Exploring the Role of Behavioral Intention in the Psychological Adoption of HRIS and Its Impact on Employee's Job Satisfaction

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Abstract

Human resource information systems are regarded as the turning point in the evolution of human resources operations because they have improved workflows, eliminated repetitive tasks, and introduced data-driven decision-making. The effective implementation of HRIS is largely dependent on the psychological adoption of the personnel, which is influenced by their behavioral intention. Technical competence is just a partial predictor of this. This research uses the Unified Theory of Acceptance and Use of Technology (UTAUT) extension model to explain behavioral intention to adopt HRIS. Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, and Hedonic Motivation are important constructs that are studied in relation to HRIS adoption. Additionally, the current study investigates how employee Job Satisfaction leads to organizational innovation through behavioral intention to use HRIS. To validate the conceptual model and test the proposed hypotheses, data collected from 396 employees of various firms was analyzed using SEM-PLS and SPSS. The results show that the most important drivers of behavioral intention are hedonic motivation and performance anticipation, and that behavioral intention plays a crucial mediating role between employee innovation and HRIS adoption. In order to optimize HRIS adoption and its innovative potential, practical implications indicate that firms should prioritize user-friendly designs, sufficient training, and managerial support. By bringing psychological and technological viewpoints on HRIS adoption into harmony and emphasizing the part behavioral intention plays in fostering Job Satisfaction, this study makes such advances.

Keywords: Human Resource Information System, UTAUT extension, Employee's Job Satisfaction, Behavioral Intention, Technology adoption, psychological perspectives

Introduction

The adoption of Human Resource Information Systems has gained much attention in recent years because of its potential to transform workplace efficiency and employee Job Satisfaction. As organizations rely more on technology to streamline human resource functions, the adoption of HRIS by employees is a critical factor that influences the success of HRIS. This paper examines the psychological acceptance and adoption of Human Resource Information System and its influence on employee Job Satisfaction, providing further insight into how technology acceptance may contribute to organizational innovation. An HRIS is an integrated system that harmonizes human resource management (HRM) practice and information technology (IT) in employee data management, enhancing the efficiency of the organization as well as helping the organization to take a more strategic and effective approach toward decision making. HRIS initially began as an employee records-keeping system, but the sophisticated version nowadays includes workforce planning, talent acquisition, training, development, compensation, and even rewards (Ngai & Wat, 2006). Recent developments have further enhanced the capabilities of HRIS, making it an essential part of modern HR strategies (Bamel et al., 2021). There is growing adoption of HRIS on account of information centralization, routine tasks automated, and providing the ability for data-driven decisions. However, psychological acceptance at the employee's end is required, along with HRIS technical capacity, to effectively incorporate the system in daily workflows.

Psychological Adoption of HRIS

An employee's mental preparedness and willingness to embrace new technology in the workplace is known as psychological acceptance. According to the Unified Theory of Acceptance and Use of Technology model, a person's propensity to adopt technology is influenced by a number of factors, including perceived usefulness, ease of use, and social impact (Venkatesh et al., 2003). Psychological adoption is significant in the context of HRIS since employee perceptions of the system impact how well it is used (Maamari & Osta, 2021). Employees who psychologically adopt HRIS are more likely to explore its functionalities, integrate it into their tasks, and leverage its capabilities to enhance their performance. This mental alignment with HRIS may make the employee feel empowered and be able to concentrate more on creative problem-solving and innovation.

HRIS and Job Satisfaction

In a workplace, Job Satisfaction is a powerful stimulant of success in an organization, especially now when the business world is competitive and dynamic. Innovative employees are contributors to innovative solutions, improved processes, and novel products or services (Amabile, 1996). A study shows that technology, as represented by HRIS, acts as an enabler of Job Satisfaction through the automation of mundane work and providing human resources with everything they need for higher-order thinking (Ibrahim et al., 2021). If employees psychologically accept HRIS, then they are likely to use it effectively and create new ideas. For instance, the use of HRIS allows employees to have real-time access to training modules, performance feedback, and collaboration tools, which can stimulate new ideas and approaches. In addition, the data-driven insights that the HRIS will generate can be used by the employees to make informed decisions and stimulate creative problem-solving.

