



IMPACT OF HR TECHNOLOGY USABILITY ON EMPLOYEE EXPERIENCE: THE MEDIATING
ROLE OF HR SERVICE SATISFACTION

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Abstract

Modern organizations have come to depend more on human resource technology (HR tech) to boost efficiency and employee outcomes. This study aims at examining the relationship between HR tech usability and reliability and the overall experience of employees using the mediating effect of HR service satisfaction. A theoretical model is put forward and assessed with Partial Least Squares Structural Equation Modeling (PLS-SEM) on survey data of 280 employees who routinely use contemporary HR systems. Results confirm that user-friendly, reliable HR technology is a strong positive predictor of employee's satisfaction with HR services: this significantly affects overall employee experience. Mediation Analysis shows HR service satisfaction accounts for a significant part of the impact of HR tech quality on employee experience. Measurement model demonstrates good reliability and convergent validity of all constructs and structural model explains a large proportion of variance of the mediator and outcome. These findings highlight the importance of investing in usable, reliable HR systems as a tool to enhance the employee experience. The paper covers theoretical contributions to the HRM and information systems literature and provides practical areas for HR managers who want to harness the potential of technology to enhance the employee experience.

Keywords: HR technology, Employee experience, Service satisfaction, Usability

1. Introduction

Organizations are experiencing fast-track digital transformation in human resource management and their HR tools which are moving towards Human Resource Information Systems (HRIS) and other Human Resource technologies to reduce the workload (Rathee & Renu, 2021; Rawat & K. C., 2024). While the efficiency benefits of digital HR tools are well known, their wider implications for the work life of employees are still being discovered. In particular, the term employee experience (EX) has become an important concept, which is the sum of an employee's interactions with the organization from hiring to exiting (Singh & Shakya, 2024; Dek & Ibrahim, 2025). A positive employee experience is linked to increased productivity, higher loyalty, and decreased turnover, making it a strategic priority for modern HR (Abhari, 2023; Singh & Shakya, 2024; Rehman & Chowdhury, 2025). A positive EX can be ensured by meeting the needs of employees and delivering supportive and seamless experiences throughout an employee's journey.

One of the drivers of employee experience is likely to be HR service satisfaction - that is, the level of satisfaction of employees with the services offered by the HR department. HR service satisfaction is a measure of the level of support provided by the HR function to employees (the "internal customers") in terms of providing information and solving problems in a timely, reliable, and caring manner. In essence, it measures the quality of the HR service from the point of view of the employee. Previous research indicates that when internal service quality is high, employees are able to concentrate on their core tasks, have a better job experience, and perform better (Sharma et al., 2016; Wierink, 2017; Alexandre & Diaz, 2025). Thus, the benefits of better HR services may translate into a more positive experience at work. Indeed, the presence of high quality internal HR services that meet the needs of



employees has been found to increase work efficiency and work engagement of employees (Sharma et al., 2016; Wang, 2018; Karul & Nawa, 2025).

A key enabler of efficient and high-quality delivery of HR service is the usability and reliability of HR technology. If the HR systems that employees interact with (for example, self service portals for leave requests, benefit enrollment platforms, performance appraisal systems) are easy to use and consistent in their reliability, employees are more likely to have smooth, frustration free interactions with HR. In contrast, clunky or unreliable HR systems can cause distrust and frustration among employees, which can detract from their experience. From the standpoint of information systems success, system quality, such as ease of use and system reliability, is one of the driving factors of user satisfaction (DeLone & McLean, 2003; Ali & Rehman, 2015). Empirical evidence in the HR context is supportive of this; for example, the introduction of electronic HR management (e-HRM) and HRIS has been found to lead to a significant increase in perceived HR service quality and employee satisfaction (Nyathi & Kekwaletswe, 2024; Rathee & Renu, 2021; Rawat, 2024; Kodithuwak & Pacillo, 2025). Moreover, the introduction of advanced systems of e-HRM and HRIS tends to increase the satisfaction (and even performance) of employees, especially if the technology is well designed and easy to use (Lakshmi, 2024; Nyathi, and Kekwaletswe, 2024; Marc & Yu, 2024; Al-Masri & Poulin, 2025). Recent studies of digital HR and AI-enabled HR applications are having similar results in illustrating that HR technology enhancements have the potential to improve employee experience and satisfaction with HR processes. For instance, Malik et al. (2022) demonstrate that the application of AI-enabled HR in a multinational enterprise has increased the cost-effectiveness of HR while providing employees with highly personalized experiences and enhanced commitment and satisfaction. Likewise, it is found in the work of Alzeiby et al. (2025) the adoption of AI in HR does, when combined with clear strategic intent and strategic HRM practices, improves employee engagement and employee experience.

