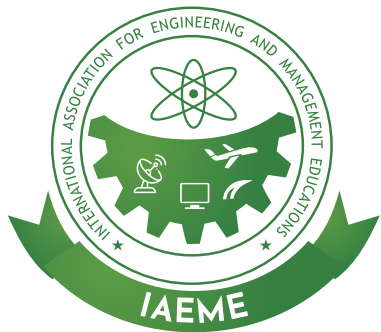




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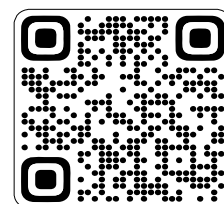


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EVALUATING THE IMPACT OF HUMAN RESOURCE INFORMATION SYSTEMS ON ORGANIZATIONAL EFFICIENCY IN IT FIRMS IN INDIA: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

A. Keerthana Devi¹

Research Scholar, PG & Research Department of Management Studies
Maruthupandiyar College of Arts and Science, Affiliated to Bharathidasan University,
Thanjavur, Tamil Nadu – 613403, India.

Dr. A. M. A. Jenita²

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

ABSTRACT

This study investigates the mediating function of employee engagement in the impact of Human Resource Information Systems (HRIS) on organisational efficacy in Indian IT firms. The findings of the study, which utilised Partial Least Squares Structural Equation Modelling (PLS-SEM) and 380 employee responses, indicate that HRIS has a substantial impact on organisational efficacy, both directly and indirectly, through employee engagement. In addition to enhancing operational efficacy and decision-making, the deployment of HRIS also encourages increased employee engagement and commitment, which in turn leads to superior organisational

performance. The study makes a valuable contribution to the HRIS literature by emphasising the importance of engagement as a critical mechanism that connects the adoption of technology to efficiency outcomes. Practical implications indicate that IT firms should augment HRIS implementation with strategies to enhance employee engagement, thereby optimising organisational outcomes.

Keywords: Human Resource Information Systems, Employee Engagement, Organizational Efficiency, PLS-SEM, IT Firms, India

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1. INTRODUCTION

In the current digital economy, information technology (IT) firms in India are facing an increasing amount of pressure to achieve organisational efficiency while simultaneously engaging and retaining talent. By incorporating technology into the human resource management (HRM) function, human resource information systems (HRIS) have become a critical enabler of this dual objective. HRIS enables the rapid access of data, strategic workforce planning, streamlined HR processes and evidence-based decision-making (Kovach & Cathcart, 1999; Hussain, Wallace, & Cornelius, 2007). The adoption of HRIS is no longer a matter of choice but a strategic necessity, given the significant role that India's IT sector plays in global outsourcing and digital transformation (Nagendra & Deshpande, 2014). The significance of HRIS is its capacity to improve organisational efficiency by automating routine HR activities, ensuring data accuracy and allowing HR professionals to concentrate on strategic contributions (Maier et al., 2013; Lippert & Swiercz, 2005). Furthermore, the implementation of HRIS is associated with enhanced alignment between HR strategies and organisational objectives, which in turn enhances innovation and competitiveness (Moussa & El Arbi, 2020; Al Shamaileh & Al Sarayreh, 2022). HRIS implementation is essential in IT firms that prioritise talent management, agility and knowledge sharing because it establishes an infrastructure that facilitates both operational efficiency and long-term growth (Bilgic, 2020; Akoyo & Muathe, 2017).