Literature review

As a result, the integration of Human Resource Information Systems (HRIS) has transformed human resource management by increasing organizational efficiency, automating repetitive operations, and improving decision-making. For HRIS to be implemented, the behavioral desire to adopt it—which is impacted by a number of organizational, individual, and technological factors—is crucial. Furthermore, because HRIS has the ability to spur innovation in businesses, there is increasing interest in how it affects employee Job Satisfaction. The most significant findings in the gaps pertaining to HRIS adoption and its effect on Job Satisfaction will be highlighted in this review, which will combine the theoretical and empirical research. Venkatesh et al. (2003) identified four constructs—performance expectancy, effort expectancy, social influence, and facilitating conditions—that impact the adoption of technology in their Unified Theory of Acceptance and Use of Technology (UTAUT).

Performance Expectancy (PE): The extent to which an individual believes that the use of HRIS will enhance his job performance. As proved by the researches done by Pombo and Gomes (2022) and Khan et al. (2021), performance expectancy is the most robust predictor of HRIS adoption both in the developed and the developing economies. Therefore, the authors proposed hypothesis

H_1: There is significant relationship between Performance expectancy and Behavior intention to adopt Human Resource Information System

Effort Expectancy (EE): The greater the perceived ease of using HRIS, the more it would be adopted. Employees are willing to adopt systems if they are less difficult to learn and require minimum effort (Ngai & Wat, 2006). An effort expectancy-enhancing interface and design simplify the task and increase its adoption rate (Thomas et al., 2020). Therefore, the authors proposed hypothesis

H_2: There is significant relationship between Effort expectancy and Behavior intention to adopt Human Resource Information System

Social Influence (SI): The extent to which individuals believe that others, particularly peers or superiors, expect them to use HRIS. According to Bamel et al. (2021), social influence is an important factor in organizations where top management actively promotes HRIS. Therefore, the authors proposed hypothesis

H_3: There is significant relationship between Social Influence and Behavior intention to adopt Human Resource Information System

Facilitating Conditions (FC): The availability of resources, infrastructure, and support systems to use HRIS effectively. Ibrahim et al. (2021) found that facilitating conditions, such as IT support and access to training, significantly enhance behavioral intention and actual usage. Therefore, the authors proposed hypothesis

H_4: There is significant relationship between Facilitate Conditions and Behavior intention to adopt Human Resource Information System

Hedonic Motivation (HM): Hedonic motivation is the enjoyment or pleasure derived from using technology. In the case of HRIS, it is a crucial determinant of employees' behavioral intention to adopt the system. According to Venkatesh et al. (2012) in UTAUT2, employees are more likely to adopt HRIS if they find it engaging, interactive, or enjoyable. According to Ibrahim et al. (2021), features such as user-friendly interfaces and gamified tools increase hedonic motivation, making the adoption of HRIS more attractive. Hedonic motivation also triggers Job Satisfaction because employees will be able to explore and utilize the more complex features of the system, as Bamel et al. (2021) have said. When the use of HRIS is enjoyed, employees will dig deeper into the system and will find new ways of solving problems and making things better. Therefore, the authors proposed hypothesis

H₅: There is significant relationship between Hedonic Motivation and Behavior intention to adopt Human Resource Information System

Adoption of Human Resource Information System

Behavioral intention is defined as the motivation or willingness to undertake a particular behavior. In this study the adoption of HRIS, the Technology Acceptance Model by (Davis, 1989) is one of standalone model, suggesting that the two main antecedents of Behavioral Intention Are Performance Expectance and Effort Expectancy. Studies by Ngai and Wat (2006) and Maamari and Osta (2021) point out that employees are likely to embrace HRIS if they perceive it as improving their job performance and is easy to use. However, TAM also does not exhaust the factors influencing behavioral intention. For example, technology self-efficacy refers to the degree to which a person believes that he or she can use HRIS effectively, and it has been considered one of the important predictors of adoption (Florkowski, 2020). According to Bamel et al. (2020), organizational support is a determinant of positive behavioral intention. It has been debate that employees who are given appropriate training and experience a supportive work environment are likely to adopt HRIS more readily. The connection between behavioral intention and Job Satisfaction lies in the way HRIS creates an environment that is amenable to innovation. According to Maamari and Osta (2021), employees with a strong behavioral intention to use HRIS often make use of the tools of HRIS for strategic thinking and innovative problem-solving. The automation of routine tasks by HRIS enables employees to engage in creative activities, thus improving the overall Job Satisfaction at the workplace (Shahreki & Lee, 2024). More than this, research by (Giancaspro et al., 2022) state that behavioral intention actually impacts Job Satisfaction through encouraging employees to experiment with the more sophisticated features of HRIS, including data analytics and collaboration tools, for producing novel ideas and solutions. In other words, cultivating a high behavioral intention via designs that are user-friendly, adequate training, and supportive managers is important in inspiring Job Satisfaction in organizations. Therefore, the authors proposed hypothesis

H₆: There is significant relationship between Behavior intention to adopt Human Resource Information System and Job Satisfaction.

