Economic Sciences
https://economic-sciences.com
ES(2026)22, 6(S), 6-13 | ISSN:1505-4683

Determinants of Job Satisfaction in Digital Hr Systems: An Empirical Study of Hris in The Indian It Industry

Ms. Aditi Mitra[1], Prof. (Dr) Kishore Kumar Das[2]
[1]Research Scholar in Management, Ravenshaw University, Cuttack,
Email mitraaditi789@gmail.com,
[2]Professor & Dean, Department of Commerce, School of Commerce & Management, Ravenshaw University, Cuttack. Email id- drkkdas@ravenshawuniversity.ac.in

ABSTRACT

The study examines the impact of Human Resource Information System (HRIS) service quality on job satisfaction among employees in the Indian IT sector, focusing on system use, information accuracy, and user support. A quantitative research design is adopted. Primary data is collected from 384 respondents using a five-point Likert scale questionnaire. Convenience sampling is used. Data is analyzed using SPSS through descriptive statistics, correlation, and multiple regression techniques. The results indicate that information accuracy ($\beta = 0.38$, $p < 0.001$) has the strongest impact on job satisfaction, followed by system use ($\beta = 0.31$, $p < 0.001$) and user support ($\beta = 0.27$, $p < 0.001$). The correlation analysis shows strong positive relationships, with information accuracy ($r = 0.68$), system use ($r = 0.64$), and user support ($r = 0.59$) significantly associated with job satisfaction. The regression model explains 55% of the variance ($R^2 = 0.55$) and is statistically significant ($F = 155.32$, $p < 0.001$). The study extends existing literature by focusing on HRIS service quality dimensions rather than general adoption. Organizations should improve data accuracy, system usability, and support services to enhance satisfaction. The study provides empirical evidence on HRIS service quality and job satisfaction in the Indian IT sector.

Key Words: *HRIS Service Quality, Job Satisfaction, System Use, Information Accuracy, User Support*

1. Introduction

Human Resource Information System (HRIS) has become an essential component of modern organizational management, especially in the information technology (IT) sector. HRIS refers to an integrated system used to collect, store, manage, and deliver information related to human resources within an organization. It supports various HR functions such as recruitment, training, performance appraisal, payroll, and employee records. With the rapid growth of digital infrastructure, organizations are increasingly relying on HRIS to improve efficiency, transparency, and decision-making processes.

In the Indian IT sector, the adoption of HRIS has grown significantly over the past decade. IT companies operate in a highly competitive and dynamic environment where effective human resource management plays a critical role in achieving organizational success. Employees in this sector are often engaged in complex tasks, tight deadlines, and continuous learning processes. Therefore, managing employee information efficiently and providing timely support becomes very important. HRIS helps organizations to streamline HR activities, reduce manual errors, and enhance communication between employees and management.

One important outcome associated with HRIS is job satisfaction. Job satisfaction refers to the level of contentment an employee feels regarding their job roles, responsibilities, and work environment. It is a key factor that influences employee performance, productivity, commitment, and retention. When employees are satisfied, they tend to perform better and contribute more effectively to organizational goals. In contrast, low job satisfaction may lead to absenteeism, turnover, and reduced efficiency. Therefore, understanding the factors that influence job satisfaction is very important for organizations, particularly in the IT sector.

HRIS can influence job satisfaction in several ways. First, the ease of system use plays a significant role. If employees find the system user-

friendly and accessible, they are more likely to use it effectively. Second, the accuracy of information provided by HRIS is crucial. Employees depend on the system for important details such as salary, leave records, and performance evaluations. Inaccurate information may create dissatisfaction and mistrust. Third, user support is an important aspect. Employees may face technical issues or require guidance while using HRIS. Proper support can improve their experience and increase satisfaction levels. These dimensions together form the service quality of HRIS.

Despite the growing importance of HRIS, there is limited empirical research focusing on its service quality aspects and their impact on job satisfaction in the Indian IT sector. Many studies have examined HRIS adoption and implementation, but fewer studies have explored how specific dimensions such as system use, information accuracy, and user support affect employee satisfaction. This creates a gap in the existing literature that needs to be addressed.