Concurrently, the incorporation of technology does not serve as a sole determinant of organisational efficiency. Aggarwal, Jaisinghani and Nobi (2022), along with Gupta and Kumar (2012), have recognised employee engagement as a mediating mechanism that converts HR practices into favourable organisational outcomes. Engaged employees exhibit increased levels of productivity, creativity and commitment, which directly influence the sustainability and performance of the firm (Bhatnagar, 2007; Guchait & Cho, 2010). Given the intensely competitive IT labour market and the increasing challenges of attrition and employee dissatisfaction in the Indian context, engagement becomes particularly important (Gupta & Kumar, 2012; Nagendra & Deshpande, 2014). Recent scholarship underscores that HRIS not only enhances HR efficiency but also impacts employee perceptions, satisfaction and engagement (Bindhu et al., 2025; Bhatti, 2023). HRIS enhances the employee experience and fosters trust by enabling self-service access to HR information, assuring impartiality in performance evaluations and providing transparency in HR processes (Hussain et al., 2007; Shahreki & Lee, 2024). Additionally, the adoption of technology in HR is increasingly influenced by the propensity of employees to adopt digital tools, organisational culture and management support (Al Mamun, 2022; Srivastava & Bajaj, 2022). In this regard, HRIS is not merely a system for efficiency; it also serves as a catalyst for organisational commitment and engagement.

The Indian IT industry provides a distinctive environment for the investigation of these relationships. Despite its global recognition for its technological prowess, it continues to confront persistent obstacles such as the necessity for continuous innovation, high employee attrition and talent shortages (Bhatnagar, 2007; Agarwal, 2023). The incorporation of HRIS in these organisations is anticipated to improve strategic HR capabilities and decrease administrative inefficiencies; however, its efficacy is contingent on the extent to which it involves employees in the process (Katou & Budhwar, 2006; Khandelwal, Upadhyay, & Rukadikar, 2024). The mediating function of employee attitudes in linking HRIS adoption with performance outcomes is confirmed by studies from other contexts, such as Greek manufacturing (Katou & Budhwar, 2006) and Tunisian companies (Moussa & El Arbi, 2020). Nevertheless, the empirical evidence from Indian IT firms is still limited, resulting in a lacuna in our understanding of the specific mechanisms by which HRIS drives organisational efficacy in this dynamic sector.

In this context, the objective of the current study is to assess the influence of HRIS on organisational effectiveness in Indian IT firms, with a particular emphasis on the mediating role

of employee engagement. This study contributes to both theory and practice by incorporating perspectives on HRM, organisational behaviour and information systems. It theoretically expands the comprehension of HRIS beyond its operational advantages by establishing employee engagement as a central mechanism. In practical terms, it offers HR executives in the Indian IT sector valuable insights into the strategic utilisation of HRIS as a strategic enabler of engagement and retention, rather than merely a tool for efficiency. As organisations continue to implement AI-driven HR systems and digital HR platforms (Agarwal, 2023; Khandelwal et al., 2024), it is imperative to comprehend this relationship to maintain competitiveness in a knowledge-based economy. The following are the scientific objectives:

1. To examine the impact of Human Resource Information Systems (HRIS) on organizational efficiency in IT firms in India.
2. To investigate the relationship between HRIS adoption and employee engagement in the Indian IT sector.
3. To analyze the mediating role of employee engagement in the relationship between HRIS and organizational efficiency.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Human Resource Information Systems and Organizational Efficiency

By transforming HR from an administrative function to a strategic partner, Human Resource Information Systems (HRIS) has become essential to organisational success. Kovacs and Cathcart (1999) underscored the importance of HRIS as a mechanism that facilitated the exchange of information, permitted swift access to data and provided a competitive advantage. Subsequent research has shown that the implementation of HRIS systems improves accuracy, reduces redundancy and automates transactional tasks, thereby enabling HR professionals to concentrate on strategic responsibilities (Hussain, Wallace, & Cornelius, 2007; Maier, Laumer, Eckhardt, & Weitzel, 2013). Furthermore, HRIS enhances operational performance and decision-making by optimising resource usage and workforce planning (Nagendra & Deshpande, 2014; Lippert & Swiercz, 2005).

Organisational efficiency is a critical determinant of competitiveness in the Indian IT industry, as it is influenced by high attrition rates, global competition and the constant demand for innovation (Bhatnagar, 2007; Agarwal, 2023). The positive impact of HRIS on organisational effectiveness has been confirmed in a variety of contexts, such as manufacturing and finance (Katou & Budhwar, 2006; Al Shamaileh & Al Sarayreh, 2022). Nevertheless, there

is a dearth of empirical research that specifically examines Indian IT firms, which indicates that there must be additional investigation.