Conceptual Model
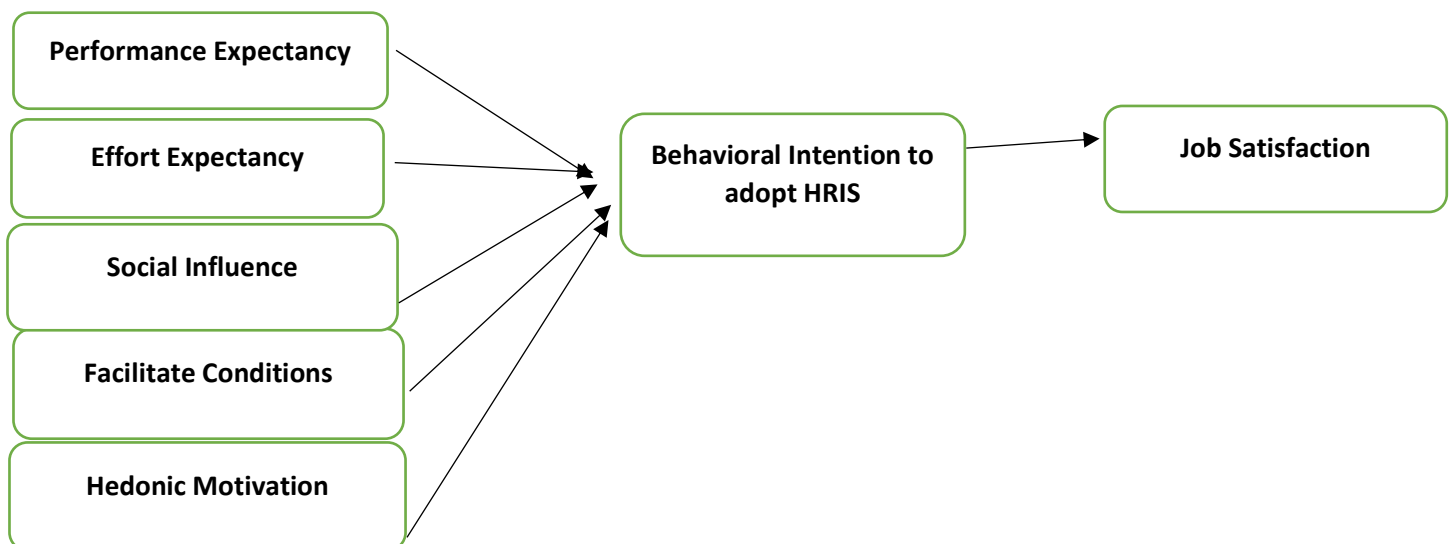
Sources: Created by Authors

Research Methodology

Instruments

An amended version of the UTAUT questionnaire was implemented in this research. All moderators are emitted by the determinant of focusing on a main determinant toward the acceptance of HRIS. There were 31 questions in the questionnaire, consisting of seven questions to profile and filter the participant by their years of experience and 27 questions based on the UTAUT model, adopted from the previous studies to achieve the validity of the instrument's measurement as described in Table 1. Each question had a Likert scale with six possible responses, from Strongly Disagree (1) to Strongly Agree (5).

This study will be conducted on various firms, only involving management-level employees that meet the criteria of being a permanent employee for more than 1 year. In total, 441 responses were meet the criteria and 396 responses were received. The response rate for this study is 100% for the fulfillment of gathering responses on HRIS acceptance on the company. As shown in Figure 2, the employees received the invitation to answer the question related to their experience after using the HRIS. Answering the questionnaire was voluntary, although employees were kindly reminded to complete the data by approaching their manager to support the submission of the survey.

Data Collection
The data was gathered by making use of an online poll, which was formulated based on the structured questionnaire following the survey methods to achieve a responsive version and instantaneous access to the datasets with the aim to gather quantitative data as this survey method is considered one of the most appropriate tools (Wallwey & Kajfez, 2023). This study was conducted from October to December of the year 2024. The information collected is later summarized and analyzed towards providing the final research result by cleaning the profile data and processing the question based on the UTAUT model.