The present study aims to examine the relationship between HRIS service quality and job satisfaction among employees in the Indian IT sector. The study focuses on three key dimensions of HRIS service quality, namely system use, information accuracy, and user support. By analyzing the responses of 384 employees using a structured Likert-scale questionnaire, the study seeks to provide empirical evidence on how these factors influence job satisfaction.

The significance of this study lies in its practical and academic contributions. From a practical perspective, the findings will help IT organizations improve their HRIS practices and enhance employee satisfaction. From an academic perspective, the study will contribute to the existing body of knowledge by providing empirical insights into HRIS service quality and its impact on job satisfaction. Therefore, this study is both relevant and timely in the context of the rapidly evolving digital work environment.

2. Literature Review

Human Resource Information System has gained significant attention in recent years due to its role in improving organizational efficiency and employee management (Shamila & Hasarindi, 2025; Vilma & Booshnam, 2025). HRIS is not only a technological tool but also a strategic resource that supports decision-making and enhances organizational performance (Vilma & Booshnam, 2025). Several studies have examined the impact of HRIS on different organizational outcomes, including productivity, efficiency, and employee satisfaction (Basmantra & Wijaya, 2025).

Early studies on HRIS focused mainly on its adoption and implementation. Researchers found that organizations adopt HRIS to reduce administrative burden and improve data management processes (Musadieq et al., 2024). It was observed that HRIS helps in automating routine HR functions, which reduces manual errors and saves time (Shamila & Hasarindi, 2025; Vilma & Booshnam, 2025). Similarly, it was found that organizations using HRIS experienced improved operational efficiency and better control over employee data (Kiran & Hampasagarmath, 2025). However, these studies did not focus much on employee-related outcomes such as job satisfaction (Shamila & Hasarindi, 2025).

Later studies started exploring the relationship between HRIS and employee attitudes (Abuhantash, 2023; Basmantra & Wijaya, 2025). It was found that HRIS plays an important role in shaping employee perceptions about organizational support and fairness. When employees have access to accurate and timely information, they feel more informed and valued within the organization (Alzghoul et al., 2023; Basmantra & Wijaya, 2025). This access to information improves transparency and trust, which are important factors influencing job satisfaction (Srivastava et al., 2025).

One important dimension of HRIS is system use or usability. Studies have shown that ease of use significantly affects employee acceptance and satisfaction with HRIS (Sancoko et al., 2022). If the system is complex and difficult to use, employees may avoid using it or feel frustrated, which reduces their satisfaction levels (Gehlot et al., 2024). On the other hand, user-friendly systems encourage employees to engage more actively with

HR processes, which leads to better experiences and higher satisfaction (Pringgabayu et al., 2025). Therefore, system use is a critical factor in determining the effectiveness of HRIS (Musadieq et al., 2024).

Another important dimension is information accuracy. HRIS is expected to provide correct and updated information related to employee records, salary, attendance, and performance. Studies have found that inaccurate information can create confusion and dissatisfaction among employees (Shamila & Hasarindi, 2025; Widiatmo et al., 2025). Employees rely on HRIS for important decisions, and any errors in the system may lead to mistrust. Accurate information, on the other hand, enhances confidence in the system and contributes positively to job satisfaction (Sancoko et al., 2022).

User support is also an important factor in HRIS effectiveness. Employees often require assistance while using new systems, especially during the initial stages of implementation. Studies have shown that proper technical support and training improve user experience and increase satisfaction (Bayraktaroğlu et al., 2019; Kaygusuz et al., 2016; Vilma & Booshnam, 2025). When employees receive timely help and guidance, they feel more comfortable using the system. Lack of support may create frustration and reduce system usage, which ultimately affects job satisfaction (Jo & Park, 2023; Vanam, 2024).

In the context of the IT sector, HRIS plays a more significant role due to the nature of work and the scale of operations (Maier et al., 2012). IT companies manage a large workforce and deal with complex HR processes. Studies have found that HRIS helps IT organizations to manage employee information efficiently and improve communication between employees and management (Abuhantash, 2023; Saputri et al., 2024). However, there is limited studies are avilable on focusing specifically on how HRIS service quality affects job satisfaction in the Indian IT sector (Kaygusuz et al., 2016; Kumar et al., 2025; Sancoko et al., 2022; Shamila & Hasarindi, 2025).

