

## EFFECT OF HRIS ADOPTION ON JOB SATISFACTION MEDIATED BY EMPLOYEE MOTIVATION

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#### Abstract

The purpose of this research study to highlight the effect of human resources information systems (HRIS) Adoption, influencing the job satisfaction by considering the mediating effect of employee motivation to set up current, demanding information technology. Succeeding an experimental study, quantitative research done with positivist approach. A sample of 350 responses collected from different organization employees working under HRIS Applications and analysed using statistical package for social sciences and structural equation modelling. The results show that HRIS Adoption enlightens the values of job satisfaction and employee motivation is considerably important in an organization for running successful and moreover, the correlation between human resource information system and Employee motivation was found to be moderately positive and statistically significant. The researcher was found difficult to analysis the differences among the employee motivation in an organization to meet their personal and professionally gratified with job satisfaction are hinted and need further analysis. Inspirations of involving HRIS towards the organization will support the HR department and the employees to get information from the applications. Still facing the low enthusiasm towards HRIS implementations to success of change. Implementations of HRIS will support the employees to be satisfied with the work. The study determines its originality and the consequence of the current research, with leading key factors, successful and the implementation of HRIS, researcher discussed HRIS with employee motivation and the job satisfaction involved in the organization sector.

**Keywords:** Employee Motivation, Human Resource Information System, Job Satisfaction

#### Introduction

In today's quickly developing environment, HRIS play an essential function in each and every organisation. Gathering the optimistic new ideas in the market structure to develop and adapt the HRIS application for the betterment of tomorrow organization. HRIS is part of strategic human resource management in administrative level and information technology to adapt the current market trends organized with Human resource information system, used to collect information from employees and store for future references and to take correct decision-making. It involves the personal data, skilled employees, records from previous to upcoming, capabilities to work,

achievements and compensation benefits, payroll etc., all the specified work will be automated in human resource information system. HRIS plays as heart for the HR team and department to focus on their work and make easier to organize social, economic, political and new technological opportunities to practice the key success factors of HRIS adoption on job satisfaction with the effect of employee motivation. Bringing up the employees to be satisfied with the work to be fulfilled with the work to be completed by motivating the employees in a positive manner to achieve their goals and objectives. The key factors of motivating the employees in providing a good training about the work, timely work access, encouraging the employees in personal and professional way, opportunities for role change and performance appraisal, payroll activities. Once the employees satisfied with the work to the organization automatically employees will be motivated. Job satisfaction improves the quality of work, time of work, extends to work extra time, meet the targeted time to complete the work to achieve organizational goals. HRIS applications motivates the employees to work better and gather all the information towards the top management to lower level management, providing full information about the organisation in the application, meetings, new opportunities around work, financial turnover, profit and loss about the organization increase the employees to be fully satisfied with the job.

### **Objectives**

To identify the relationship between HRIS adoption on Job Satisfaction with employee motivation.  
To examine the relationship between HRIS adoption, employee motivation and job satisfaction  
Employee motivation significantly mediates the relationship between HRIS adoption and job satisfaction.

### **Evaluation of HRIS**

HRIS plays a very crucial role in Human Resource Department and functioning Human Resource Planning, Training & Development, Performance Appraisal to accomplish the strategic activities in effective manner (M. Madhumitha, 2022) HRIS plays a very big role in HR department to collect the information about the company and government agencies to measure the employee work. Possibility of HRIS as a strong relationship with employee performance (Mariana Rachmawat et al.,2022) Describes the e-training, e-compensation, e-performance appraisal for employees to motivate the e-training improves the performance evaluation and technology advances the combined and acceptable information to the employees about their reward (AJAYI Cornelius Ojo et al., 2022) Categorize the employees work together to complete the work on time with usage of HRIS variable and the job satisfaction. Employee performance influenced by the HRIS and job satisfaction (Mujibul Hakim et al., 2022) Measured information systems, work discipline, work motivation affects the employee performance to strengthen the relationship between variables of scientific research (Setiyono Setiyono,2022) Accomplishes the lack of management support decelerates the adoption of Human Resource Information System and suggests the top management to involve and prove the importance of HRIS (Kwesi Aseredum Hagan et al.,2022) HRIS is a significant tool to collect and analyse the health workforce data in country level and milestones. Low and middle-income countries are limited, targeted on HRIS landscape in Intra Health International and Cooper/Smith of valuations in Burkina Faso, Mozambique, and Uganda