Data Analysis
This researcher utilized SEM PLS and SPSS in determining the relationship between each determinant on the UTAUT scale. SEM gained popularity as it could be used simultaneously for both the outer model and structural model, thus, holding the possibility of providing the chance to fit a theoretical model and to assess its fit using empirical data (Ali Memon et al., 2021; Syahrir et al., 2020; Tarka, 2018). Additionally, the HRIS literature stresses the use of alternative approaches depending on the type of study, normality, and sample size. The reliability of the data gathered is assessed through Cronbach's Alpha Reliability Test and Composite Reliability Test. To establish the validity of the constructs, convergent validity was estimated using Average Variance Extracted (AVE).

Result
The study of this research indicates that the UTAUT model is a useful framework for analyzing the acceptance of HRIS among employee's behavior intention to adopt technology.

Table1. Demographic Profile of Respondents

Demographic	Percentage	Frequency
Age		
18-25	21.80%	98
26-35	52.60%	236
36-45	23.80%	107
46-55	1.80%	8
Gender		
Male	71.20%	317
Female	28.50%	127
Experience		
0-1 year	6.50%	29
1-3 years	17.90%	80
3-5 years	28.20%	126
6 years and above	47.40%	212
Annual Income		
less than 1,00,000	5.60%	25
1-3 lakh	8.30%	37
3-5 lakh	24.50%	109
6 lakh and above	61.60%	274

Sources: Created by Authors

Common Method Bias

Harman's Single Factor Test: Common Method Bias (CMB) occurs when measurement artifacts, frequently brought on by survey design errors or respondent habits, skew the true correlations between variables. By conducting an exploratory factor analysis (EFA) without rotation and determining if a single factor accounts for the majority of the variance, Harman's Single Factor Test is a popular technique for detecting CMB. Podsakoff et al. (2003) state that CMB is a worry if one factor explains more than half of the variance. CMB is not a significant problem, as shown by the table's first factor, which accounts for 46.88% of the variation and is below the crucial threshold (Podsakoff et al., 2003; Fuller et al., 2016).

Table 2. Harmon Single Factor Test

	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.660	46.888	46.888	12.144	44.979	44.979
2	2.001	7.411	54.299			
3	1.602	5.935	60.234			
4	1.280	4.742	64.976			
5	1.009	3.737	68.713			
6	0.795	2.946	71.659			
7	0.752	2.785	74.444			
8	0.620	2.295	76.739			
9	0.587	2.176	78.915			
10	0.525	1.946	80.860			
11	0.473	1.753	82.614			
12	0.445	1.647	84.261			
13	0.418	1.548	85.809			
14	0.393	1.456	87.265			
15	0.383	1.419	88.685			
16	0.360	1.332	90.017			
17	0.330	1.221	91.238			
18	0.295	1.092	92.330			
19	0.289	1.071	93.401			
20	0.282	1.045	94.446			
21	0.259	0.959	95.405			
22	0.253	0.936	96.342			
23	0.229	0.849	97.191			
24	0.212	0.786	97.977			
25	0.196	0.725	98.703			
26	0.184	0.680	99.383			
27	0.167	0.617	100.000			

Source(s): Created by Authors

Measurement Model

This model helps in analyzing whether the experimental variables are effective in assessing inactive variables. In other words, when creating path models, it is crucial to decide whether to use a multiple-item or single-item measure and whether to measure the components reflectively or formatively (Hult, Ringle, Sarstedt, and Hair, 2022).

Table 3. Reliability and Validity Analysis

Constructs	Loadings	AVE	CR	α
Performance Expectancy (PE)		0.705	0.877	0.788
PE1	0.865			
PE2	0.886			
PE3	0.762			
Effort Expectancy (EE)		0.775	0.912	0.855
EE1	0.885			
EE2	0.872			
EE3	0.884			
Social Influence (SI)		0.626	0.87	0.813
SI1	0.752			
SI2	0.723			
SI3	0.823			
SI4	0.859			
Facilitate Conditions (FC)		0.729	0.915	0.876
FC1	0.865			
FC2	0.864			
FC3	0.878			
FC4	0.804			
Hedonic Motivation (HM)		0.823	0.933	0.893
HM1	0.903			
HM2	0.905			
HM3	0.914			
Employee's Job Satisfaction		0.759	0.94	0.92
JS1	0.848			
JS2	0.892			
JS3	0.874			
JS4	0.87			
JS5	0.871			
Behavioral Intention (BI)		0.801	0.923	0.876
BI1	0.9			
BI2	0.873			
BI3	0.911			

