
THE ROLE OF HUMAN RESOURCE INFORMATION SYSTEM IN CONFLICT MANAGEMENT: A MEDIATED MODEL OF USER SATISFACTION ON JOB SATISFACTION

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Abstract : The information age and globalization have changed the market. Now companies want to use their employee's skills to gain a competitive advantage. To do this, they need a strategic HR methods and techniques. In globalization era, Organizational conflicts are natural phenomenon that shows the drastic nature of company's existence reflecting the complex functioning of their relationships. In modern era many organizations are working to improve their functionalities through modern information Systems like HRIS that play a very significant role to improve human communication system and helps to tackle major conflicts. This research examines the critical role of latest technology in managing the complex conflict relationships in the IT sector. There are several benefits of HRIS in Human Resource Department like employee's data collection which includes employee's departmental data, task data, employee's working condition data, their wages salaries, training schedule, rules regulations and violation data, company's acquisition needs, and others. Its main goal is to provide correct information about HR functions in decision making process. HRIS replace the traditional way of paper forms or reports and designed a formal database in which all information is stored through the system. This section presents an overview of key research on Human Resource Information System (HRIS) and Conflict Management within the IT sector. It examines a range of studies, methodologies and perspective illustrating the complex role of (HRIS) in facilitating Conflict Management. Unified Theory of Acceptance and Use of Technology (UTAUT) model serves as a theoretical framework for my research study. This model perfectly aligns with my topic and variables. This is a technology acceptance model which opens up new doors towards latest technology. The UTAUT aims to explain user's experiences and their perception to use an information system and provide their advantages by recording their overall user behavior. This research used a quantitative research design to examine The Role of HRIS in Conflict Management along with the Mediating effect of User Satisfaction within IT sector. The study used a Structural Equation Modeling (SEM) by using AMOS to check the validity of hypotheses. The major findings of this study provide several guidelines for IT professionals, suggesting that they must prioritize latest technology and HRIS system and Conflict Management strategies at their workplace setting. Finally we conclude this research study by proving analytically that Human Resource Information System HRIS plays a crucial role in managing interpersonal Conflicts and increase Job Satisfaction by satisfying employee's needs and well being that enhance overall Organizational success.

Keywords: Human Resource Information System, Conflict Management, Job Satisfaction

INTRODUCTION

1.1. Background

In this highly Globalized era, Organizational conflicts are natural phenomenon that shows the drastic nature of company's existence reflecting the complex functioning of their relationships. Particularly, it may arise due to

contradictions between the owners and the subordinate's interests of the company who directly affect decision making and financial performance of any organization. Some other ways of conflicts are arisen due to lack of management and leadership skills like unfair decision making among labor protection also result the discrepancy between the tasks of production, efficiency and employee's safety protocols. Therefore to tackle these problems we should adopt an information system which provides all the necessary information regarding these issues and organizations should adopt modern databases to reduce the possibilities of potential conflicts.

The information age and globalization have changed the market. Now companies want to use their employee's skills to gain a competitive advantage. To do this, they need a strategic HR methods and techniques. A strong HR strategy and the various technical tools are essential for achieving this goal. The advancement of computer and network communication technology has led to widespread internet connectivity, bridging the gap between the physical and virtual worlds. This phenomenon is giving rise to the Internet of things (IoT) where the internet extends into the physical realm which connects numerous devices and objects to the internet. It is comprised of latest technologies and trends such as Internet of Things (IoT), Artificial Intelligence (AI), Robotics and Virtual Reality (VR) that converted the whole work environment today and have evolved over time.

Personnel management function of an organization is managed by the Personal Information System like HRIS because they provide a significant way of storing and retrieving employee data efficiently. In modern era many organizations are working to improve their functionalities through modern information Systems like HRIS that provides a greater opportunity to enhance human communication system and Conflict Management. It is suggested that HRIS is a smarter way to make workforce planning more effective, helps in grievances handling and Conflict Management.

Personal information system and HRIS is a collection of computer applications, software, databases, and hardware to store, manage, retrieve, and process data in accordance with HR functions.(Shibly (2011)). In the internet of things (IoT) , that the search system plays a significant role in enabling computers to acquire information about the physical world. The maturity of big data and 5G technologies has led the explosive growth of internet business data, resulting in significant demands on computing power. HRM information can greatly benefit enterprise management. Advanced HR management systems should not only store HR data and handle payroll accounting but also provide features such as labor costing data, report generation, recruitment monitoring, compensation and benefits tracking and automatic attendance. Furthermore, such systems can also facilitate grievance handling and Conflict Management enabling organizations to address employee concerns efficiently and effectively. Many researchers team develop a new HR information system , enhancing HR management capabilities

1.2. Conflict Management

The unresolved conflicts can resist open communication among teams and lead to a decline in overall group performance and employee well-being (Chen, 2018).

Therefore those Organizations must have all the data and information to understand the mechanism of conflict management system. They must know about the dangerous impacts of personal disputes and grievances on their organizational outcomes. This is necessary for developing effective Conflict Management strategies. Previous studies emphasize that Leadership styles towards grievances handling play a vibrant role in either controlling or handling conflicts. In Conclusion, HRIS plays a key role in Conflict Management by providing a systematic approach to managing workplace conflicts, enhancing transparency and developing a more harmonious work environment

1.3. Research objectives

- To analyse the impact of Technology Fit (TF) on User satisfaction (US).
- To analyze the impact of HRIS Adoption on User satisfaction (US).
- To investigate the influence of Conflict Management (CM) on User Satisfaction (US).
- To examine the effect of User Satisfaction (US) on Jobs Satisfaction (JS).
- To assess the mediating role of Technology Fit (TF), HRIS adoption and Conflict Management (CR) on Job Satisfaction (JS).

1.4. Research Questions:

- How does Technology Fit affect User Satisfaction and Job Satisfaction in HRIS-supported environments?
- What is the relationship between HRIS Adoption and Job Satisfaction, and how does User Satisfaction mediate this relationship?
- How does Conflict Management through HRIS influence User Satisfaction and Job Satisfaction?
- How does User Satisfaction (US) effects on Jobs Satisfaction (JS).
- How Technology Fit (TF) play mediation role between HRIS adoption and Conflict Management (CR) and Job Satisfaction (JS).

1.5. Significance

Human Resources (HR) is the most important and inseparable factor of any organization. Modern trends like digital business or information technology has created a new and totally different business paradigm with smart, convenient and creative intellectual capital (Widhianto, 2002). According to recent studies conducted at Tech in Asia (2017), up

to 45% of 161 SMEs and small companies startups in Indonesia use HRIS to manage their talents and motivating their new employees. Their data revealed that many companies in different countries are still using HRIS in the field of Human Resources Management. This is because HRIS provides greater benefits to Human Resources Department like employee's data collection which includes employee's departmental data, task data, employee's working condition data, their wages salaries, training schedule, rules regulations and violation data, company's acquisition needs, and others. In his book (Norcross, 2022) postulated that Modern technology, practices, and procedures adopted in any organization increases the effectiveness and efficiency of any HR department. HRIS become an integral part of any organization. Human Resource Information System (HRIS) is an integrated system that comprised group of people, processes, forms, procedures and data utilized to store, analyze, distribute and use data and information for major functioning of any organization. Its main goal is to provide correct information about HR functions in decision making process. Human Resource Information Systems (HRIS) is introduced to lessen the manual HR workload like manual attendance, record keeping and traditional file system.