(Meghan Arakelian et al.,2022) Necessity of building an E-HRM to enhance human resource problems and to support the university operations and the researcher has made the eligible E-HRM model to the university (Mulyadi Suhardi et al., 2022) Innovations of the relationship between technology adoption and work-related outcomes mediated by HRIS emblematic adoption, vital effort on minor and medium sized organization to participate, inventive, and balanced employees (Sonalee Srivastava et al.,2022) Determines the relationship between the developed countries and the developing countries or various sector in organization, finds out manufacturing sector is higher compare to service sector (A. Ammu Priya et al., 2022) Designates the motivations of employee information in Sri Lanka and New Zealand and realizes internal management and external reporting appears similar (A. Perera) Describes the user skills, infrastructure, support and structure maintenance of challenges in application of HRIS. Well-trained personnel support the maintenance to update and accommodate the new technologies with high level of security and privacy (Vicky Kennedy Kiwelu et al.,2022)

### **Assessment of Employee Motivation**

HR plays most important role for every organization to make employees work better and improves the productive, specifies that employee engagement and motivation has positive substantial outcome of employee performance (MC. Octami Prasadjaningsih et al.,2022) Work-life balance, rewards and recognition and job enrichment factors boost the strong impact on employee's motivation in a psychological contract and employee retention (Chittaranjan Behera et al.,2022) Work discipline and work motivation has partially on significantly influence the employee performance, together work motivation, work discipline moderates the employee performance (Muhammad Irfan Nasution et al.,2022) Leadership styles have a little impact on job satisfaction and employee performance, but work motivation, employee commitment, and workplace climate have a large impact on employee performance and job satisfaction (M.Megawaty et al.,2022) Employee performance influences leadership, compensation, and motivation. Leadership influences employee performance directly and significantly, while compensation influences employee performance indirectly. When it comes to employee performance, both incentive and pay play a major role. (Lilik Hidayati et al.,2022) Transformational leadership and transactional leadership impact on employee motivation, Management leadership measured and identified through transformational leadership and employee motivation measured through employee motivation surveys (Karla Pineda,2022) Direct influence of implementing the Leadership and increase the employee work motivation is mediating the job satisfaction on employee engagement (Lila Bismala et al.,2022) Work motivation, leaderships style and competence on employee performance is influenced by job satisfaction in a positive way, but low progress in performance of their meetings (Ismail Hajiali et al.,2022) The significant positive relationship between Corporate Social Responsibility and organisational commitment mediates the attitudes and behaviours of intrinsic motivation and trust towards the organizational (Halder Yandry Loor et al.,2022) Organizational citizenship behaviour plays most important role in improving productivity and positively mediates between the motivational factors and the productivity towards the organizational (Ferman Ismael et al.,2022)