Note(s): α = Cronbach's alpha; AVE= Average Variance Equation, CR= composite reliability.
P< 0.05. SRMR = 0.067 which is below 0.08 as per the criteria. NFI is above 0.8.
Source(s): Created by Authors

Table 3. Illustrate the data analysis represents the Fornell-Larcker criterion used to assess discriminant validity in Structural Equation Modeling. By measuring what it is supposed to measure and not overlapping with other constructs, discriminant validity guarantees that each construct in the model is distinct and distinctive from the others. 1. Values that are diagonal (bold): For every construct, these represent the square root of the Average Variance Extracted (AVE). These figures show how much of the variance in the construct's own indicators can be explained. For example, "Behavioral Intention" has a square root of AVE of 0.899. These are the relationships that exist between various conceptions. For example, "Behavioral Intention" and "Performance Expectancy" have a 0.664 association. According to this criterion, each construct's square root of AVE (diagonal value) must be higher than its correlations (off-diagonal values) with any other construct. This indicates that a construct's association with its own objects is stronger than that of other constructs in the model. In the case of "Behavioral Intention," discriminant validity is demonstrated by the diagonal value (0.899), which is higher than all other correlations in its row and column (e.g., 0.664, 0.617, etc.). The same principle also holds true for other constructs, such as "Social Influence" (diagonal value 0.791). The model's discriminant validity is met if every concept in the table satisfies this requirement. In other words, it would suggest that every construct is unique and does not share its measured notions

Table 4. Discriminant Validity Test

Construct	Behavioral Intention	Employee's Job Satisfaction	Effort expectancy	Facilitate Conditions	Hedonic motivation	Performance expectancy	Social Influence
BI	0.895						
Employee's Job Satisfaction	0.597	0.871					
EE	0.617	0.651	0.880				
FC	0.659	0.683	0.712	0.854			
HM	0.644	0.671	0.651	0.758	0.907		
PE	0.654	0.636	0.733	0.702	0.678	0.839	
SI	0.595	0.532	0.563	0.673	0.634	0.637	0.791

Structured model Assessment
In the structural model, which shows the connections between the latent variables, it shows the constructs and their route linkages. The arrangement and arrangement of the constructs are dictated by theory, the body of knowledge and experience of the researcher, or both. When path models are being created, the order is from left to right. The variables on the left are independent variables in the route model, while any variable on the right is a dependent variable. Additionally, the variables on the left are shown as preceding and sequentially anticipating the ones on the right. Conversely, the variables that are located in the middle of the route model (between the variables that only act as independent or dependent variables) operate as both independent and dependent variables. In the structural model, these variables serve as both independent and dependent variables.

Table 5. Path Coefficient Test

Hypothesis	Relationship	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Remark
H1	**PE -> BI**	0.216	0.074	2.89	0.004	Significant
H2	**EE -> BI**	0.148	0.063	2.385	0.017	Significant
H3	**SI -> BI**	0.094	0.041	2.035	0.042	Significant
H4	**FC -> BI**	0.284	0.06	4.746	0.00	Significant
H5	**HM -> BI**	0.149	0.066	2.336	0.02	Significant

Source(s): Created by Authors

Notes(s): M= mean, BI= Behavioral Intention, STDEV= standard Deviation, EE= Effort Expectancy, PE= Performance Expectancy, SI= Social Influence, FC= Facilitate Conditions, HM= Hedonic Motivation, p<0.05, $R^2 = 0.486$, $Q^2 = 0.447$ of Behavioural intention to adopt HRIS, and Job Satisfaction's $R^2 = 0.313$, $Q^2 = 409$.

The path coefficient of the construct is displayed in Table 4. Using the UTAUT model, the table examines the adoption of HRIS and illustrates the connection between behavioural intention (BI) and a number of parameters, including performance expectancy, effort expectancy, social influence, facilitating conditions, and hedonic motivation. The considerable influence of Performance Expectancy (PE → BI) (M = 0.216, T = 2.89, P = 0.004) suggests that customers are more inclined to embrace HRIS if they believe it will increase performance. Additionally noteworthy is Effort Expectancy (EE → BI) (M = 0.148, T = 2.385, P = 0.017), indicating that adoption is aided by simplicity of use. According to Social Influence (SI → BI) (M = 0.094, T = 2.035, P = 0.042), peer support has a favourable impact on the adoption of HRIS. The biggest influence is shown by Facilitating Conditions (FC → BI) (M = 0.284, T = 4.746, P = 0.000), demonstrating that adequate resources and support increase the likelihood of adoption. According to Hedonic Motivation (HM → BI) (M = 0.149, T = 2.236, P = 0.026), user engagement is increased by an engaging and interactive system. In line with the findings of Hadziroh Ibrahim et al.,2023), who investigated the effects of technostress and IT support on HRIS user satisfaction, the study comes to the conclusion that Performance Expectancy and Hedonic Motivation are the most important determinants of Behavioural Intention.