Hypothesis 1 (H1): Human Resource Information Systems have a positive impact on organizational efficiency in IT firms in India.

2.2 HRIS and Employee Engagement

HRIS is essential for the development of employee engagement and experiences, in addition to its operational advantages. Transparency in HR processes, accessibility of personal records and impartial performance appraisal systems, which are facilitated by HRIS, foster trust and increase employee satisfaction (Gupta & Kumar, 2012; Hussain et al., 2007). Additionally, the adoption of HRIS facilitates career development, learning opportunities and self-service portals, all of which have a positive impact on engagement (Bindhu et al., 2025). Research reveals that employees' perceptions of technology adoption significantly influence the outcomes of their work. For example, Srivastava and Bajaj (2022) emphasised that the symbolic adoption of HRIS has an impact on employment attitudes, while Bhatti (2023) identified work engagement as a critical mediator between HRIS satisfaction and professional outcomes. In the same vein, Shahreki and Lee (2024) have shown that the adoption of HRIS in emerging markets leads to positive behavioural outcomes.

HRIS can enhance engagement in India's IT sector by harmonising HR practices with employees' aspirations and expectations, where knowledge workers pursue meaningful roles (Gupta & Kumar, 2012). HRIS functions as a technological enabler of engagement by guaranteeing impartiality, personalisation and simple access.

Hypothesis 2 (H2): Human Resource Information Systems positively influence employee engagement in IT firms in India.

2.3 Employee Engagement and Organizational Efficiency

For a long time, it has been acknowledged that employee engagement is a critical determinant of organisational success. Engaged employees demonstrate increased levels of discretionary effort, creativity and commitment, all of which contribute to the improvement of organisational efficiency and performance (Bhatnagar, 2007; Guchait & Cho, 2010). Research indicates that engagement decreases turnover intentions and enhances productivity, service quality and innovation (Aggarwal, Jaisinghani, & Nobi, 2022; Gupta & Kumar, 2012).

The challenges of high attrition rates and competitive labour markets in IT firms in the Indian context render engagement particularly pertinent (Nagendra & Deshpande, 2014). Prior research conducted in various sectors has demonstrated that employee engagement is a critical

factor in transforming HR initiatives into tangible organisational outcomes, thereby enhancing sustainability and efficiency (Katou & Budhwar, 2006; Moussa & El Arbi, 2020).

Hypothesis 3 (H3): *Employee engagement positively influences organizational efficiency in IT firms in India.*

2.4 Mediating Role of Employee Engagement

Despite the direct contribution of HRIS to efficiency, recent scholarship has emphasised the mediating role of employee attitudes and behaviours. Bhatti (2023) and Bindhu et al. (2025) discovered that work engagement mediates the relationship between HRIS usage and outcomes, including job satisfaction and performance. In the same vein, Moussa and El Arbi (2020) point out the importance of affective commitment in the connection between HRIS and innovation capability.

Given that it facilitates transparency, impartiality and employee empowerment, employee engagement is a plausible mechanism that influences the efficacy of HRIS. Consequently, engagement serves as the mechanism by which technological adoption results in improved organisational performance, particularly in IT firms where human capital is the primary determinant of competitiveness.

Hypothesis 4 (H4): *Employee engagement mediates the relationship between Human Resource Information Systems and organizational efficiency in IT firms in India.*

The multidimensional impact of HRIS, which extends from efficiency gains to employee attitudes, is underscored by the reviewed literature. Nevertheless, there is a scarcity of empirical research that investigates these relationships in Indian IT firms, where employee engagement may serve as a critical mediator. This investigation resolves this deficiency by formulating and verifying hypotheses that consolidate HRIS, employee engagement and organisational efficiency within a cohesive framework.