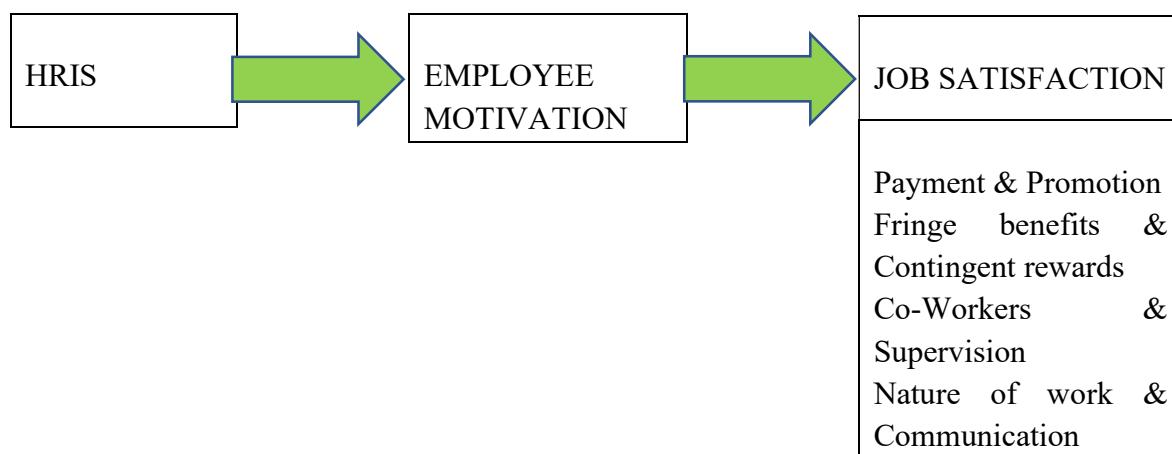
### **Analysis of Job Satisfaction**

Leadership have a constructive relationship between self-efficacy, job satisfaction also employee performance to retain the employee's retention (Venise Bryan et al.,2022) Job stress activation plays as a mediating role among job satisfaction and business performance to the effect on organizational resilience to reduce the pandemics negative psychological values (Shao-Cheng Cheng et al.,2022) Work motivation, work climate, employee commitment has positive significant on job satisfaction besides employee performance, but leadership style to be improved then prioritized (M. Megawaty et al., 2022) Mediating effect of job satisfaction has a direct impact on leadership and work motivation on employee engagement (Lila Bismala et al., 2022) Self-efficacy beliefs, mindsets, emotions were connected with the professional engagement and job satisfaction with positive impressions and role emotions (Giulia Vettori et al., 2022) Person-organization fit is stronger than the person-job fit on the organizational citizenship behaviour dimensions with the mediation effect on job satisfaction (Navneet Kaur et al.,2021) Fundamental of intrinsic factors of employee's job satisfaction from the non-satisfaction of the reliable inherent of the employee's knowledge (Muamer Bezdrob et al.,2021) Grouping of individual personality of employees directed to the levels of job performance and the job satisfaction (Junbang Lan et al.,2021) Observed the effect of organizational commitment factors-Affective Commitment, Normative Commitment and Continuance Commitment have a substantial stimulus on job performance and job satisfaction (Deny Setiawan Wayoi et al.,2021) Situation of job satisfaction and employee engagement plays as mediating and moderating part of human resource management practices and employee performance and also recommends for HRMP, job satisfaction, performance appraisal and worker training (Yousef Alsafadi Et Al., 2020) Effective application of HRIS defined in integrated system, gather the information, store and analyse the information of Human Resource Department, sub system of HRIS and job satisfaction (ANU BHASKAR et al.,2019) Person-environment on job performance mediates the relationship with job satisfaction is partially mediated in Kabul, but in Islamabad fully mediates the person-environment on job performance (Habib Gul et al.,2018)

### **Need for the study**

HRIS is essential for organization to develop employee's performance in the work, reduce the stress level of the employee, pocket information from HRIS through top-management, no hidden information, open access for all the employees from top-management to lower level management. Motivating the employees to do work better in an organization to gain their personal training, boosting their knowledge, towards to achieve their goals and objectives in an organization. If the employee is motivated to the work then automatically he will be satisfied with his job. HRIS plays a very important role in each and every industry to meet the market standard values. Adopting a new technology to develop the organization in a better and foremost way to achieve success with new knowledge fast and accurate to take corrective decision in future analysis for references.

### **Conceptual Framework**



### SOURCE:

- Sanjeev, R., & Makkar, D. (2014). Determining employees' perception through effective HRIS: an empirical study. *Journal of Strategic Human Resource Management*, 3(3).
- Valaei, N., & Jiroudi, S. (2016). Job satisfaction and job performance in the media industry: A synergistic application of partial least squares path modelling. *Asia Pacific Journal of Marketing and Logistics*.

The following assumptions are presented based on this conceptual framework:

- H1: There is a significant relationship between HRIS, Job Satisfaction and employee motivation.  
H2: There is a significant relationship between HRIS adoption, employee motivation and job satisfaction.

H3: There is a significant relation mediates the employee motivation between the HRIS adoption and job satisfaction.

### Research Methodology

The research observed the quantitative research and descriptive research design directive towards to the framework to analyse present designs in actions. Constructs of HRIS, employee motivation, and job satisfaction are significantly relationship. To find out the analysis of the source data, collected the 350-sample data from the employees working under the HRIS adoption applications. Measured the Reliability, correlation, simple regression analysis, confirmatory factor analysis, mediation analysis, construct validity and discriminant validity. Population was an unknown, used non-probability method and simple random sampling techniques. Data collected through google forms with primary questionnaire and secondary questionnaire in a closed-ended style. Measured with five-point Likert scale (Strongly Agree-5, Agree-4, Neutral-3, Dis-Agree-2, Strongly Dis-Agree-1). Totally 350 sample data were collected from the employees who is working under the different organization using human resource information system application. Primary questionnaire covers the basic information of demographic profile of the respondents and the secondary questionnaire covers the scales of independent variable in Human resource information system, mediating variable of employee motivation and the dependent variable of job satisfaction.

Independent variable HRIS includes with 10 items- shared data, minimize work pressure, quality of work, training, benefits and usage of convenience, maintains and update, tracking and storing, time and cost, reduce paperwork and manpower, implementing HRIS. Mediating variable of employee motivation includes with 6 items- personal satisfaction towards work, betterment of job, pride doing to meet the standard levels with supports and job essential. Dependent variable of job satisfaction with 17 items to the fair salary, increase payroll, promotion, package benefits, working with co-workers, job competence, no fighting, no backbiting, job competent with supervisor, fairly supervisor, comforts on subordinates, work and effort are respected and satisfied.