Mediation Analysis

Mediation analysis assists in determining whether the link between an independent variable (IV) and a dependent variable (DV) can be explained by a third variable (mediator). The bootstrapping method is used in SmartPLS to evaluate mediation by looking at both direct and indirect effects.

Table6.

Relationship	Indirect Effect between Path Coefficient	SE	T stats	P values	Relationship	Direct Effect between Path Coefficient	SE	T stats	P values	Mediation
PE -> BI -> JS	0.122	0.045	2.61	0.009	PE -> BI	0.216	0.074	2.89	0.004	Partial
EE -> BI -> JS	0.082	0.035	2.372	0.018	EE -> BI	0.148	0.063	2.385	0.017	Partial
SI -> BI -> JS	0.052	0.022	2.048	0.041	SI -> BI	0.094	0.041	2.035	0.042	Partial
FC -> BI -> JS	0.159	0.038	4.132	0	FC -> BI	0.284	0.06	4.746	0	Partial
HM -> BI -> JS	0.082	0.036	2.384	0.017	HM -> BI	0.149	0.066	2.336	0.02	Partial

Source(s): Created by Authors
Note(s): BI= Behavioural Intention, JS= Job Satisfaction, EE= Effort Expectancy, PE= Performance Expectancy, SI= Social Influence, FC= Facilitate Conditions, HM= Hedonic Motivation, p<0.05

Full mediation takes place if the direct effect becomes non-significant, while partial mediation is suggested if the indirect effect is significant (p < 0.05) but the direct effect is still significant (Hair et al., 2021). Although partial mediation is visible in all associations, the table demonstrates significant indirect effects (p < 0.05), which confirm mediation, because the direct effects are still significant. This indicates that although the mediator contributes to the explanation of the relationship, the dependent variable is still influenced directly by other factors. Hair and colleagues, 2021; Baron and Kenny, 1986).

Table 7. NCA Table

Values

	Job Satisfaction	EE	FC	HM	PE	SI
0.00%	-1.145	NN	NN	NN	NN	NN
10.00%	-0.683	NN	NN	NN	NN	NN
20.00%	-0.221	NN	NN	NN	NN	NN
30.00%	0.242	NN	NN	-1.299	NN	NN
40.00%	0.704	NN	-1.074	-1.086	NN	NN
50.00%	1.167	-1.03	-0.587	-0.874	-0.807	NN
60.00%	1.629	-0.726	-0.101	-0.662	-0.262	NN
70.00%	2.092	-0.422	0.386	-0.45	0.284	NN
80.00%	2.554	-0.119	0.873	-0.238	0.83	NN
90.00%	3.017	0.185	1.36	-0.026	1.376	-0.923
100.00%	3.479	0.489	1.846	0.186	1.922	0.346

Percentages

	Job Satisfaction	EE	FC	HM	PE	SI
0.00%	-1.145	0	0	0	0	0
10.00%	-0.683	0	0	0	0	0
20.00%	-0.221	0	0	0	0	0
30.00%	0.242	0	0	21.594	0	0
40.00%	0.704	0	16.967	21.594	0	0
50.00%	1.167	19.023	30.334	27.763	28.021	0
60.00%	1.629	29.82	56.555	27.763	42.674	0
70.00%	2.092	40.36	73.008	30.591	67.609	0
80.00%	2.554	60.925	86.889	36.247	77.121	0
90.00%	3.017	66.581	88.946	36.247	91.517	29.563
100.00%	3.479	72.237	92.288	62.211	94.344	54.242

Notes: BI= Behavioural Intention, JS= Job Satisfaction, EE= Effort Expectancy, PE= Performance Expectancy, SI= Social Influence, FC= Facilitate Conditions, HM= Hedonic Motivation, $p<0.05$