HRIS replace the traditional way of paper forms or reports and designed a formal database in which all data and processed information is stored through the system. Total head count reports, career planning, objective planning and absence calculations are done through online database systems. As well as HRIS introduce Grievances Handling Portals where employees record their complaints about interpersonal conflicts. Human resource departments have the record of the employee's data including personal history, employee profiles, their major expertise, skills, their duties, compensation plans and salary etc. These are all basic functions of HRIS. It is used to manage employment relationships within an organization. HRIS also helps managers to assess all employee's job performance through Job evaluation programs and as a result they assign specific tasks according to their specialties. HR managers are able to find the most skilled and competent employees for certain tasks because they have all the necessary information about all the employees like absences, holidays, language, expertise, skills and their past performances through reports. Due to this system burden of manual paperwork is diminished thus flexible work hours are adopted, employees job performance enhanced, conflicts are resolved in a better way resultantly, an equitable workplace is ensured by HR managers through HRIS.

1.6. Scope and limitations

The scope of the study refers to the boundaries and limitations within which the research will be conducted. The scope of this study is discussed here in detail. Human Resource Information Systems (HRIS) are essential tools for handling workforce data, supporting decision-making, and improving HR functions across sectors such as IT, government, and business. Technological advancements have greatly expanded the scope of HRIS, but research reveals both its vast application and persistence challenges in implementation and evaluation.

LITERATURE REVIEW

This section explored various academic papers, study articles and industry reports that assess (HRIS) impact on workplace conflict, employee's satisfaction and alignment within organizations. Also we analyzed which type of conflicts arise in workplace organizations and how it will be tackled and controlled by using Advanced technology like (HRIS) Software.

Drawing on both foundational and recent research this overview highlights how (HRIS) is applied to manage conflict and promote productivity, Satisfaction and cohesion within its environments. This foundation prepares for a deep analysis for relationship between (HRIS) adoption, technology fit and Conflict Management in Pakistan's IT sector. Tenenbaum (1990), define Human Resource Information System, "as a technology based system used to acquire, store, analyze, retrieve and distribute important information regarding an organization's human resources." HRIS is a digital tool design to efficiently gather, manage, analyze and share information related to an organization's workforce, supporting informed HR decision making and streamlined operations (Kovach et.al). Ngai and Wat (2006) conducted a survey on (HRIS) implementation revealing that HRIS enhances quick response that saves times and provides proper access to all the necessary information. Additionally, it reduces overall HR costs enables employees to independently analyze, monitor, and manage their own information, supports comprehensive analysis, aids in decision making and facilitates communication without needing assistance from HR specialists.

The word "conflict" comes from the Latin word "conflictus" which means "collision or clash". According to Coser (1956), "Conflict is a struggle between values and claims to

Limits status power and resources". Conflict is a process in which two or more parties attempts to attain the other's goals to gain more advantages. There are three main factors which causes conflicts among individuals. These are interdependence, differences in goals and differences in perceptions (Walls, 1985). Effective Conflict Management is essential for a positive work environment. Human resource information system (HRIS) can greatly improve Conflict Management and overall efficiency. In the IT sector factors like technology, job demands and work environment can cause minimizing conflict and stress affecting employee satisfaction. They emphasize that when HRIS is integrated

with Conflict Management protocols, it promotes an inclusive and efficient work environment enhancing the organizations ability to meet diverse employee needs effectively.

2.1. Research Gap

Despite the growing implementation of (HRIS) across organizations, limited research has explored its strategic role in Conflict Management and its broader impact on employee satisfaction. No significant research is conducted on the role of HRIS in Conflict Management. Mostly researches on HRIS were conducted in developed countries. There is scarcity of research is found on the use of HRIS in developing countries like Pakistan. Researchers did not explore its use in complex and multifaceted business dimensions. Previous Studies only used quantitative data and does not provide in depth insight to tackle interpersonal conflicts. In addition, the effects of internal and external factors of organizations on HRIS are not still explored properly. Industry trends and market structure can affect HRIS implementation with competition, market fluctuations or industry's specific requirements poses serious challenges these are not studied by researchers. So a significant research gap was identified. This research is an attempt to fill the gap by analyzing major obstacles that hinders the adoption of HRIS software in the context of Pakistan from IT organization perspectives.

2.2. Theoretical Framework

Many theoretical models have been adopted to explain effective use of information technology. Among these models the Technology Acceptance Model (TAM) is one of the most famous and influential model, which is used to explain the role of IT adoption behavior. TAM was initially used to show the relationship between the external and internal variables, attitudes, and intentions. After this a revised version of this model was introduced by Venkatesh, Morris, Davis, and Davis (2003) which is known as the Unified Theory of Acceptance and Use of Technology (UTAUT) model to extend previous TAM related studies.

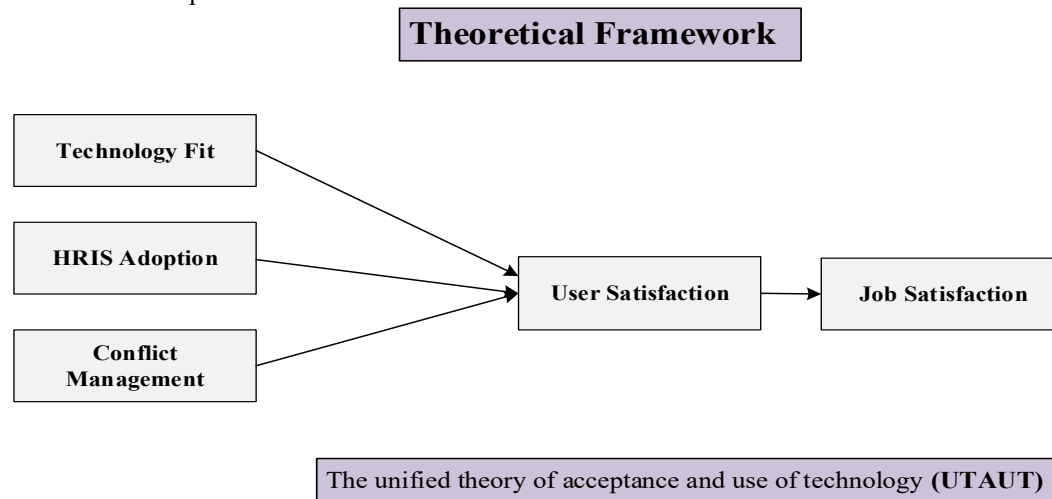


Fig 2.1: The Proposed Model

Unified Theory of Acceptance and Use of Technology (UTAUT) model serves as a theoretical framework for my research study. This model perfectly aligns with my topic and variables. The (UTAUT) is a technology acceptance model which describes the relationship between different variables in relation to latest technology. It aims to explain user perceptions to use an information system and subsequent user behavior. It explores how each individual perceived the use of new technology and latest Information technology tools. The theory explained the four major constructs or factors which are Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions. It is an improved version of (TAM) Technology Acceptance Model. In my research on Conflict Management through HRIS, UTAUT provides a thorough framework to investigate how workers view the system's performance (Performance Expectancy) and usability (Effort Expectancy) in terms of resolving conflicts at workplace environment.