Despite increasing recognition of the importance of the role of technology in the employee experience, there is a need for academic research that explains the mechanisms involved. This paper fills that gap by proposing a mediated model: HR tech usability and reliability - HR service satisfaction - overall employee experience. In other words, we suppose that a workable and reliable HR technology environment helps to increase the satisfaction of employees with the services of the HR, which in turn makes their overall experience as an employee better. This logic stands consistent with information systems success models that describe the relationship between system quality and user satisfaction and downstream net benefits (DeLone & McLean, 2003) as well as with recent e-HRM work that have demonstrated that employee outcomes, such as satisfaction and performance, mediate the effects of e-HRM usage on organizational performance (Nyathi & Kekwaletswe, 2024; Minella, 2025). In the following sections, we review relevant literature and formulate hypotheses, describe our methodology, present our results of the PLS-SEM analysis, and discuss the implications of the results.

2. Literature Review

2.1. Usability and Reliability of HR Tech

HR technologies can be defined as software applications and platforms that provide HR services (e.g., payroll systems, self-service HR portals, recruiting and performance management tools). The usability of HR tech refers to the ease of use, intuitiveness, and user-friendliness of these systems; while reliability refers to the stability and consistency (minimal errors or downtime) of these systems. In information systems research, these attributes are part of "system quality," which long has been associated with positive user perceptions. In the HR domain, high usability and reliability in HRIS imply that employees can easily navigate through the HR processes and have faith in the systems to work properly without frustration.

According to the research done recently, employee-oriented design is crucial when it comes to HR technology. Employees have come to appreciate that HR technologies should be user-friendly as consumer applications and have a smooth operation. When such expectations are fulfilled, such technology can make the work life of the employee much better. Indicatively, Basahal (2025) conducted qualitative research and discovered that offering modern and self-service HR tools that are easy to use facilitates the simplification of the work, which adds to the increased employee engagement, satisfaction, and overall positive experience. Likewise, the authors emphasize that the perceived value and ease of use are major elements of successful adoption of AI-based HR applications



and the capacity to enhance the EX; Malik et al. (2023) note that organizations need to co-create such tools with employees to increase their utility to the maximum. Alternatively, challenging or unsuitable systems require additional effort (relogins, bugs) and may make the employees distrustful of HR. The usability and reliability of HR technologies concept in this study therefore represents the general perception of employees about the ease, convenience, and reliability of the HR technologies at their disposal.

2.2. HR Service Satisfaction

The HR service satisfaction indicates the degree of satisfaction of an employee with the services and assistance that the HR department offers. It is tightly connected with the conception of the quality of the HR service—the quality of the HR help and interactions according to the perception of the internal customers (employees). According to Bondarouk et al., the quality of the HR services is included in the intangibles and experiences that the staff of this department offers to employees. Some of the important features are responsiveness (keeps promises and prompt service), reliability (keeps promises and accuracy), assurance (competence and trustworthiness), and empathy (care and attention to employee needs). Employees will also record high HR service satisfaction when they perceive that the HR is responsive, dependable and supportive.

The growing adoption of HR technology has the potential to affect HR service satisfaction in two aspects. First, technology would make it possible to deliver HR services more effectively; e.g., e-HRM tools will help provide faster access to information and be less administrative. Studies indicate that proper implementation of e-HRM enhances the quality and efficiency of HR services which subsequently may enhance the satisfaction of employees. Wahyudi and Park (2014) discovered that the use of e-HRM by employees was a reliable indicator of perceptions on the quality of HR services as the users valued the convenience and advantages in HR services. Essentially, El Saeed et al. (2025) showed in a study that adoption of e-HRM increased organizational performance based on better HR service quality and the internal HR service outcomes mediated the effect. Second, the technology in HR can potentially define the experience of employees in the context of service delivery, offering them new forms of interaction (chatbots or portals). When these channels are well-operative, it is possible to address the HR concerns of the employees in a more timely and satisfactory manner, and bad technology will only hurt the service (e.g., a downturn of a leave management system will directly anger those who are interested in getting some time off).