This table maps the latent variable (LV) scores for each element taken into consideration in the model and shows how Job Satisfaction levels fluctuate throughout a range of rising value thresholds (from 0.0 to 1.0). Effort Expectancy (EE), Hedonic Motivation (HM), Performance Expectancy (PE), Facilitating Conditions (FC), and Social Influence (SI) are some of these latent variables. At a specific threshold level, the scores show how much each variable contributes to originality. The symbol "NN" (Not Necessary) indicates that a certain latent variable has no discernible effect on Job Satisfaction at that level. For example, the Job Satisfaction score rises to a positive value (0.242) at a threshold of 0.3, but Hedonic Motivation scores significantly (-1.299), indicating that it plays a critical role in the formation of Job Satisfaction at this point. This pattern persists at higher value thresholds, where factors like Hedonic Motivation and Facilitating Conditions start to exert a more noticeable influence, suggesting that the factors that motivate Job Satisfaction change as value rises.

This result is consistent with the findings of Ibrahim et al. (2021), who showed that while utilizing Human Resource Information Systems (HRIS), psychological and contextual elements like motivation and system support significantly influence user outcomes like Job Satisfaction and job involvement. A similar analytical technique was used in their study, which was published in Kyber netes, to investigate the relationship between latent components and performance results. This table provides a better understanding of the weight or influence of each variable on Job Satisfaction over the same value range by converting the latent

variable scores into their corresponding percentage contributions. The contributions from all latent factors are given as zero at lower percentages, suggesting little to no influence on Job Satisfaction. However, certain variables start to make a significant contribution as the percentage thresholds rise. At the 0.4 level, for instance, Hedonic Motivation contributes 21.594% and Facilitating Conditions 16.967%, highlighting their increasing importance in fostering innovative results. The notion that Job Satisfaction in technology-related situations is multidimensional and changes as users interact more extensively with systems and resources is supported by these percentages, which imply that some latent elements only become active drivers of Job Satisfaction at mid-to-high value levels.

Table 8. NCA Effect Size

	Effect size	Obs. above ceiling	Accuracy	Slope	Intercept	Condition inefficiency	Outcome inefficiency	Rel. inefficiency	Abs. inefficiency
EE	0.088	3	99.229	1.522	2.735	67.7	45.494	82.394	19.532
FC	0.233	6	98.458	0.95	1.725	27.014	36.06	53.333	10.517
HM	0.102	8	97.943	2.181	3.074	72.157	26.402	79.508	20.609
PE	0.2	5	98.715	0.847	1.851	29.374	43.281	59.942	12.151
SI	0.03	0	100	0.364	3.353	48.554	88.494	94.081	12.35

Notes: BI= Behavioural Intention, JS= Job Satisfaction, EE= Effort Expectancy, PE= Performance Expectancy, SI= Social Influence, FC= Facilitate Conditions, HM= Hedonic Motivation, $p<0.05$

Table 9. CR FDH

Constructs	Original effect size	95.00%	Permutation p value
EE	0.088	0.017	0
FC	0.233	0.028	0
HM	0.102	0.024	0
PE	0.2	0.02	0
SI	0.03	0.021	0.029

Note(s): BI= Behavioural Intention, JS= Job Satisfaction, EE= Effort Expectancy, PE= Performance Expectancy, SI= Social Influence, FC= Facilitate Conditions, HM= Hedonic Motivation, $p<0.05$

Discussion and Conclusion

The psychological adoption of HRIS and its impact on employee Job Satisfaction are examined in this study, with behavioral intention acting as a crucial mediating component. The analysis offers important insights into how different constructs like Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, and Hedonic Motivation contribute to the acceptance of HRIS. It is guided by the Unified Theory of Acceptance and Use of Technology (UTAUT) extension model. The results show that the two most important predictors of a behavioral intention to adopt HRIS are performance expectancy and hedonic motivation.

For instance, a perceived significant performance improvement or an interaction that is interactive and enjoyable promotes more willing adoptions of the system. A good example to support this is having modules that give a gamification experience or interface that is so friendly to operate. Similarly, Facilitating Conditions such as IT support and adequate training provide an environment that supports acceptance & adoption of technology. All these factors ensure that employees are confident and equipped to use HRIS effectively. Behavioral intention, as shown in this study, is a significant driver of employee Job Satisfaction. The automation of routine tasks by HRIS allows employees to focus on higher-order thinking, such as innovative

problem-solving and strategic decision-making. The people who hold a positive behavioral intention are more likely to explore features including real-time analytics, personalized feedback, and collaborative tools in advanced HRIS. These explorations generate Job Satisfaction as they help employees create new ideas, make workflow improvements, and develop innovative solutions for organizational problems. The study further reflects the aspect that social influence could drive HRIS adoption. Active encouragement from top management and peer's influences HRIS usage more significantly when a perception of social influence in relation to their shared goals from the organization builds up within an employee. Lastly, HRIS inclusion in regular functions promotes the establishment of an innovation culture as technology enables capabilities corresponded with potential of Job Satisfaction of employees. Overall, the research provides an integral understanding of psychological and technological aspects of HRIS adoption with respect to behavioral intention and organizational innovation.