Moreover, the UTAUT model explains how individual's behavioral differences influence the use of technology. Although, (UTAUT) provides necessary information to improve our understanding for technology acceptance. Initially, UTUAT model was analyzed by large organizations. In the context of Human Resource Information Systems (HRIS), the UTAUT model help us to understand employee's perceptions of HRIS that affect its adoption and explain the subsequent organizational outcomes, such as Conflict Management and job satisfaction.

Performance Expectancy defines as, The degree to which an HR expert believes that using this system will help them to improve their job performance. In this study, Technology Fit represents how well the HRIS aligns with employee's needs, desires and tasks which directly influence performance expectancy. A strong fit between the HRIS and employee's needs enhances their expectation that the system will improve their performance, including managing

conflicts effectively. Therefore they perceive HRIS as useful software for enhancing their skills and experience that significantly increase their productivity.

Effort Expectancy relates to how easily an individual can use it which is associated with the system. While ease of use can still influence HRIS Adoption by making the system more accessible and less frustrating to operate. The proposed model draws a connection beginning from Technology Fit, HRIS adoption and Social Influence leading through User Satisfaction and Conflict Management, results in enhanced Job Satisfaction. In addition the UTAUT model offers a strong theoretical foundation for this research, explaining how Technology Fit, social influence and HRIS adoption influence employee's use of HRIS for Conflict Management, leading to User Satisfaction and ultimately improving Job Satisfaction.

2.3. Hypothesis

H1). Technology Fit and User Satisfaction:

Technology fit refers to how well a particular technology aligns with the needs, capabilities and work flows of its users. In the context of Human Resource information system HRIS, technology fit has been recognized as a key factor influencing user satisfaction.(Goodhue & Thompson 1995). It means finding a suitable technology source or HRIS software that totally fit the needs and demands of its users to complete their daily assigned tasks properly and efficiently. According to the Task Technology Fit, theory, user satisfaction improves when technology is suited to the specific tasks and requirements of users, thereby enhancing performance and satisfaction outcomes (Goodhue,1995; Zigurs &Buckland, 1998).

When users are well trained to use technology that is best fitted to their tasks, so that they might perform it in a very less time without wasting any extra energy. Organizations with sufficient resources are more passionate by adopting HRIS system, such as IT infrastructure, training and technical support (Harlie et.al 20019). The reason is that a well designed IT infrastructure is a basic requirement for organizations to implement HRIS, this system is only adopted in an efficient way when adequate training provides to employees with an understanding of the urgency to adopt HRIS (Siam and Alhaderi 2019). Moreover, technical support helps employees in problem solving by using the HRIS application.(Ziebell et.al 2019). When employees use any software like HRIS there are less chances of errors occurred as compared to traditional way of completing their tasks also they have the option of automate their tasks as a result reduce effort and time. Consequently, users are fully satisfied by adopting HRIS technology because they complete all of their tasks by investing less energy and thus their stress and tensions must be reduced and their productivity increases.

Research demonstrates that when HRIS aligns with user's needs and expectations, it facilitates a smoother interaction which boosts satisfaction levels. For instance, (Ruel, Bondarouk and Van der Valde 2004) found that HRIS technology that matches organizational and employee requirements promotes positive user experiences and satisfaction, as employees feel more empowered and confident in using the system. In a similar study,(Lin 1997), argued that user satisfaction is significantly influenced by whether the technology meets employees expectation, as technology fit impacts how efficiently employees can use the system to complete HR related tasks without frustration. But they required specific training programs because without any assistance users can not be able to use HRIS software. By functioning properly there is less chances of errors and results in the smooth functioning of any organization.

In their Information System Success Model, Delone and Mclean propose that a well- fitted Technology improves user satisfaction as well as it facilitates the overall effectiveness of the system, as users are more engaged with technology that fixed their requirements. When employees can tailor technology to their preferences, satisfaction tends to increase. According to (Heikkila and Smale 2011), organizations that implemented adaptable HRIS platforms reported higher user satisfaction, as the systems allowed employees to configure and manage their information with greater autonomy. Similarly, (Vankatesh, Morris, Davis and Davis 2013) found the systems that incorporate user feedback and allow customization improve users satisfaction, as these features enhance the relevance and fit of the technology for individual user' tasks.

This system allow employees to have full command and independence to fulfill their routine tasks because employees feel more frustrated when their managers do not give them autonomy of their work and demand to get the work done according to their commands. So if they want to satisfy their employees they must allow them to fulfill their assigned tasks according to their needs and demands. Moreover, research indicates that the perceived usefulness and ease of use of HRIS systems, both of which are dimensions of Technology fit are strongly linked to user satisfaction. In a study conducted by Hendrickson (2003), HRIS users reported greater satisfaction when they perceived the system as useful and straightforward , suggesting that Technology fit significantly impacts the users overall experience. Ease of use means employees must feel easy by using HRIS software or they never face any difficulty by using this software. When users find any difficulty by using it they may feel anxious and frustrated and sometimes feel lots of stress. But by providing suitable assistance organization must tackle this situation.

Finally, Studies have shown that a well fitted HRIS enhances not only user satisfaction but also productivity and efficiency within the organization. (Stone and Lukaszewski 2009) , argued that when HRIS is used to fit organizational processes, employees experience fewer obstacles in completing tasks, which layers to higher satisfaction.(Maier ,

Laumer , Eckhardt and Weitzel 2013), further asserted that HRIS with the high level of Task-Technology Fit enables users to perform their duty with minimal technical challenges thereby creating a positive work environment. Therefore, based on past studies and descriptions, the relationship between technology fit and user satisfaction is hypothesized as:

H1: There is a positive relationship between technology fit and user satisfaction

H2). HRIS adoption and User Satisfaction

(HRIS) adoption has become essential in modern organizations due to its impact on operational efficiency and employee satisfaction. Studies have shown that adopting HRIS not only improves organizational performance but also directly influence user satisfaction by streamlining HR processes and enhancing the user experience. Hendrickson (2003), noted that HRIS reduces administrative workload by automating routine tasks, giving employees more control over their personal information and simplifying processes, which in turn, increases satisfaction levels.