Overall, the existing literature indicates that HRIS has the potential to influence job satisfaction through various dimensions such as system use, information accuracy, and user support. However, most studies have focused on general HRIS benefits rather than its service quality aspects. There is a clear need for empirical research that examines how these specific dimensions affect job satisfaction in a structured manner. The present study attempts to fill this gap by analyzing the impact of HRIS service quality on job satisfaction among employees in the Indian IT sector.

3. Research Methodology

The study follows a quantitative research design. This approach is appropriate because the objective is to measure relationships between variables using numerical data. The study is also descriptive and analytical in nature. It is descriptive because it explains the characteristics of HRIS practices and job satisfaction among employees. It is analytical because it examines the impact of independent variables on a dependent variable using statistical techniques. A cross-sectional design is adopted, where data is collected at a single point in time.

The population of the study consists of employees working in the Indian IT sector. This sector is selected because it extensively uses digital HR systems and has a large and diverse workforce. Employees at different levels, including entry-level, middle-level, and managerial positions, are considered to obtain a comprehensive view of HRIS usage and satisfaction.

The sample size for the study is 384 respondents. This sample size is considered adequate for statistical analysis and ensures a reasonable level of accuracy and representation. The sample size is also consistent with standard sample determination techniques for large populations. A convenience sampling method is used to collect data from respondents who are easily accessible and willing to participate. Although this method has certain limitations, it is widely used in empirical studies due to practical constraints.

The study is based on primary data, which is collected through a structured questionnaire. The questionnaire is designed carefully to capture

relevant information related to HRIS service quality and job satisfaction. It consists of two main sections. The first section includes demographic details such as age, gender, education, and work experience. The second section includes statements related to the study variables.

A five-point Likert scale is used to measure the responses of the participants. The scale ranges from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree". This scale is simple, reliable, and widely used in social science research. It helps in quantifying the perceptions and attitudes of respondents in a structured manner.

The study includes one dependent variable and three independent variables. The dependent variable is job satisfaction. The independent variables are system use, information accuracy, and user support. System use refers to the ease and convenience of using the HRIS. Information accuracy refers to the correctness and reliability of the data provided by the system. User support refers to the assistance and guidance available to employees while using HRIS. These variables are selected based on previous literature and research gap identified in earlier studies.

The study proposes the following hypotheses:

H1: System use has a positive and significant impact on job satisfaction.

H2: Information accuracy has a positive and significant impact on job satisfaction.

H3: User support has a positive and significant impact on job satisfaction.

H4: HRIS service quality has a positive and significant impact on job satisfaction.

These hypotheses are tested using statistical methods to determine whether there is a meaningful relationship between the variables.

Before conducting the analysis, the data is checked for reliability. The Cronbach's alpha method is used to test the internal consistency of the scale. A value greater than 0.70 is considered acceptable, indicating that the items used in the questionnaire are reliable and consistent. For data analysis, Statistical Package for the Social Sciences (SPSS) software is used. SPSS is widely used in academic research for statistical analysis due to its accuracy and user-friendly interface. The analysis is carried out in three stages. First, descriptive statistics are used to summarize the data. Measures such as mean and standard deviation are calculated to understand the general pattern of responses. Second, correlation analysis is conducted to examine the relationship between the independent variables and the dependent variable. This helps in identifying the strength and direction of the relationship. Third, multiple regression analysis is used to test the hypotheses. Regression analysis helps in determining the impact of independent variables on the dependent variable. It also shows which variable has the strongest influence on job satisfaction. Overall, the research methodology is designed to ensure that the study is systematic, objective, and scientifically valid. It provides a strong foundation for analyzing the relationship between HRIS service quality and job satisfaction in the Indian IT sector.

4. Data Analysis and Interpretation

The analysis is carried out using SPSS software to examine the relationship between HRIS service quality dimensions and job satisfaction. The results are presented in three stages. First, descriptive statistics provide an overview of the data. Second, correlation analysis explains the association between variables. Third, regression analysis examines the impact of independent variables on job satisfaction.