3. METHODOLOGY

To assess the influence of Human Resource Information Systems (HRIS) on organisational efficacy in Indian IT firms, this investigation implemented a quantitative, cross-sectional survey design, with employee engagement serving as a mediating variable. Purposive sampling was employed to guarantee that respondents had direct exposure to HRIS and data were collected from 380 employees employed in mid- to large-sized IT organisations throughout India. A structured questionnaire was developed based on previously validated scales. The HRIS items were sourced from Hussain et al. (2007) and Maier et al. (2013), the

employee engagement items were sourced from Gupta and Kumar (2012) and Aggarwal et al. (2022) and the organisational efficiency items were sourced from Katou and Budhwar (2006) and Nagendra and Deshpande (2014). Each item was evaluated on a five-point Likert scale. The data were analysed in SmartPLS 4.0 using partial least squares structural equation modelling (PLS-SEM). PLS-SEM was selected over covariance-based SEM due to its capacity to model complex relationships, including mediation, with moderate sample sizes; robustness with non-normal data; and suitability for exploratory research (Hair et al., 2019, 2021).

4. RESULTS AND FINDINGS

Table 1: Demographic profile of the respondents			
Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	212	55.8
	Female	168	44.2
Age (Years)	20–29	134	35.3
	30–39	167	43.9
	40–49	61	16.1
	50 and above	18	4.7
Education	Bachelor's degree	156	41.1
	Master's degree	187	49.2
	Doctorate/Other	37	9.7
Work Experience	Less than 5 years	102	26.8
	5–10 years	148	38.9
	11–15 years	84	22.1
	More than 15 years	46	12.1
Designation	HR Professionals	112	29.5
	IT/Technical Staff	146	38.4
	Team Leaders/Managers	122	32.1

Source: Primary Data

The demographic profile of the respondents (N = 380) reveals a relatively balanced gender distribution, with males (55.8%) slightly outnumbering females (44.2%). This ratio is indicative of the general composition of the Indian IT workforce. The sample was primarily composed of younger and mid-career professionals, as the majority of participants were in the age categories of 30–39 years (43.9%) and 20–29 years (35.3%). The majority of respondents (49.2%) held a master's degree, while 41.1% held a bachelor's degree, indicating a workforce that is highly qualified. The distribution of work experience across various categories was characterised by a predominance of employees with substantial industry exposure, with the largest segment having 5–10 years of experience (38.9%). The largest category (38.4%)

consisted of IT/technical personnel, followed by managers/team leaders (32.1%) and HR professionals (29.5%) in terms of designation. This procedure ensured that a variety of perspectives were represented from various functional positions. In general, the demographic distribution is a representative sample of the Indian IT sector, which enhances the generalisability and credibility of the study's findings.

Table 2: Reliability and Validity Measures			
Construct (Abbr.)	Cronbach's Alpha (α)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Human Resource Information Systems (HRIS)	0.891	0.921	0.615
Employee Engagement (EE)	0.907	0.934	0.671
Organizational Efficiency (OE)	0.876	0.914	0.599

Source: Primary Data

Table 2 presents the reliability and validity measures for the study constructs, suggesting that the measurement quality is robust. The composite reliability (CR) scores of all three constructs, Human Resource Information Systems (HRIS), Employee Engagement (EE) and Organisational Efficiency (OE), exceeded 0.91, surpassing the recommended threshold of 0.70 and confirming high internal consistency. The Cronbach's alpha values also exceeded 0.87. The convergent validity of the model was established by the fact that the Average Variance Extracted (AVE) values were all greater than the 0.50 benchmark, ranging from 0.599 to 0.671. These results indicate that the measures employed in the investigation are both valid and dependable, which guarantees the robustness of subsequent structural model testing.