Employees who has proper knowledge are well informed about technology are eager to accept HRIS, because expert individuals have a higher wisdom and experience of Technology and self efficiency.(Alnoor, et al 2020) They believe that the use of Information systems properly means that the technology characteristics of HRIS have more compatibility with their tasks.(AlRahim et al, 2021) Further, such employees tend to appreciate the tangible value of Technology, making them more enthusiastic as compared to new employees to shift from traditional HRM to HRIS.(Vazquezand Sunyer2021) We all know that this is a modern era and in this advance era technology is growing consistently so it is necessary for any organization or business sector to adopt technology for their employees to fulfill their work. The process of HRIS adoption is highly dependent on user perception of the system's usability and efficiency. Delone and Mclean's Information System Success Model highlights that, factors such as system quality, information quality, and service quality are critical determinants of user satisfaction. When HRIS system are perceived as high quality, user satisfaction rises as employee's experience fewer errors, faster processing times, and more accurate Information retrieval. In their model they found that a user Centered design in HRIS adoption not only facilitates ease of use but also strengthens a sense of empowerment among employees.

Moreover, the adoption of HRIS contributes to user satisfaction by enhancing information quality and accessibility, which improves decision making and reduces ambiguity. Ruel , Bondarouk, and Looise (2004) observed that HRIS adoption in any organization resulted to make improvements in the quality of HR information, thus boosting user satisfaction. As employees gain access to accurate information their confidence in the organization's processes grows. Thus they enhance the user's engagement with HR systems positively. Ruel et al. (2004) Goodhue and Thompson's (1995) , Task Technology Fit TTF theory supports this relationship, suggesting that when Technology aligns with users specific needs, it strengthens satisfaction by enhancing task performance and user experience. This means that users are tend to be more satisfied when the HRIS system supports them in efficiently carrying out their responsibilities without technical obstacles (Goodhue and Thompson 1995).

In summary HRIS adoption significantly contributes to user satisfaction by providing employees with a streamlined intuitive system that made effective leads to higher level of satisfaction as employees experience greater control to more autonomy and trust within the organization. Therefore, based on past studies and descriptions, the relationship between HRIS adoption and user satisfaction is hypothesized as:

H2: HRIS adoption positively related to the User satisfaction.

H3) Conflict Management and user satisfaction

Conflict Management is another critical area where HRIS has proven to be beneficial, as managing conflict effectively is essential for creating a positive work environment and enhancing user satisfaction.

Furthermore, studies showed that Conflict resolution strategies that emphasize collaboration and problem solving are positively co related with user satisfaction. For instance, Tjosvold (2008), argued that collaborative Conflict Management, which encourages Co-operative resolution of issues enhances job satisfaction and reduce negative emotions among employees. By creating a collaborative environment, organizations allow users to work through conflicts constructively, promoting satisfaction by reducing frustration and improving interpersonal relations.

In conclusion Conflict Management significantly impacts user satisfaction in HRIS contexts by reducing workplace stress, promoting procedural justice and facilitating collaborative problem solving. Studies suggest that when HRIS supports transparent, fair and collaborative problem solving. Studies suggests that when HRIS supports transparent , fair and collaborative Conflict Management user experience highly satisfied as they feel confident in organizations commitment to equity and well being. Therefore, based on past studies and descriptions, the relationship between Conflict Management and user satisfaction is hypothesized as:

H3: Conflict Management positively related to the User satisfaction.

H4). User satisfaction and job satisfaction

User satisfaction with HRIS is closely linked to overall job satisfaction, as positive experience with technology contributes to a more enjoyable and productive work environment. According to Deloan and McLean 2003 system that effectively support user's work processes, reduce frustration and enhance user satisfaction which can translate to higher jobs satisfaction as employees feel more empowered and efficient in their roles. So there is an easy rule when

users are satisfied they tend to increase their productivity, lesser level of turnover rates and resulted in a greater level of satisfaction and thus organizational efficiency also increase.

User satisfaction in job satisfaction are closely linked particularly in the contexts of Human Resource information system HRIS. User satisfaction, in this field refers to how competent employees are with using HRIS tools and systems while Job satisfaction refers to their overall satisfaction with their job roles and responsibilities. These two aspects enforce one another as positive experience with HRIS can lead to greater job satisfaction and vice versa. Studies highlighted the impact of users satisfaction that what will HRIS on Jobs satisfaction. For example Delon and McLean 2003 information system success model, suggest that when users are satisfied with an HRIS they see the system as a valuable tool that supports their work effectively. This satisfaction can lead to improve the job satisfaction, as employees feel the system helps them work more efficiently and reduces common administrative challenges.

Hendrickson 2003 founds, that employees who was satisfied with functionalities experience allowing them to complete HR task smoothly, making their roles more manageable and less frustrating. Job satisfaction can enhance user satisfaction within HRIS, according to Locke (1976), employees who are fully satisfied with their roles have more chances to use organization systems such as HRIS positively and effectively. This perspective suggest that when employees are generally happy in their jobs tend to view HRIS as a helpful support tool rather than an obligation which further enhances their user satisfaction. A positive attitude towards HRIS use improve both the user experience and overall job satisfaction, as employees encounter your issues and experience more than workflows. (Stone and Lukaszewski 2009).

The connection between HRIS, user satisfaction and job satisfaction can create a cycle of positively enforcement. It is showed that HRIS usage boost user satisfaction by aligning well with job tasks which in turn increases jobs satisfaction by reducing obstacles and increases efficiency this cycle means that effective HRIS implementation can lead to a continuous improvement in both user and job satisfaction. Therefore Job satisfaction strengthens overall success of any organization. The unified theory of acceptance and use of Technology UTAUT model shows the link between these two factors by highlighting the importance of perceived ease of use and perceived usefulness.

When employees find HRIS easy to use and see it as valuable to their tasks they are more satisfied with the system. Ease of use translates into jobs satisfaction as employees feel that HRIS factory supports them making daily work tasks easier and more productive. This shows that HRIS usability and usefulness are important factors in the connection between user satisfaction and job satisfaction. It is highlighted that user satisfaction influences jobs satisfaction as it relates to an employees stability or ability to perform tasks effectively. When users are satisfied with HRIS, they are more likely to experience higher jobs satisfaction within system reduces administrative workload and provides access to information that aids in decision making. For the more it is found that user satisfaction with HRIS positively affect overall job satisfaction because satisfied users are more engaged and motivated, leading to a better alignment of job tasks with a personal goals. (Bhattacharjee, 2001). Moreover, studies have indicated that user satisfaction with technology indirectly affects job satisfaction through perceived usefulness and ease of use. When users find HRIS helpful and easy to navigate the experience less stress and frustration leading to a more positive outlook on their job. This relationship just that investments in improving HRIS usability and alignment within employee task can significantly enhance your satisfaction across the organization.

In conclusion, there is a strong relationship between user satisfaction with HRIS and overall job satisfaction. When employees are more satisfied with HRIS enhances their jobs satisfaction by making their work more manageable and less stressful. Consequently higher jobs satisfaction can promote positive user experience with HRIS creating a beneficial cycle. Investing in HRIS that is user friendly and aligned with job tasks can thus improve both user and job satisfaction, leading to a more productive and positive work environment.

Therefore, based on past studies and descriptions, the relationship between user satisfaction and job satisfaction is hypothesized as:

H4: User satisfaction positively related to the job satisfaction.