Table 1: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
System Use	384	2	5	3.78	0.62
Information Accuracy	384	2.2	5	3.85	0.58
User Support	384	2	5	3.69	0.65
Job Satisfaction	384	2.4	5	3.82	0.6

Source: Author's Compilation

The descriptive statistics in the table-1, provides a basic understanding of the data distribution for all variables. The mean value of system use is 3.78, which indicates that respondents generally agree that HRIS is easy to use. The standard deviation of 0.62 shows moderate variation, suggesting that most responses are close to the mean value. Information accuracy has the highest mean value of 3.85, which indicates that employees perceive HRIS data as reliable and accurate. The lower standard deviation of 0.58 further suggests consistency in responses.

User support has a mean value of 3.69, which is slightly lower compared to other variables. This indicates that while employees are somewhat satisfied with support services, there is scope for improvement. The standard deviation of 0.65 shows slightly higher variability, meaning that experiences with support services differ among respondents.

Job satisfaction has a mean value of 3.82, indicating a generally positive level of satisfaction among employees. The standard deviation of 0.60 suggests that responses are fairly consistent. Overall, the results indicate that employees have a favorable perception of HRIS service quality, with information accuracy being the strongest dimension. However, user support appears relatively weaker and may need attention from management.

Table 2: Correlation Matrix

Variables	System Use	Information Accuracy	User Support	Job Satisfaction
System Use	1			
Information Accuracy	0.58**	1		
User Support	0.52**	0.60**	1	
Job Satisfaction	0.64**	0.68**	0.59**	1

Source: Author's Compilation

Correlation is significant at the 0.01 level (2-tailed)

The correlation matrix in the table-2, shows the strength and direction of relationships between variables. All independent variables have a positive correlation with job satisfaction, which indicates that improvements in HRIS service quality are associated with higher job satisfaction. System use has a correlation value of 0.64 with job satisfaction. This indicates a strong positive relationship, suggesting that employees who find HRIS easy to use are more satisfied with their jobs. Information accuracy shows the highest correlation with job satisfaction at 0.68, indicating that accurate and reliable information plays a very important role in shaping employee satisfaction. User support has a correlation value of 0.59 with job satisfaction, which is also positive and moderately strong. This suggests that better support services led to higher satisfaction, although the impact is slightly lower compared to information accuracy and system use. The inter-correlation among independent variables is also positive and moderate. For example, information accuracy and user support have a correlation of 0.60, indicating that these factors are related but not identical. Since all correlation values are below 0.80, there is no serious multicollinearity issue. Overall, the results confirm that all variables are positively associated with job satisfaction and are suitable for regression analysis.

Table 3: Multiple Regression Analysis

Dependent Variable: Job Satisfaction

Variables	Beta (β)	t-value	Sig. (p-value)
Constant	0.92	4.1	0.000
System Use	0.31	5.82	0.000
Information Accuracy	0.38	6.94	0.000
User Support	0.27	5.11	0.000

Model Summary

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ES(2026)22, 6(S), 6-13 | ISSN:1505-4683

R	R Square	Adjusted R Square	F-value	Sig.
0.74	0.55	0.54	155.32	0.000

Source: Author's Compilation

The regression analysis in the table-3, examines the impact of system use, information accuracy, and user support on job satisfaction. The model summary shows that the R value is 0.74, which indicates a strong relationship between independent variables and the dependent variable. The R square value is 0.55, which means that 55 percent of the variation in job satisfaction is explained by the three independent variables included in the model. This is a reasonably good explanatory power for social science research. The F-value of 155.32 with a significance level of 0.000 indicates that the overall regression model is statistically significant. This means that the independent variables jointly have a significant impact on job satisfaction. Looking at individual variables, information accuracy has the highest beta value of 0.38. This indicates that it has the strongest influence on job satisfaction among all variables. The t-value of 6.94 and p-value of 0.000 confirm that this effect is statistically significant. This suggests that employees place high importance on accurate and reliable information provided by HRIS. System use has a beta value of 0.31, which indicates a strong positive impact on job satisfaction. The t-value of 5.82 and p-value of 0.000 show that this relationship is also statistically significant. This means that ease of use and accessibility of HRIS contribute significantly to employee satisfaction. User support has a beta value of 0.27, which is slightly lower compared to other variables but still significant. The t-value of 5.11 and p-value of 0.000 indicate that user support also plays an important role in influencing job satisfaction. However, its impact is relatively weaker compared to information accuracy and system use. The constant value of 0.92 indicates the baseline level of job satisfaction when all independent variables are zero. Although this is not practically meaningful, it is necessary for the regression equation. Overall, the regression results clearly show that all three independent variables have a positive and significant impact on job satisfaction. Among them, information accuracy is the most influential factor, followed by system use and user support. The results support all the proposed hypotheses and indicate that improving HRIS service quality can significantly enhance job satisfaction in the Indian IT sector.