When concluding, satisfaction of the HR service is a significant proxmissive outcome of the human and technological dimensions of the HR service delivery. It measures the extent to which HR fulfils the needs of the employees. The desirable outcomes of high HR service satisfaction have been associated with increased employee focus in core activities, increased job satisfaction, and even high performance. When employees are pleased with the HR services, we anticipate that this positively tints their experience within the workplace.

These aspects are considered based on the overall experience of the employee.

Employee experience (EX) is an all-encompassing concept of all the elements of an employee working within an entity including the recruitment, onboarding and day-to-day job as well as the interactions with fellow employees, his or her managers, and support units, up to exit. It is the summation of all the perceptions of an employee towards his or her working environment, culture, and systems, which is similar to the concept of customer experience, but relevant internally. An increasing literature of research notes that EX is a strategic source of organizational success. Enhanced employee engagement, productivity and innovation and lower turnover intentions have been linked with positive employee experience. As an example, employees are more inclined to exceed their job role when they feel supported and interact positively on a daily basis, this would make their job more satisfying. This can eventually result in improved customer service and performance in the organization, which forms a virtuous cycle.

Theorists have conceptualized EX in a multi-dimensional construct. In the recent studies prepared by Yang and Zhang (2025), a full scale of EX was formulated with five dimensions namely, work-related factors, interpersonal harmony, organizational management, professional development, and remuneration package. These dimensions address issues that include the nature of work and work relations to the career development opportunities and pay equity. This highlights the role of employee experience that is affected by a prevalent range of factors such as HR policies, and technology to name a few. However, there are unanimous results that a positive EX is generated when the key needs and expectations of employees are addressed uniformly in all these areas. Caring about the



employees, creating an inclusive culture, offering friendly tools, and staying concerned about the well-being of employees are all constituents of a good experience creation.

Within the framework of the given research, we consider overall employee experience to be a general outcome variable, which means that it is an overall measure of how employees assess their work experience in the company. This widespread opinion ought to be receptive to the cumulative impact of particular experiences, such as contact with HR services. Previous studies confirm the association between positive internal services and experience in general: in cases where workers are confident that their employers are able to offer them well-service without a hitch and with attention to their needs, they experience a greater degree of well-being and commitment to their organizations. On the other hand, daily work pain points (e.g. bureaucratic HR practices or annoying systems) might have an adverse effect on the overall EX. Technologies are now a part of the new employee experience - a survey conducted by Qualtrics revealed that fewer than two out of five employees felt that the technology used in their workplace was above the expectations, which is a gap that has a direct impact on how employees experience workplace. According to Malik et al. (2023), AI-based HR systems, when effectively incorporated, can positively affect the EX by being hyper-personalized and efficient in service delivery and improving the engagement. Our expectation here is that employee experience will benefit both directly and indirectly as a result of the enhancement of HR tech usability and reliability.

2.3. Hypothesis Development

H1: The usability of HR tech and reliability has a positive impact on the HR service satisfaction. Easy-to-use and reliable HR technologies make employees more conveniently and effectively interact with HR, which results in a greater level of satisfaction with the services of HR. This can be justified by the information systems theory and previous research results that quality factors in systems (e.g. usability) improve user satisfaction. When the employees rarely have technical problems and can easily perform HR-related tasks (such as requesting leaves or receiving benefits information), chances of their satisfaction with the way the HR department provides its services will increase. This connection is supported by recent empirical data - say, Sarangi and Sahu (2025) have discovered that automation and accessible HR systems had a strong positive effect on the level of satisfaction of employees with HR services.

H2: HR Service Satisfaction and Overview Experience are positively correlated. Satisfied employees are likely to experience an improved general work experience because of the support and services offered by the HR. When the HR attends to the needs of employees with promptness, veritable information and treats employees in a manner that leaves them valued and supported, there will be a work environment where employees feel that they are important and supported. This is capable of boosting their general feeling of wellness and optimism towards the organization. On the contrary, dissatisfaction with HR (e.g. unresolved problem or slow service) can be a contamination to the overall work experience of an employee. In this way, we expect that there will be a positive association: individuals who will report better HR service satisfaction will also report a better overall employee experience. This aligns with the perspective that higher engagement and satisfaction at work are motivated by the fulfillment of internal service requirements (which is a major factor in EX).