H5). User satisfaction as a mediator between Technology fit and job satisfaction.

The relationship between Technology fit and Jobs the reflection is often mediated by user satisfaction, which acts as an intermediate factor that enhances or diminishes the impact of technology fit on job outcomes. According to Goodhue and Thompson's 1995 TTF theory when a technology aligns well and with use of needs it leads to higher user satisfaction, which subsequently translate to increased job satisfaction. Their studies just using satisfactions of as a key link that connects the practical utility of Technology with employees overall satisfaction with their jobs. User satisfaction plays a crucial role in understanding their relationship between Technology fit and job satisfaction, participate in the contexts of HRIS. "Technology fit refers to how well a system meets the needs and capabilities of its users which in turn influences user satisfaction". When employees feel that the HRIS aligns with their work processes , it enhances their overall job satisfaction".

Research indicates that when technology is effectively fitted to users task, their satisfaction with the system increases. It is highlighted that a strong alignment between the technology and the users requirement leads to better task performance which can enhance overall jobs satisfaction. The study suggests that if HRIS is designed by keeping the

users needs in mind only improve their satisfaction with the systems but also positively impacts their job satisfaction. User satisfaction increases the effect of technology on job satisfaction. Satisfied users tend to use technology more efficiently thus have increased level of job satisfaction.

When users face any difficulty by using technology they are not satisfied with their work thus reduces job satisfaction. So, we can say that user satisfaction greatly affect job satisfaction and connect technology with job satisfaction positively. Moreover, the connection between user satisfaction and job satisfaction can be understood through the lens of the UTAUT model, which identifies performance expectancy, effort expectancy social influence and facilitating conditions as key factors that greatly impact on Technology acceptance. In this Framework, user satisfaction can be viewed as a critical outcome of Performance expectancy were users perceived that utilising the HRIS improve their job performance.

As the highest satisfaction with the technology can lead to increase jobs satisfaction due to enhanced productivity and engagement in their jobs and their roles. A study by Al-Fadhli and Bader (2018), emphasizes that when HRIS users report higher satisfaction levels they are more likely to experience greater job satisfaction. This relationship suggest that satisfied users are more involved and committed towards their work, ultimately resulting to better job outcomes. When HRIS is well collaborated with user's needs it considers higher satisfaction with the system, which in turn enhances overall jobs satisfaction.

This mediating affect underscores the impact and importance of focusing user Centered design and continuous improvement of HRIS to promote both user and jobs satisfaction in the workplace. Empirical studies also support the mediating role of user satisfaction in the relationship between Technology fit and jobs satisfaction. It is founds that HRIS that aligns with employees task positively affect jobs satisfaction through increased user satisfaction. When employees feel satisfied with more engaged and report higher satisfaction with their roles, the technology helps them achieve their job goals effectively. This relationship shows the importance of developing HRIS solutions that care specifically to the needs of user's satisfaction. Users are more likely to experience higher jobs satisfaction due to their positive interaction with the system.

Therefore, based on past studies and descriptions, the relationship among Technology fit, User satisfaction and Job satisfaction is hypothesized as:

H5: User satisfaction mediates between Technology fit and job satisfaction.

H6). User satisfaction as a mediator between HRIS adoption and job satisfaction

HRIS adoption is often linked to job satisfaction as the effective implementation of HRIS can streamlined processes and improved access to relevant information. However, the success of HRIS in boosting Jobs satisfaction relies on user satisfaction with the system. User satisfaction is an intermediary that, enhance the positive impact of HRIS adoption on job satisfaction. User satisfaction is crucial for translating Technology adoption into a more fulfilling work environment because satisfied users perceived HRIS as beneficial and are more likely to use it positively into their routine tasks. Study such as those by Bhattacharjee (200) and Ball (2001) showed, that user satisfaction significantly enhances the relationship between HRIS adoption and job satisfaction.

Furthermore, the influence of user satisfaction on Jobs satisfaction can also be observed through the length of organizational support theory. When organizations actively promote user satisfaction by providing training and support for HRIS employees are more likely to appreciate the system leading to greater job satisfaction. (Eisenberger et al.,2001)

This relationship explores that importance of not only adopting HRIS but also provide strong evidences that users are satisfied with their experience to enhance their jobs satisfaction. In conclusion user satisfaction plays a vital mediating role between HRIS adopting and job satisfaction. By ensuring that users are satisfied with the HRIS, organizations can significantly enhance the likelihood that HRIS adoption will result in increased job satisfaction. This connection emphasizes the need for organizations to focus on user experience in the implementation of HRIS to realize the full benefits of the systems in promoting jobs satisfaction among employees. They will focus on adoption of HRIS to increase their user satisfaction their employee's engagement and jobs satisfaction as a result the efficiency and success of their organization increases so they prefer to use HRIS software in their organizations for better productivity and better success of their organization and for achieving their objectives and goals. Therefore, based on past studies and descriptions, the relationship among user satisfaction, HRIS adoption and job satisfaction is hypothesized as:

H6:User satisfaction mediates between HRIS adoption and job satisfaction.

H7). User satisfaction as a mediator between Conflict Management and job satisfaction

Conflict Management is essential in posting a productive work environment and enhancing job satisfaction if conflicts are arises and they are not resolved at early stage of the conflict it can negative effect on the productivity and the success of an organization. Employees cannot focus on their jobs and feel anxiety, tension due to other employee's pressure thus conflict increases more. If managers do not focus at early stages of conflict it raises at a drastic level and affect the whole organizational culture and also affect the productivity. Therefore it is very necessary to resolve work related conflict at earlier stages. Effective Conflict Management strategies improve workplace relations, reduce stress, and positively influence employees job perceptions.

User satisfaction with HRIS can play a significant role by helping employees handle conflicts more efficiently, as HRIS provides tool for managing grievances tracking complaints and facilitating communication. If users are not satisfied or conflict arrived at some level they cannot focus at their work and as a result quit their jobs which increases job turnover rates. If organization want to prevent this situation or increase retaining of employees, they must focus on Conflict Management strategies. When employees are satisfied with HRIS, they perceived it as a supportive tool for Conflict Management, leading to higher job satisfaction.

According to research by Kankanhalli, Tan and Wei (2005) , user satisfaction with technology tools like HRIS can bridge the gap between Conflict Management practices and job satisfaction.

Thus user satisfaction mediates between effective Conflict Management and job satisfaction by creating a supporting organization environment. Their findings indicated that when employees are comfortable and satisfied with the technology available to them, they are more productive in utilizing these resources to resolve disputes. This proactive behaviour can lead to a reduction in the unresolved conflicts thus creating a more positive workplace environment. As a result, user satisfaction directly correlates with improved jobs satisfaction as employees experience few disturbances that can distract from their work experience.