5. Findings

The findings of the study clearly show that HRIS service quality has a significant impact on job satisfaction among employees in the Indian IT sector. All the proposed hypotheses are supported based on the results of correlation and regression analysis. Hypothesis H1 stated that system use has a positive impact on job satisfaction. This hypothesis is accepted because the regression result shows a significant positive relationship. Employees who find HRIS easy to use are more satisfied with their jobs. Hypothesis H2 stated that information accuracy has a positive impact on job satisfaction. This hypothesis is strongly accepted. The analysis shows that information accuracy has the highest influence among all variables. Employees value correct and reliable information, which increases their satisfaction. Hypothesis H3 stated that user support has a positive impact on job satisfaction. This hypothesis is also accepted. The results indicate that support services help employees use HRIS effectively and improve their overall experience. Hypothesis H4 stated that HRIS service quality has a positive impact on job satisfaction. Since all three dimensions show significant positive effects, this hypothesis is fully accepted. Overall, the study confirms that better HRIS service quality leads to higher job satisfaction among employees.

6. Suggestions

The study provides several practical suggestions for improving HRIS service quality and enhancing job satisfaction among employees in the Indian IT sector. First, organizations should focus on improving the ease of system use. HRIS should be simple, user friendly, and accessible to all employees. Regular updates and interface

improvements can help employees use the system without difficulty. Second, organizations must ensure high information accuracy. All employee related data such as salary, leave records, and performance details should be updated regularly and checked for errors. A proper verification system should be developed to maintain data reliability. Accurate information builds trust and increases employee satisfaction. Third, user support services should be strengthened. Companies should provide proper training sessions for employees to understand HRIS features. In addition, a dedicated help desk or support team should be available to solve technical issues quickly. Timely support reduces frustration and improves user experience. Fourth, organizations should regularly collect feedback from employees regarding HRIS performance. This will help in identifying problems and making necessary improvements. Overall, IT companies should treat HRIS as a strategic tool rather than just a technical system. Continuous improvement in HRIS service quality will lead to better employee satisfaction and organizational performance.

7. Conclusion

The present study examined the impact of HRIS service quality on job satisfaction among employees in the Indian IT sector. The analysis was based on data collected from 384 respondents using a structured Likert scale questionnaire. The study focused on three important dimensions of HRIS service quality, namely system use, information accuracy, and user support. The results clearly indicate that all these factors have a positive and significant impact on job satisfaction. Among the variables, information accuracy has emerged as the most influential factor affecting job satisfaction. Employees highly value correct and reliable information related to their salary, performance, and other HR activities. System use is also an important factor, as employees prefer systems that are easy to access and simple to operate. User support, although slightly less influential, still plays a significant role in enhancing employee experience and satisfaction. These findings confirm that HRIS is not only a technical system but also an important tool that shapes employee attitudes and behavior. The study highlights that organizations should focus on improving HRIS service quality to achieve better employee satisfaction and performance. Continuous improvement in system design, data accuracy, and support services can create a more positive work environment. However, the study has certain limitations. It is limited to the Indian IT sector, so the findings may not be applicable to other industries. The use of convenience sampling may affect the generalization of results. The study is cross-sectional in nature, so it does not capture changes over time. In addition, the study considers only three dimensions of HRIS service quality, while other factors may also influence job satisfaction. Overall, the study provides useful insights and suggests that improving HRIS service quality can contribute significantly to employee satisfaction and organizational success.

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