### Data analysis and results

Arranging the data analysis of the human resource information system, employee motivation and the job satisfaction of the employees working in an organization. Totally 350 data were collected from the workers working under the HRIS application to know and improve their performance from top management to the lower level management and measured in five-point Likert scale to find out the relationship between the constructs of the independent, dependent and the mediating variable. First the researcher finds the reliability value for all the constructs with independent variable of human resource information system with 10 items measured the Cronbach's alpha value is 0.859, mediating variable of employee motivation with 6 items measured by Cronbach's alpha value is 0.802 and the dependent variable of job satisfaction with 17 items measured by Cronbach's alpha value is 0.928. Overall reliability value of the constructs is measured with factor analysis of Cronbach's alpha is 0.950 with 33 items. Examining the relationship between HRIS, job satisfaction and employee motivation, significant value of ( $r=.742$ ,  $p<.001$ ) is found to be moderately positive and statically significant. HRIS is provides the improvement of employee motivation towards job satisfaction. Simple regression method of R value is .767, levels of correlation between variables. R square is .588 of the dependent variables and the independent variable with adjusted R square value is 0.585, F value is 0.000, which is less than 0.05- which is model is fit and acceptable. F value of 247.425 is more than 2, so the model is having good fit and strength. Express the human resource information system and employee motivation are optimistic and substantial worth on job satisfaction.

Confirmatory factor analysis of the scales human resource information system, employee motivation and the job satisfaction, path coefficients of the observed variables to analysis the constructs are correlated. The test analysed the indices value of good fit are evaluated with Chi-square/df value is 1.960, CFI value – 0.923, GFI value – 0.915, AGFI value – 0.923, RMSEA value - 0.049 of HRIS with the employee's motivation to grow moral sustenance with the job satisfaction. Mediation analysis of employee motivation to find out whether the mediating constructs laid between independent variable and dependent variable, finds out mediation analysis (Sobel, 1982) test employee motivation is mediating between the human resource information system and job satisfaction with indirect effects of 0.830. Convergent validity of the Average variance extracted should be more than 0.5, all the constructs of HRIS, employee motivation and job satisfaction met their latent variables with more than 0.5, so all the variables are having convergent validity. Discriminant validity should be more than the correlation values, Average

variance extracted of HRIS is 0.788028, Employee motivation value is 1.298968, Job satisfaction value of average variance extracted is 1.151462 is more than the correlation value of the latent variable then discriminant validity is existed.

### Reliability Analysis

Reliability play very important role in research, it determines tests or research of quality or state of the study that gives true and accurate results of the research being consistent and the extent of test, experiments or measuring the results on same in repeated tracks. The degree to which research method produces stable and consistent results to be reliable on the measurement of object in number of times and produces the same results.

Table-1 Reliability statistics

SCALE	CRONBACH'S ALPHA	NO. OF ITEMS
HRIS	0.859	10
Employee Motivation	0.802	6
Job Satisfaction	0.928	17
Overall Reliability	0.950	33

Stated from the above table-1 the reliability statistics of HRIS, Employee Motivation, and the Job Satisfaction. Human resource information system consists of ten items in data sharing, minimize the work pressure, develops the work quality, training to operate HRIS, benefits and convenience use, maintain data, tracking and storing data, time savings and cost effective, reduces paperwork and manpower handling, implementing the satisfaction of HRIS, with the reliability value of 0.859. the values of the employee motivation to satisfy the personal attention of the job, aids to improve performance, pride working at standard levels, supports and assists the job in essentially, with the reliability statistics value of 0.802 with 6 items and the satisfaction of the job with employees to be with fair salary, increase the payment, promoting, promotions of the satisfy, benefit package, and working with co-workers, hardworking, fair to work with no fighting and shows good attitude with subordinates and competence of the job with work appreciated and rewarded the job with pride of good communication and work assignment with stated 0.928 with 17 items. Total reliability of HRIS, employee motivation and job satisfaction are 0.950 with 33 items.

### Correlations

The Problem:

Investigate the relationship between HRIS, Job Satisfaction and Employee Motivation.  
H1: There is significant relationship between HRIS, Job Satisfaction and Employee Motivation.  
Table- 2 Correlation Analysis

	HRIS	EM	JS
HRIS	1		
EM	.742**	1	
JS	.723**	.708**	1

Source: Godfrey, K. R. (1980).

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

#### Reporting Pearson Correlation:

The correlation between the HRIS and employee motivation was found to be statistically significant ( $r=.742$ ,  $p.001$ ) and moderately positive. Hence, H1 was supported. This illustrates more employee engagement would result of enhanced HRIS use.