Moreover, the connection between user satisfaction and job satisfaction is further explained through the length of the job demands resources JD-R model , which poses that resources like HRIS can mitigate job demands and contribute to higher job satisfaction.(Bakker and Demerouti, 2007) .When HRIS is perceived as a valuable resource for managing conflict, it reduces the stress associated with workplace dispute, allowing employees to focus on their primary tasks. This stress reduction, facilitated by user satisfaction with HRIS ultimately leads to an increase in job satisfaction.

In conclusion user satisfaction serves as a critical mediator between Conflict Management and job satisfaction.

Therefore, based on past studies and descriptions, the relationship between user satisfaction, Conflict Management and job satisfaction is hypothesized as:

H7: User satisfaction mediates between Conflict Management and job satisfaction.

3 RESEARCH METHODOLOGY

This research study used a quantitative research design to analyze the role of HRIS in Conflict Management along with the mediating effect of User Satisfaction within IT sector. This study aims to examine the relationships among Technology Fit , Conflict Management and HRIS adoption that focused on the mediating effect of User Satisfaction on Job Satisfaction. By Using the Unified Theory of Acceptance and Use of Technology (UTAUT), the research aims to assess how technology and social factors interact to influence user satisfaction and, ultimately, job satisfaction. A survey based Questionnaire Research method is utilized for primary data collection from HR Professionals, IT Staff and top Managers working in IT sector. This approach showed the relationships between these variables and ensures a structured evaluation of HRIS practices influencing Organizational Success.

3.1. Participants and Procedure

The target population for this research study consist of HR professionals, IT Staff and top managers in various IT organizations, with a focus on adopting HRIS and Conflict Management business strategies. To ensure a comprehensive analysis, data was collected from IT sectors where Technology Fit , Conflict Management and HRIS adoption specialized focused with the mediating role of User Satisfaction on Job Satisfaction that plays a vibrant role. Questionnaire based survey research design was used to collect data from different target group and participants who were willing to participate. A total of 450 questionnaires were distributed among different HR professional , out of which 395 have valid responses , resulting in a response rate of 87%. This sample size completed the adequacy criteria suggested by Mendenhall et al. (1993), ensuring a 95% confidence level with a 5% margin of error. The questionnaire was shared electronically and in-person, ensuring honest responses.

3.2. Instrumentation

The questionnaire was comprised into three main sections. Demographic information such as age, gender, education level, and work experience was gathered by the first section. The other section measured the study variables using validated scales and the last section is about asking useful recommendations from professionals to improve the usage of HRIS.

- Technology Fit (four items)
- HRIS Adoption (three items)
- Conflict Management (seven items)
- User Satisfaction (five items)
- Job Satisfaction (ten items)

A five-point Likert scale ranging from (1) “Strongly Disagree” to (5) “Strongly Agree” was used for the evaluation of all scale items. The measured items were adapted from established scales to ensure construct

validity. The factor loading of each variable meets the threshold criteria for validity and reliability, as shown in Table 1.1.

3.3. Data Analysis

The present study used Structural Equation Modelling with the help of the AMOS software to test the study hypotheses. Moreover, the Confirmatory Factor Analysis is used in this research to check the validity and reliability as suggested by Hair et 2013. The Average Variance Extracted, Composite Reliability and Cronbach’s alpha confirmed scale items thresholds values as presented in Table 1.2. Moreover, Table 1.3 shows Heterotrait-Monotrait ratios. The study results show that user satisfaction plays the mediation role between job satisfaction and overall organization success. The direct and indirect relationships are also presented in the form of a structural model, as shown in Figure 1.2

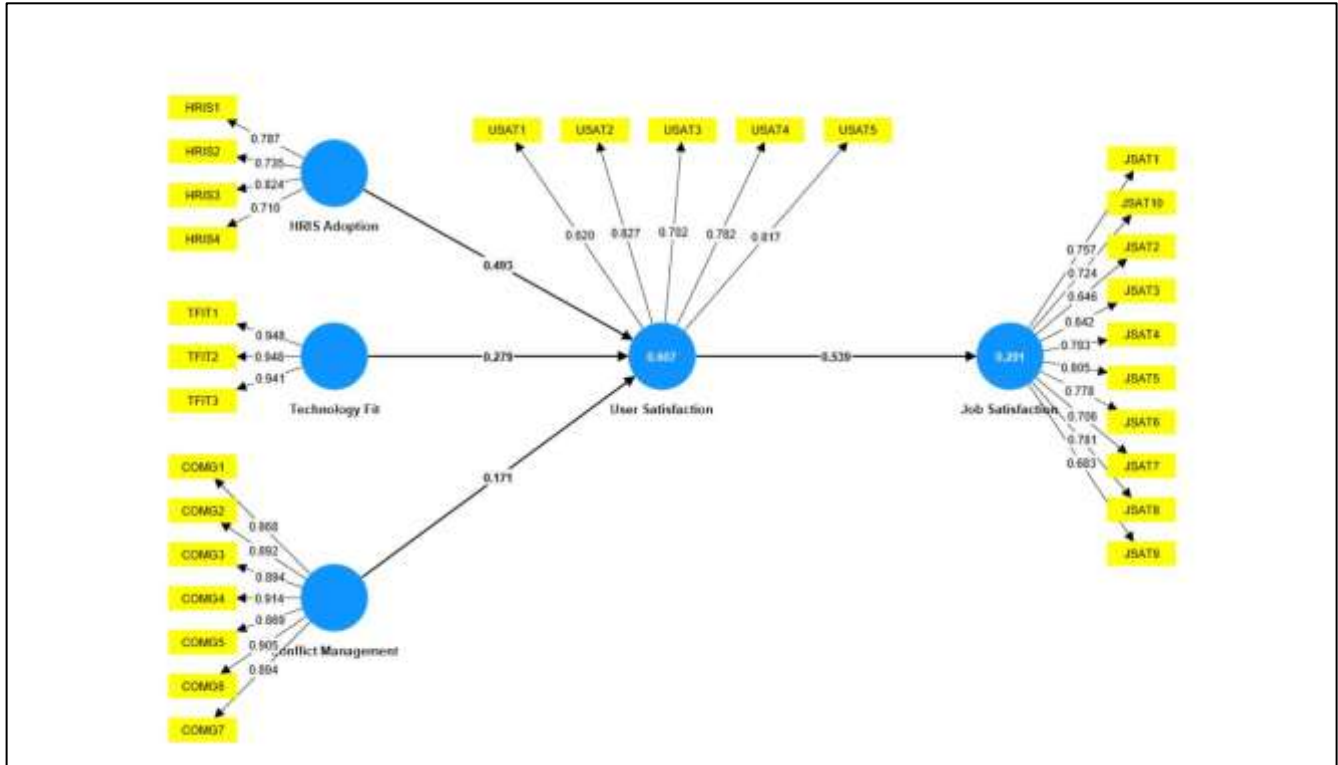
4 RESULTS AND DISCUSSION

4.1. Confirmatory Factor Analysis CFA:

The Confirmatory Factor Analysis shows validity and reliability of constructs used, such as HRIS, conflict management, Technology fit, job satisfaction and user satisfaction. This was performed using a measurement model. The factor loadings meet the recommended threshold values for each item, with almost all above 0.70. However, conflict management has outstanding loading as 0.868 and 0.914. All these results support structural values of the model and confirm the latent construct as presented in Table 1.1.

