effective HRIS simplifies HR business processes and enhances accessibility, thus leading to a positive user experience. This finding underscores the need to develop HRIS systems that are easy to use and trusted so as to achieve greater acceptance and satisfaction among employees.

Moreover, user satisfaction affects the organizational performance significantly with a positive effect ($\beta = 0.593$, $p < 0.001$). This implies that, but happy users will use the HRIS to benefit hence, better productivity, better decision-making and better operational efficiency. The direct impact of the HRIS effectiveness on the performance of the organization ($\beta = 0.271$, $p = 0.001$) is also noteworthy, but not as strong as the one through the lens of user satisfaction. This shows that although HRIS has a direct impact on improving performance, its impact is greater when employees actively use it and are satisfied with its usage.

In addition, the mediation analysis indicates that user satisfaction has a good mediating role in the association among HRIS effectiveness and organizational performance ($\beta = 0.404$, $p = 0.001$). This means that a large percentage of HRIS effectiveness is then converted to improved organizational performance by the increase in user satisfaction. The results confirm partial mediating effects, with significance of both direct and indirect effects. Thus, consideration of user experience, training, as well as support systems must be the priority of the organization, along with the implementation of such advanced HRIS technologies, to increase the performance outcomes of the organization to the maximum.

5. DISCUSSION

The results of the current research have a good empirical evidence of the high importance of HRIS efficiency in improving user satisfaction, as well as organizational performance in IT companies in Chennai. The fact that the level of HRIS effectiveness and user satisfaction are positively correlated confirms the fact that the system is reliable, user-friendly, and able to provide the relevant and timely information to the employees, the latter is more likely to have a positive attitude

towards its use. This is in accordance with previous research works like Alhendawi and Baharudin (2014) and Ibrahim et al. (2024), which highlight that the quality of the system and technical support is the key predictors of user satisfaction. The HRIS performance is even more critical in the case of IT organizations, in which the employees rely on digital platforms to a significant degree. Another point that is supported by the study is the argument that technological investments are not enough unless they are accompanied by a positive user experience. Herein, the effectiveness of HRIS cannot be judged solely on technical grounds, but on a behavioral level, which can be considered through the interaction and perception of the system by the user.

Moreover, the findings also indicate that user satisfaction is an important driver of organizational performance and is a mediating factor in enhancing the effectiveness of HRIS. The present observation is in line with previous studies by Keikhosrow et al. (2020) and Ratna et al. (2020), who find that user satisfaction is a major process by which information systems affect performance outcomes. The biased mediation in this research indicates that HRIS performance influences organizational performance both directly and indirectly and that user satisfaction is a key mediator in this connection. This means that organizations should not assume that they will only gain performance gains by implementing a system, but they have to make sure that employees are well trained, supported, and involved with the system. In a competitive IT place such as Chennai where efficiency and innovation are vital elements, increasing user satisfaction can result in superior use of HRIS, decision-making, and eventually, organizational performance.

6. IMPLICATIONS

The results of this research provide valuable practical and theoretical implications to the IT companies, especially in Chennai. As a managerial implication, the findings highlight that organizations cannot only be concerned with the technical implementation of HRIS, but they should also consider user-related issues, including the usability of the system, training, and ongoing technical support to increase user satisfaction. As the relationship between HRIS effectiveness and

organizational performance is greatly mediated by user satisfaction, managers should make sure that workers are well versed and at ease with the system. System adoption and the best utilization of performance results can be achieved through investing in easy to use interfaces, frequent upgrading of the system and training programs to the employees. Theoretically, the study can be used to add to the body of literature by confirming the mediating position of user satisfaction between the HRIS-performance relationship, and provide a more detailed picture of the impact of technological systems on organizational success.

7. CONCLUSION

The current research paper reviewed the usefulness of Human Resource Information Systems (HRIS) and its influence on the performance of the organization in terms of IT businesses in Chennai and specifically the mediating role of user satisfaction. The results indicate clearly that the effectiveness of HRIS plays an important role in determining the user satisfaction and the performance of an organization. An effective and properly designed HRIS will increase the overall user experience and will result in increased employee satisfaction. The satisfied users, in turn, will be more inclined to make the system work effectively, which will lead to the increased productivity, decision-making process, and organizational efficiency. The research also goes ahead to affirm that the HRIS directly affects the organizational performance, but this effect is enhanced when mediated by the user satisfaction.

Moreover, the research concludes that the user satisfaction serves a very important mediating role in the correlation between the effectiveness of HRIS and the performance of an organization. This underscores the need to focus on a user-centric approach to implementation and management of HRIS. In a competitive world such as Chennai, IT firms have to be not only technologically advanced, but also to be guaranteed that the staff is well trained, supported and interested in the system. In this way the organizations will be able to make the fullest use of the benefits of HRIS to realize sustainable performance gains. In general, the research has a contribution to the academic literature and practice

in management as it offers information on how the effectiveness of HRIS could be maximized by increasing user satisfaction.

8. FUTURE RESEARCH DIRECTIONS

The current study can be expanded in the future through the inclusion of other variables, including organizational culture, leadership support, technological readiness, and employee engagement to obtain a more in-depth view of the effectiveness of HRIS and its results. The study can also be extended to other sectors that are not related to IT like manufacturing, healthcare or banking to increase the generalizability. To test the changes in HRIS effectiveness and user satisfaction through the longitudinal research design might be utilized. Moreover, it is possible to examine moderating factors, such as age, experience, or digital literacy in future research in order to comprehend the interaction of various user groups with HRIS. The cross-city or cross-country comparative studies can also give a better perspective on the contextual disparities affecting the adoption of HRIS and the performance of the organization.

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