Theoretical Consequences

In integrating Job Satisfaction as an outcome of HRIS adoption, this research contributes to the theoretical development of technology acceptance models. Through using the UTAUT framework, the study calls attention to behavioral intention as an intervening variable mediating the distance between technology adoption and organizational innovation. The findings underscore the role of Hedonic Motivation, a construct from the extended UTAUT2 model, in driving HRIS adoption. This shows that traditional predictors like Performance Expectancy and Effort Expectancy must be complemented by factors that address the user experience and emotional engagement of employees. In addition, this study extends the scope of HRIS research by linking behavioral intention to employee Job Satisfaction. This linkage offers insight into how adoption of technology may lead to innovation, allowing a new lens to be viewed upon the strategic value of HRIS in an organization. The framework developed above may be the foundation for further research to develop more constructs or moderating variables that impact the relationship between work-related outcomes and HRIS adoption.

Practical Implications

For organizations, the study therefore offers actionable recommendations for maximizing HRIS adoption and effectiveness. First and foremost, organization needs to design and implement HRIS in such a manner that it serves the purpose for both functionality as well as engages the employees on the intuitive lines. Investing user-friendly interfaces or gamified elements could be major enhancers for hedonic motivation to adopt it among employees. Proper training and available resources would assure that the employee would feel self-confident about making proper utilization of HRIS. Continuous IT support, modules to learn training, and practice facilities would make things work smoothly in organizations. The facilitation condition, among other factors, also overcomes the resistances related to the technology. There is social influence which determines management's part in adopting HRIS. The leaders and supervisors should openly advocate the merits of the use of HRIS, offer a friendly environment, and lead by example. All these would indicate a top-down approach to encouraging innovation and teamwork; getting the employees inspired to explore the advanced features of the system would be even easier.

Lastly, organizations should utilize HRIS to establish a data-driven workplace that equips employees to make decisions and develop innovative solutions. Through this integration of HRIS capabilities with organizational objectives, organizations can enhance productivity, innovation, and performance in general.

Limitations

As a result, this study offers numerous insights, but it also has limits, which are addressed below: Because the study solely looks at administrative personnel, its conclusions might not apply to workers in other non-textile categories. The study's findings are less inclusive in their generalizability since employees at different hierarchical levels may have varied experiences with and attitudes toward HRIS. In particular, because cultural factors are known to impact social influences and behavioral intent, the current study is conducted inside a specific organizational and cultural context, which may have an impact on how broadly the results can be applied. The purpose of cross-cultural research is to determine whether these results are consistent across different contexts. Additionally, the study's data is based on self-reported information obtained through surveys. In these circumstances, social desirability bias or recollection bias may be more prevalent. By adding objective data, such usage logs and system performance indicators, to respondents' responses, more research on the issue could be beneficial. The adoption of HRIS and Job Satisfaction as a primary result was the study's last focus. Other potential outcomes that could provide a more comprehensive knowledge of HRIS deployment, such as job satisfaction, employee engagement, or organizational success, were not investigated

Conclusion

The study's conclusions highlight how HRIS might revolutionize contemporary businesses. The relationship between HRIS adoption and employee Job Satisfaction is found to be significantly mediated by behavioral intention, highlighting the necessity for firms to address both psychological and technological variables. Employees are more likely to embrace HRIS and take advantage of its creative output possibilities if they believe it to be helpful, simple to use, and pleasant. Both performance expectations and enabling conditions, such as strong IT support, required training, and resources, can be taken by

organizations. Therefore, hedonic incentive should not be disregarded; having user-friendly interfaces or a positive experience with the HRIS boosts employees' readiness to embrace it, and businesses can best unleash the creative potential by fostering an innovative and collaborative environment. Because it incorporates Job Satisfaction into the UTAUT framework and emphasizes the importance of purpose as a mediator, this study adds to the body of current material. These results could serve as the foundation for future study that examines the organizational, industrial, and cultural characteristics that influence HRIS adoption and innovation.

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