	Conflict Mgt	HRIS Adoption	Job Satisfaction	Technology Fit	User Satisfaction
COMG1	0.868				
COMG2	0.892				
COMG3	0.894				
COMG4	0.914				
COMG5	0.869				
COMG6	0.905				
COMG7	0.894				
HRIS1		0.787			
HRIS2		0.735			
HRIS3		0.824			
HRIS4		0.71			
JSAT1			0.757		
JSAT10			0.724		
JSAT2			0.646		
JSAT3			0.842		
JSAT4			0.783		
JSAT5			0.805		
JSAT6			0.778		
JSAT7			0.706		
JSAT8			0.781		
JSAT9			0.683		
TFIT1				0.948	
TFIT2				0.948	
TFIT3				0.941	
USAT1					0.62
USAT2					0.827
USAT3					0.702
USAT4					0.782
USAT5					0.817

The strong convergent validity can be seen in the measurement model. However, fewer items have loading slightly low but still within the acceptance range and support the theoretical justification of the study. Overall, high factor loading indicated reliability and validity for the measurement model for the analysis of structural analysis.



4.2. Structural equation modeling (SEM) or path analysis

	R-square	R-square adjusted
Job Satisfaction	0.291	0.289
User Satisfaction	0.607	0.605

Effect Size

	Conflict mgt	HRIS Adoption	Technology Fit	User Satisfaction	Job Satisfaction
Conflict mgt				0.032	
HRIS Adoption				0.494	
Technology Fit				0.086	
User Satisfaction					0.41
Job Satisfaction					

The study analysis presented approximately 61% variance with respect to user satisfaction, which explained the independent variables. The effect size of 0.494 indicated a strong impact in shaping positive experiences. However, explanatory factors for job satisfaction are modest with $R^2 = 0.291$. It means 29% variance of job satisfaction is reported with other factors like workload, managerial support and organisational culture.

4.3. The measurement model

	Cronbach's alpha	Composite (rho c)	reliability	Average variance extracted (AVE)
Conflict	0.957	0.964		0.794
Management				
HRIS Adoption	0.764		0.849	0.586
Job Satisfaction	0.914		0.929	0.566
Technology Fit	0.941		0.962	0.894
User Satisfaction	0.806		0.867	0.568

The convergent validity and internal consistency reliability demonstrated an accepted range of all constructs used in the study. The Cronbach's alpha also reported a high from its threshold value of 0.70. The Composite reliability is also high and acceptable range. However, results support convergent validity and reliability for the measurement model.

4.4. Correlation matrix: (Discriminant validity)

	Conflict mgt	HRIS Adoption	Job Satisfaction	Technology Fit	User Satisfaction
Conflict mgt					
HRIS Adoption	0.494				
Job Satisfaction	0.582	0.345			
Technology Fit	0.783	0.489	0.629		
User Satisfaction	0.657	0.871	0.609	0.691	

The discriminant validity of the used construct is also acceptable, as shown in the correlation matrix. A high level of correlation is reported between HRIS and user satisfaction that is of $r = 0.871$. However, results support latent variables and the validity of the measurement model.

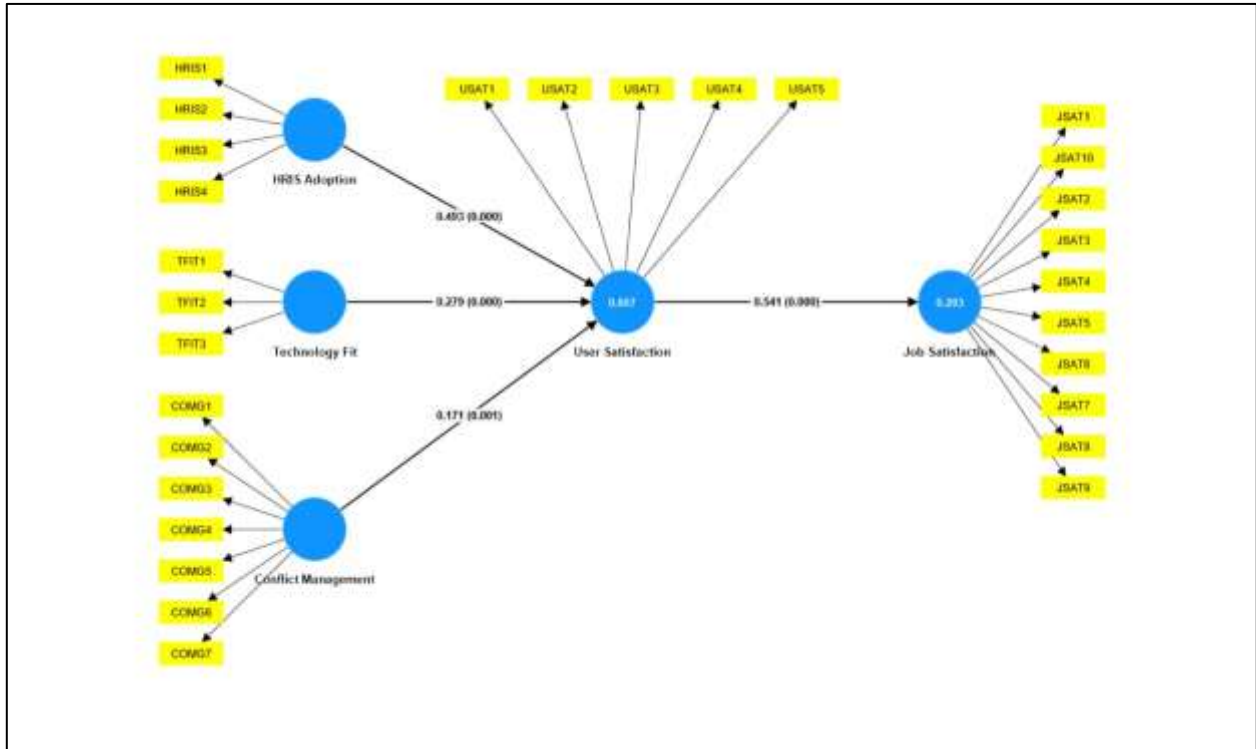
4.5. The structural model

	sample (O)	deviation (STDEV)	(O/STDEV)	values
Conflict Management -> User Satisfaction	0.171	0.050	3.439	0.001
HRIS Adoption -> User Satisfaction	0.493	0.036	13.554	0.000
Technology Fit -> User Satisfaction	0.279	0.048	5.867	0.000
User Satisfaction -> Job Satisfaction	0.541	0.030	17.963	0.000
Technology Fit -> User Satisfaction -> Job Satisfaction	0.151	0.029	5.216	0.000
Conflict Management -> User Satisfaction -> Job Satisfaction	0.093	0.028	3.331	0.001
HRIS Adoption -> User Satisfaction -> Job Satisfaction	0.267	0.022	12.340	0.000

The structural model indicated mediation effects, H5a, H5b, and H5c propose that User Satisfaction mediates the relationships between Conflict Management, HRIS Adoption, and Technology Fit with Job Satisfaction, respectively.