#### Simple Regression Method

Regression analysis to find out the strength of the model, directed to know how much independent variable are explaining with dependent variable and percentage of independent variables are changing the dependent variable. Here finds out the R value, R Square value, beta value, t value, significant value of frequency value. R value shows the relationship between the variables and explains the hypothesis relationship. R square gives the strength of relationship with each other, strong and week of the variable, independent variables are changing/ explaining the dependent variable. Adjusted R square values gives the reality of variables of relationship with each other, coefficient regression individual effect of independent variable on dependent variable, significant value of p-value, if t value comes between -2 or more, then hypothesis statement comes in negative relationship. If t-value is +2 or more then the hypothesis statement comes in positive relationship. d-value should be bigger than 1.96 and shows the hypothesis rejected or accepted. If t-value is +2 hypothesis are positive and accept the hypothesis. F value gives the effect of both independent and dependent variable, significance and the model are good fit or not. F value should be 2 or more than 2, if value increase and the model is good fit and as well as significance. The significance value of  $F<0.05$ , then the model is acceptable, the relationship and results are significant, Beta is used to find out how much independent variable effects dependent variable individually.

H2: There is a significant relationship between HRIS adoption, employee motivation and job satisfaction.

Table-3 Regression Analysis

#### Model Summary

Model	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change

1	.767 <sup>a</sup>	.588	.585	.30823	.588	247.425	2	347	.000
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a. Predictors: (Constant), Employee Motivation, HRIS

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.012	2	23.506	247.425	.000 <sup>b</sup>
	Residual	32.966	347	.095		
	Total	79.979	349			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Employee Motivation, HRIS

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.742	.150	4.951	.000
	HRIS	.460	.054	8.552	.000
	EM	.367	.050	7.421	.000

a. Dependent Variable: Job Satisfaction

The above table 3 stated that the values of R and R square. The R value is .767 or 76.7% shows the level of correlation between variables. R square is .588 or 58.8% shows the level of dependent variable explains the independent variable of the research is more than 50%. Adjusted R square value is 0.585 and the analysis of statistics investigates the significance value of F is 0.000, which is less than 0.05, so the model is acceptable and the deviation designated by this model is not just accidental and the F value is 247.425 which is more than 2 the model is good fit and the strength of the model. T-value gives a positive and the significance value of p is 0.000 which is less than 0.05 shows the human resource information system and the employee motivation will change on employee's job satisfaction. Thus, this study shows that human resource information system and employee motivation has positive and significant value on job satisfaction, hence H2 is accepted.

#### Confirmatory Factor Analysis

A statistical technique defined as path analysis of CFA is used to determine the factor analysis of an observed variable and aids in the testing of the connection between latent constructs and observed variables. Human resource information system, employee motivation, and the job satisfaction. Mainly the confirmatory factor analysis used to go by the primary steps like specify the latent variable to analyse the establishing theoretical, measuring the measurement methods, collecting the source data from the organization, evaluating the parameters, computing the data and interpretation. The exploratory factor analysis and the confirmatory factor analysis are the two different forms of factor analysis. EFA is used to measure all the measured variables relate to latent

variable, but, CFA specify the factors essential to the data and measure variable related to which latent variable. CFA can be done through the well-defined theoretical framework with anticipated factor edifice of sample data, without EFA- CFA can be performed. Confirmatory factor analysis into two called measurement model and the structural model, cast-off to the authorize and slim the constructs in measurement model, cfa is a subset and only focussed on the hypothesized constructs to improve the statistical power of measurement error and the data reduction with robust statistical basis of theory-based approach. According to the experiments the minimum sample size should be 200, If it is less than 200 data, too small to analyse a complex model. Our sample size is 350 which is perfect to do the confirmatory factor analysis.