Table 3: Model Goodness-of-Fit Summary		
Fit Index / Metric	Value	Threshold / Interpretation
Standardized Root Mean Square Residual (SRMR)	0.052	< 0.08 = Good fit
Normed Fit Index (NFI)	0.921	> 0.90 = Acceptable fit
Chi-Square / Degrees of Freedom (χ^2/df)	2.14	< 3 = Acceptable fit
Coefficient of Determination (R^2)	0.624	Moderate to substantial explanatory power
Predictive Relevance (Q^2)	0.417	> 0 = Model has predictive relevance
Goodness-of-Fit (GoF)	0.612	> 0.36 = Large GoF (strong model fit)

Source: Primary Data

Table 3 summarises the model goodness-of-fit indices, collectively suggesting a robust and acceptable fit for the PLS-SEM model. The SRMR value of 0.052 is below the recommended threshold of 0.08, which confirms an acceptable overall model fit. Additionally, the NFI of 0.921 exceeds the benchmark of 0.90, further supporting adequacy. The χ^2/df ratio of 2.14 is well within the acceptable range of less than 3, suggesting that there is no significant model misspecification. Predictive relevance is confirmed by the Q^2 value of 0.417, while the R^2 value of 0.624 indicates that the model explains a significant portion of the variance in the dependent constructs. Furthermore, the Goodness-of-Fit (GoF) index of 0.612 exceeds the threshold of 0.36, indicating a robust overall fit. Collectively, these findings confirm that the proposed model is both valid and reliable, thereby establishing a solid foundation for hypothesis testing.

Table 4: Structural Estimates

Path	β (Std. Est.)	SE	t-value	p-value	Status of Hypotheses
HRIS $\rightarrow$ Organizational Efficiency (H1)	0.412	0.061	6.754	0.000	Supported
HRIS $\rightarrow$ Employee Engagement (H2)	0.527	0.058	9.086	0.000	Supported
Employee Engagement $\rightarrow$ Organizational Efficiency (H3)	0.368	0.064	5.751	0.000	Supported
HRIS $\rightarrow$ Employee Engagement $\rightarrow$ Organizational Efficiency (H4, mediation)	0.194	0.047	4.128	0.000	Supported

Source: Primary Data

The structural model results are presented in Table 4, which confirms the validity of all hypothesised relationships. The direct impact of HRIS on organisational efficiency is substantial ($\beta = 0.412$, $t = 6.754$, $p < 0.001$), suggesting that the adoption of HRIS has a positive impact on the efficiency of IT firms. In the same vein, the impact of HRIS on employee engagement is substantial ($\beta = 0.527$, $t = 9.086$, $p < 0.001$), indicating that the effective implementation of HRIS systems encourages a higher level of employee engagement and commitment. Organisational efficiency is substantially influenced by employee engagement ($\beta = 0.368$, $t = 5.750$, $p < 0.001$), highlighting its significance as a critical factor in performance outcomes. Additionally, the mediation analysis indicates that employee engagement substantially mediates the relationship between HRIS and organisational efficiency ($\beta = 0.194$, $t = 4.128$, $p < 0.001$). This confirms that HRIS influences efficiency not only directly but also indirectly by enhancing employee engagement. All in all, these results demonstrate that

employee engagement is a critical mechanism by which the adoption of HRIS results in enhanced organisational efficacy in Indian IT firms.

5. DISCUSSION

The strategic function of Human Resource Information Systems (HRIS) in improving organisational efficacy within the Indian IT sector is further substantiated by the results of this study. HRIS was discovered to considerably enhance efficiency by automating processes, guaranteeing data accuracy and supporting managerial decision-making, in accordance with prior research (Kovach & Cathcart, 1999; Hussain, Wallace, & Cornelius, 2007). This finding is consistent with the findings of Nagendra and Deshpande (2014), who noted that the implementation of HRIS systems enhances the operational efficiency and HR planning of large organisations. Additionally, the system's influence on employee attitudes and behaviours is underscored by the substantial positive correlation between HRIS and employee engagement. This outcome supports the claims of Gupta and Kumar (2012) and Bindhu et al. (2025), who contended that transparent HR processes and accessible self-service platforms facilitated by HRIS improve employee trust, impartiality perceptions and overall engagement. These findings point out the value of HRIS as a tool for workforce motivation and commitment, as well as an efficiency tool, in the context of India's competitive IT industry, where the retention of qualified professionals is a critical challenge.