All three mediation paths are statistically significant: Conflict Management \rightarrow User Satisfaction \rightarrow Job Satisfaction ($\beta = 0.093$, $p = 0.001$), HRIS Adoption \rightarrow User Satisfaction \rightarrow Job Satisfaction ($\beta = 0.267$, $p <$

0.001), and Technology Fit → User Satisfaction → Job Satisfaction ($\beta = 0.151, p < 0.001$). These findings provide empirical support for the theoretical model and demonstrate the central mediating role of User Satisfaction in linking system and organizational factors to Job Satisfaction.



5 RESEARCH FINDINGS

The findings of this study provides several guidelines for IT professionals, suggesting that they must prioritize latest technology and HRIS system and Conflict Management strategies at their workplace setting. It is demonstrated that they should consider their employee’s desires and wellbeing so that their satisfaction about their business environment will be enhanced and they assure to consume their full expertise on their jobs. It is emphasized that Technology fit, Conflict Management, and HRIS Adoption have significant impacts on Employee’s Job Satisfaction and develop a successful business environment.

Several research studies have been performed to investigate the positive influence of Technology Fit construct on Information Technology success factors such as effects of user performance on user satisfaction. Recent studies have highlighted that conflict relationships in the Pakistani banking and IT firms is a major issue, which affects both individual and organizational performance badly. For example, Ahmed et al. (2023) revealed that unresolved interpersonal conflicts among IT employees lead to decreased level of job satisfaction and increased turnovers. HRIS facilitates Conflict Management by providing data-driven decision-making tools that reduce biasness and improve fairness, and informed decisions.

HRIS inspires and motivate employees creating unit that works towards common objectives. It is renowned for enhancing employee engagement through streamlined process and personalized support. Through these processes, HRIS promotes a collaborative environment and a culture of mutual respect and trust that ultimately developing employee engagement and Unity. As a result Conflict relationship diminishes and a harmonious business environment is created. Specific training programs are conducted to teach the ability to inspire and motivate employees, promotes a culture of shared goals and collective vision , which is critical in eliminating conflicts that arise from misunderstandings between the personal interests of employees or misaligned goals.

When conflicts are resolved efficiently through HRIS, user satisfaction increases because employees perceive the system as more consistent, reliable and fair(Stone & Lukaszewski, 2009). That, In turn, increases job satisfaction, as employees feel more secure and valued in their work environment, resulting in successfully business organization (Ngai et al., 2008).Specialists who demonstrate Conflict Management strategies and technology adoption create a culture of psychological safety, strengthening employee’s loyalty and performance. Thus, we can say that Conflict Management positively related to User Satisfactions and as a result our research hypothesis is accepted. It is found that HRIS is important factor for promoting positive behavioral outcomes of

employees towards their organization. Organizations with sufficient resources are more passionate about prevailing facilities to adopt HRIS, such as IT infrastructure, training, and technical support (Harlie et al. 2019). This is because a well-designed IT infrastructure is the basic requirement for organizations to implement HRIS (Shet et al. 2021). An adequate and meaningful training design provides necessary information to employees in understanding the urgency to adopt HRIS (Siam and Alhaderi 2019).

Moreover, technical support helps employees in problem solving which arises during the use of HRIS application (Ziebell et al. 2019). Many researchers argued that to secure positive behavioral outcomes, HR managers should also consider the technical knowledge and capability of the employees. They must provide training to all employees about the usage of HRIS to perform their jobs well. Jameson (1999) classified the desired organizational outcomes of Conflict Management into, fairness, satisfaction, effectiveness, and efficiency.

Our study revealed that HRIS adoption positively influences job satisfaction, but User Satisfaction acts as a mediator in this relationship. When employees perceive the HRIS as easy to use and helpful their satisfaction level with the system increases, which in turn boosts their overall job satisfaction. Empirical studies confirmed that user satisfaction acts as a bridge between HRIS adoption and job satisfaction, as employees who are fully satisfied with the system tend to have higher morale and engagement (Kavanagh et al., 2012). Now we can say that User Satisfaction fully mediates the relationship between HRIS Adoption and Job Satisfaction. It is suggested that the collaborative Conflict Management style positively affected user and overall job satisfaction with the decision-making process in virtual Teams. (Paul et al. 2004). Previous Studies revealed that 90% of the researchers respondents were satisfied with the usage of HRIS indicating that the employees are moving ahead towards acceptance of the new system. The results of data analysis in this study proved that HRIS is directly involved to improve employee's Job performance. The more accurately and precisely HRIS applications are used, employee's job performance becomes higher in completing their assigned work that resultantly improve the overall process.

6 CONCLUSION

This paper is focused on a critical global challenge under researched area of practice and implications of Conflict Management strategies by using HRIS software. The main purpose of this paper is to review and synthesize the growing knowledge that examines and integrates the role of IT professionals and top managers presenting a practical view of understanding the role of HRIS adoption in Conflict Management to enhance overall Job Satisfaction. In modern era many organizations are working to improve their functionalities through modern information Systems like HRIS that provides an exclusive opportunity to make improvements in human communication system and Conflict Management. We explored various academic papers, study articles and industry reports that assess (HRIS) impact on workplace conflict employees satisfaction and Job Satisfaction within organizations to increase employee productivity and overall Organizational success.

Interpersonal conflicts in the IT sector can lead to absenteeism and high turnover rates, ultimately compromising organizational efficiency and performance. In the IT sector such conflicts can be particularly damaging as precession teamwork and unified approach are essential for success in this organization. To conclude this research, we conducted an extensive review and critical analysis of Conflict Management, HRIS Adoption, Technology Fit and User Satisfaction by using (UTAUT) model as an integrative theoretical framework that incorporates and extends past research on this topic. The final results of data analysis of this study proved that HRIS is directly related to employee's Job performance. The more accurate and precise the HRIS application, the higher the employee's performance in completing their tasks and improving the overall process. Finally we conclude this research study by proving analytically that Human Resource Information System (HRIS) plays a vital role in managing interpersonal Conflicts and increase Job Satisfaction by satisfying employee's needs and well being that enhance overall Organizational success.

7 Future Recommendations

Despite substantial research into HRIS, numerous key areas are not explored properly. There is no significant research on how HRIS can handle complex and multifaceted workplace conflicts, or how predictive analytics of HRIS can be used for real-time Conflict Management. The effect of HRIS on long-term Conflict Management and employee relations has not been properly investigated. There is a scarcity of research papers that explains the direct effects of HRIS in Conflict Management. Furthermore, there are less studies on how HRIS promotes conflict avoidance techniques and related with other Conflict Management strategies. Also, the role of HRIS in decision-making processes, as well as its usefulness in small organizations as received little attention. This analysis requires the necessity of ongoing research to address underexplored topics and to examine the multidisciplinary and diverse aspects of HRIS.

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