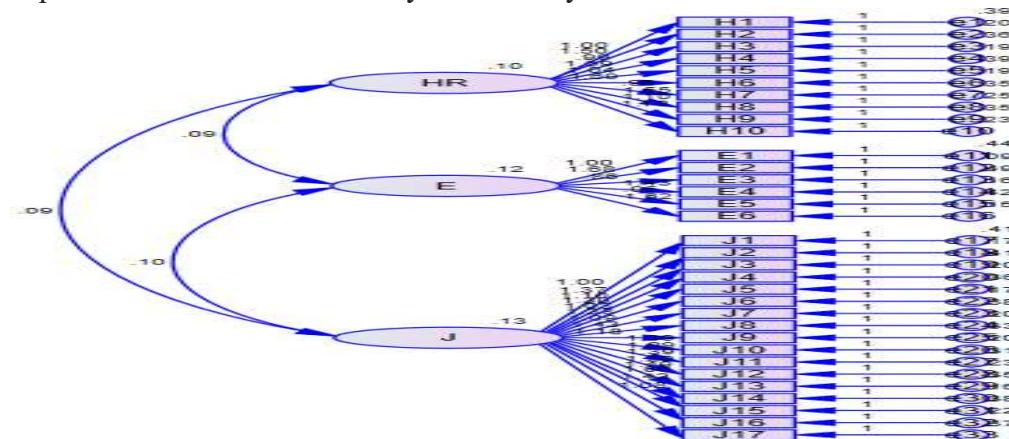


Fig. 1. Path diagram of confirmatory factor analysis with standardized estimates, N value is 350. Considering HI-H10, E1-E6, J1-J17 are observed variables and the error values are unobserved variables. H is mentioning the HRIS-Human Resource Information System, E is indenting the Employee Motivation and J is stating the Job Satisfaction.

Path diagram of CFA with standard estimates of hypothesized the common factors of correlated to the connection between the scale items with human resource information system, employee motivation and the job satisfaction. Connection between motivating the employees to work better in the organization with the human resource information system support and to satisfy the job. Confirmatory factor analysis of the factor loadings of path coefficients foremost common factors of observed variables. Observed variables of HRIS, employee motivation and the job satisfaction were correlated with the each other to identify the confirmatory factor analysis to test whether the constructs are correlated. These analyses confirmed the indices of good fit were assessed. Chi-square/df value is 1.960, CFI value – 0.923, GFI value – 0.915, AGFI value – 0.923, RMSEA value - 0.049 shows the good model fit in the 350 samples of human resource information system with the employee's motivation to get good support with the job satisfaction.

### Mediation Analysis

A mediating variable connects the independent (predictor) and dependent (criterion) variables and explains how the link between the other two variables. Mediating variables is also recognized as mediator then intervening variable. A mediator is a proposed process by which an independent variable could influence a dependent variable. To find out the effect on direct relationship between the HRIS and the Job satisfaction and the significant values, and also finds the effect on the indirect

relationship between HRIS through mediation Employee Motivation on Job satisfaction and the values are significant. According to the Sobel test (Sobel, 1982), connecting the variables of independent through dependent are total effects and check the p value and the Standardized regression weights. Now introducing the mediating variable employee motivation. The impact of HRIS on Job satisfaction with two types, direct effects and indirect effects. Direct effect is directly impacting HRIS on Job Satisfaction, Indirect effect is impacting HRIS with Employee motivation on Job Satisfaction. Complete mediation is described as the full intervention brought on by the mediator variable. Consequently, the original variable no longer influences the resultant variable. Partial mediation is another term for partial intervention. A mediation model is created to represent the mediation brought about by the mediator variable. This model, which is causal in nature, emerges as a result of the mediation. That is to say, it has been assumed that the mediator variable, rather than the outcome variable, causes the effect. The mediator variable in psychology explains how external physical events alter the relevance of internal psychological processes.

H3: There is a significant relation mediates the employee motivation between the HRIS adoption and job satisfaction.

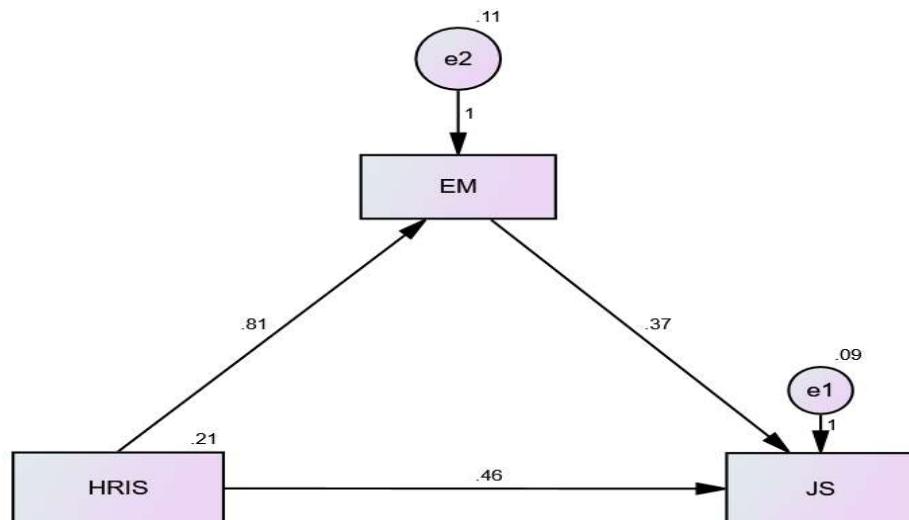


Table-4 Result of Mediation Model

	Standardized Estimation	P-value	Result
<b>Total Effect</b>	<b>0.723</b>	0.034	Significant Impact
<b>Direct Effect</b>	<b>0.440</b>	0.011	Significant Impact
<b>Indirect Effect</b>	<b>0.830</b>	0.013	Significant Impact