The results also underscore the mediating role of employee engagement in the HRIS–efficiency relationship, which is consistent with previous research that identifies engagement as a critical mechanism that connects HR practices to organisational outcomes (Aggarwal, Jaisinghani, & Nobi, 2022; Bhatti, 2023). The substantial mediation effect implies that the advantages of HRIS extend beyond operational gains, as employees' psychological engagement and commitment transmute technological adoption into tangible performance enhancements. The efficacy of HR systems is influenced by employee-centred factors such as commitment and engagement, as evidenced by comparable findings in international contexts, including Moussa and El Arbi's (2020) study in Tunisia and Katou and Budhwar's (2006) work in Greece. This study contributes to the increasing recognition of HRIS as a socio-technical system whose success is contingent upon its capacity to cultivate positive employee experiences, in addition to its technological capabilities, by situating these insights within the Indian IT industry. This emphasises the significance of integrating HRIS implementation with engagement-focused

initiatives for practitioners, ensuring that digital tools empower employees and ultimately drive organisational efficiency.

6. IMPLICATIONS

The results of this investigation have significant practical and theoretical implications for both practitioners and scholars. The results theoretically expand the HRIS literature by establishing employee engagement as a mediating mechanism that elucidates the process by which technology adoption leads to organisational efficiency, thereby resolving the gaps identified in previous research (Maier et al., 2013; Srivastava & Bajaj, 2022). In practice, evidence indicates that IT firms in India should complement their investments in HRIS with initiatives that improve employee engagement, such as transparent appraisal systems, self-service platforms and learning opportunities, to optimise the system's performance (Gupta & Kumar, 2012; Bindhu et al., 2025). HRIS must be perceived by managers as a strategic enabler that promotes trust, commitment and innovation among employees, rather than merely as a technological instrument for administrative efficiency (Hussain et al., 2007; Moussa & El Arbi, 2020). An integrated approach of this nature can assist Indian IT firms in enhancing their competitive position in the global digital economy, reducing high attrition rates and optimising resource utilisation (Bhatnagar, 2007; Agarwal, 2023).

7. CONCLUSION

In conclusion, this investigation illustrates that Human Resource Information Systems (HRIS) are instrumental in improving organisational efficacy in Indian IT firms, both directly and indirectly, by means of employee engagement. The results corroborate that the true value of HRIS is realised when it promotes greater employee involvement and commitment, thereby driving superior performance outcomes, despite the fact that it facilitates HR processes and enhances decision-making. The study contributes to the existing HRIS literature by emphasising the significance of integrating technological and human-centric strategies and by emphasising the mediating role of employee engagement. Leveraging HRIS as both a technological and strategic instrument can fortify organisational resilience in the digital era and create sustainable advantages for IT firms that are traversing competitive and dynamic environments.

8. FUTURE RESEARCH DIRECTIONS

In addition to providing helpful details about the role of HRIS and employee engagement in improving organisational efficiency within Indian IT firms, this study also creates opportunities for future research exploration. Initially, the cross-sectional design restricts the capacity to establish causal relationships; consequently, longitudinal or experimental methodologies could be implemented in future investigations to investigate changes over time. Secondly, the findings may not be generalisable to other industries or cultural contexts, as the data were exclusively collected from IT enterprises in India. Comparative studies across sectors or countries may achieve a more comprehensive comprehension of HRIS outcomes (Al Mamun, 2022; Shahreki & Lee, 2024). Third, future research could incorporate supplementary variables, such as organisational culture, leadership style, or AI-enabled HR practices, to investigate the interaction between these factors and HRIS adoption and engagement (Khandelwal, Upadhyay, & Rukadikar, 2024). Lastly, qualitative methods, such as interviews or case studies, could enhance the depth of understanding of employees' lived experiences with HRIS, enriching both theory and practice, by complementing quantitative findings.

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