Source: Sobel, (1982)

The estimate p values are significant with HRIS on Employee Motivation, p values of HRIS on Job Satisfaction are significant and the Employee motivation on job satisfaction have significant value. And the standard regression weights of the variables. Standardized total effects of the HRIS

on Job satisfaction is 0.723, without introducing the mediating variables employee motivation, direct impact on HRIS on job satisfaction is also 0.723. Standardized direct effect the impact of HRIS on Job satisfaction is 0.440 the presence of Employee motivation variable the impact is been reduced from 0.723 to 0.440. standardized indirect effects of HRIS on Job Satisfaction is 0.830. Bootstrap confidence of two tailed significance is evaluating the standardized total effects of two tailed significance HRIS impacting job satisfaction is 0.034 which lesser than 0.05 so total effect is significant. standardized direct effects of two tailed significance HRIS impacting job satisfaction is 0.011 which lesser than 0.05 so total effect is significant. Standardized indirect effects of two tailed significance HRIS impacting job satisfaction is 0.013 which lesser than 0.05 so total effect is significant. In the presence of mediating variable employee motivation between independent variable HRIS and dependent variable job satisfaction, impact on HRIS on job satisfaction the value is reduced. Employee motivation is mediating between HRIS and job satisfaction with indirect effects 0.830 the researcher conclude that employee motivation is mediating between HRIS and job satisfaction.

### SEM Analysis

SEM is used to measure the relationship between the scales and the constructs- structural model thin constructs known as measurement model. Mutually they are called as CFA-SEM, where SEM is an umbrella term, and CFA is a subset. There are two types of structural equation model, they are Measurement model and structure model. Relationship between latent variable and indicators variable to find out the measurement model. Human resource information system variable, Employee motivation variable, Job Satisfaction variable are latent variable. Items from the human resource information system's H1, H2, H3, H4, H5, H6, H7, H8, H9, and H10 Employee motivation components EM1, EM2, EM3, EM4, EM5, EM6 and indications JS1, JS2, JS3, JS4, JS5, JS6, JS7, JS8, JS9, JS10, JS11, JS12, JS13, JS14, JS15, JS16, JS17. Structure model refers to the relationship between one latent variable and another latent variable. Construct validity divides into convergent validity and discriminant validity.

### Convergent Validity

Convergent means to find out the close between latent variable and the indicators, HRIS is latent variable and the H1 to H10 is indicators to find out the indicators are close to the latent variable. Employee motivation is a latent variable and coming together with E1 to EM6 is indicators and the Job satisfaction how close to determine the JS1 to JS17 indicators. To find out how close the latent variable with the indicators is called construct validity.

Table-5 Results of Convergent Validity

Latent Variables	AVE
Human resource information system	0.620988
Employee Motivation	1.687319
Job Satisfaction	1.325865

Source: Korner, A et al. (2006)

Average variance extracted must be more than 0.5, and all our human resource information system variables, employee motivation variables, and the job satisfaction variables are more than 0.5. so latent variables are having convergent validity

### **Discriminant Validity**

Discriminant validity explains the difference between one variable to the other variable, latent variable of Human resource information system to employee motivation are difference between two constructs, employee motivation with job satisfaction are difference between these two constructs. Discriminating between three latent variables HRIS, Employee Motivation, Job Satisfaction.

Table-6 Results of Discriminant Validity

Latent Variables	HRIS	Workplace well-being	Work Engagement
HRIS	0.788028		
Employee Motivation	0.768	1.298968	
Job Satisfaction	0.721	0.823	1.151462

Source: Farrell, A. M. (2010)

These discriminant validity values are more than the correlation values, then the discriminant validity is there in latent variables. Originates out the square root of average variance extracted, must be more than correlation values. Average variance extracted of HRIS is 0.788028, which is more than the correlation values of 0.768 and 0.721. then for employee motivation value is 1.298968 of average variance extracted which is more than the correlation values of 0.768 and 0.823- it shows the average variance extracted of employee motivation is higher. Job satisfaction value of average variance extracted is 1.151462 is more than the correlation value of 0.721 and 0.823 other latent variable. When the square root average variance extracted more than correlation of latent variable then discriminant validity is existed.

### **Findings and Suggestions**

Human resource information system plays a major role in human resource department of each and every organizations especially in information technology-based organizations. In the present dynamic scenario, HRIS plays a really imperative role in IT department of an organization. Based on the functioning of employee motivation in the organization and the employees work satisfaction using the different activities of the human resource management and implementations of human resource information systems. Most of the organizations does not have the full knowledge about the human resource information system, and also, they face many critical problems during implementations of the HRIS application system. But once HRIS implemented, their work will be very easy to access the information and handling the data from the employees. Use of HRIS aids HR managers in cutting the levels of work they need to do by processing the largest quantity of data with the greatest accuracy and precision, improving training, and making decisions that will be favorable in the long term. Satisfying the employees in the organization is very essential to develop the employee's motivation by spending time with their personal and profession

information to overcome their stress level and improve their knowledge based on their work and activities by providing training to the employees. If the employees are satisfied with the training and motivation, their performance of the work will be increased and the work level will be promoted to a higher level. Then the employees automatically satisfied with the job and they perform to attain their personal attainment towards work and also easily achieve the organizational goals and objectives in an effective manner. The usage of HRIS as a knowledge source by HR managers will make it easier to manage the excessive volume of HR inventory.

Based on the analysis of results with research and discussion, employee motivation moderately positive between the HRIS adoption and the Job satisfaction with ( $r=.742$ ,  $p<.001$ ) statistically significant. Employee motivation correlates with the HRIS adoption and the job satisfaction. There is a significant relationship between HRIS adoption, employee motivation and job satisfaction with R value is 76.7% and R square value is 58.8% to shows the model is acceptable and T value is positive and significant shows the human resource information system and the employee motivation will process the change on employee's job satisfaction. F value is 247.425 which is more than 2 the model is good fit and the strengthen the model. Human resource information system and employee motivation has positive and significant value on job satisfaction. Hence hypothesis is accepted. Confirmatory factor analysis of the path coefficients leadings the observed variables of HRIS, employee motivation and job satisfaction are correlated with each other, the values of Chi-square/df value is 1.960, CFI value – 0.923, GFI value – 0.915, AGFI value – 0.923, RMSEA value - 0.049 shows the good model fit with human resource information system with the employee's motivation to get moral provision on the job satisfaction. There is a strong relationship between human resource information system on the job satisfaction. HRIS adoption and the job satisfaction is having relationship, after introducing the employee motivation as mediating variable between the HRIS adoption, job satisfaction is partially mediating the constructs.

Convergent validity of the average variance extracted shows all the constructs of human resources information system, employee motivation and the job satisfaction constructs are more than 0.5. So, the latent variables are met the standards. Discriminant validity of the values are more than the correlation values, then the discriminant validity of values shows there is a latent variable. Average variance extracted of HRIS is 0.788028, Employee motivation value is 1.298968 and Job satisfaction value of average variance extracted is 1.151462 is more than the correlation of the latent variable then discriminant validity is existed.

### **Discussions and Conclusions**

The study on HRIS (Human Resource Information System) evaluating with the employee motivation on job satisfaction of employees who is working under the human resource information system applications in different organization. It promotes the employee's priorities was the primary sector towards organizational success. Employee motivation brings the positive aspects towards the increase in training, developing their skill, improve performance, satisfied payroll, and to met the market standards towards the organization. Within an enterprise, employee motivation is essential, and many strategies are sponsored by the corporation to meet this need. An HRIS activates to reform the old version to the computerized data collection, storage in the application,

future analysis for the decision making around the employees in the organization at the performance level of measure and technology reprocessing to handle and supports the management of human resource information within a corporation. HRIS provisions to the data collection easily collected and shared the information in the applications, makes the work pressure reduced and to improve the quality of work in by accessing training to the employees to operate in a friendly manner, benefits of use and the convenience of use to preserve data for the future use. Employees data will be stored and tracked for the forthcoming years, it will reduce the cost and time savings of the manpower and paperwork. Then, the HRIS will be successfully implemented.

Adoption of new technology to the organization will be cost effective and the knowledge of the employees wants to train according to the adaption of employee's satisfaction. HRIS is involve in all the department for the employees to proceed, HR department work will be reduced and they can take all the information about the employees who is working the organization in any department. The employment situation as well as the advantages of such systems will only get better over time with emergence of web-based by wireless HRIS. Satisfaction with work will be motivated towards the organization to work better and self-importance of the job. Supports the job and assists the job efficiently. The efficient and successful operation of the modern business is increasingly dependent on human resource information systems. Since the development of computerised HRIS has taken different paths over the years, each organisation uses them in a different way. However, with the positive technological advancements that will be felt in the new millennium combined by persons that are currently being examined, employee motivation with efficiency of HRIS to the job satisfaction of the employees in market pay value and promoted to the next level, good communication with the co-workers and competence of job with no aggressive and squabbling towards the subordinates. Positively increase the work is appreciated and the efforts are rewarded with benefits of package will increase the level of necessity towards the organisation.

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