H3: HR Tech Usability and Reliability has a positive impact on Overall Employee Experience. Besides the indirect impact through the satisfaction with the HR service, we theorize that the quality of HR tech also directly influences the experience of employees. In numerous companies, daily activities necessitate the regular application of HR systems (to track time, provide performance reviews, training, and so on). When the systems are easy to use and dependable, they will minimize the hassles and improve the daily working life of the employees towards a better overall experience. When the tools provided support employees in their work, then the organization will be viewed by employees in a more positive light. Previous studies indicate that digital workplace technologies do constitute a part of EX, specifically, a hybrid work research indicated that the experience of an employee with regards to workplace technology may influence their overall engagement and output. Malik et al. (2023) shows that the implementation of advanced, AI-powered HR platforms resulted in areas of reported experience improvement among employees, and not only HR satisfaction (e.g., facilitating more personalized services, a faster service). Thus, we anticipate a positive correlation between usability and reliability of HR tech and the general EX.



Moreover, when these hypotheses are combined, we predict that HR service satisfaction will be the mediator between the relationship between HR tech usability and reliability and the employee experience. That is, a better HR technology leads to better employee experience partly due to its role in improving the quality of HR services received by the employees. This mediating process would be consistent with models of IS and HRM research where user satisfaction facilitates the translation of system characteristics into subsequent benefits. The same trends in mediation were noted in other similar situations; Sari and Waskito (2025) also discovered that the introduction of HRIS led to the enhancement of employee performance due to better job satisfaction (another parallel to the satisfaction and experience relationship we have). We will test this mediation to see whether HR tech is solely indirectly (full mediation) or it also has the direct effect (partial mediation) on employee experience.

3. Methodology

3.1. Research Design and Sample

Our study was a cross-sectional survey study to collect data to test the proposed model. The entire target population was full-time employees of organizations, which utilize HR information systems or self-service HR technology in their regular HR service delivery. To enhance the generalizability of results, we gathered the responses of the employees that work in various sectors (technology, finance, and healthcare). The survey was filled in by 280 respondents (the survey was cleaned of missing values and straight-lining). Respondents were convinced of anonymity and volunteered to join the study; most of the people participated through professional networking and alumni groups, which guaranteed a balance in the number of roles and company backgrounds. The sample was mainly male at about 55 percent and female at 45 percent with the average age of thirty two years. Representation of job levels (entry-level to middle management) was ensured, and all of the participants had been using their organization HR systems (an HR portal or HRIS) at least half a year, which ensured that they were exposed to the focus technology.

3.2. Measures

Each of the constructs was measured using a set of items on a Likert-type scale (1 = strongly disagree, 5 strongly agree), and this is described in Appendix A. The survey tool has been created according to the existing literature and oriented towards the situation and HR technology and services. HR Tech Usability / Reliability was assessed using four questions, which were aimed at capturing the ease of use and reliable functionality of the HR systems accessible to the employee (e.g., The HR software and systems I use are user-friendly and easy to navigate). These items were knowledgeable by the system quality factors that had been identified in earlier studies of IS success (e.g., usability, availability) and specific to HR applications (self-service portals, etc.). HR Service Satisfaction had four items that indicated how much the employee was satisfied with the different issues related to the service delivery by HR (e.g., timeliness, responsiveness, reliability of HR support). These we adapted to some of the already existing measures of quality service within the internal services; an example would be the HR service quality scale created by Bondarouk; it includes responsiveness, reliability, assurance, and empathy, which we included in our items (e.g., HR staff is responsive to my needs and attends to my issues with care and empathy). Overall Employee Experience was assessed using four items which required the participants to rate their overall experience as an employee in the organization (e.g., "Overall, I would rate my experience as an employee at this organization as highly positive). This is a generalized measure that has been created based on the definitions of EX in the latest research and focuses on the comprehensive evaluation of the employee of his/her job life. All the survey questions are given in the appendix.

To test the questionnaire clarity and face validity of the questions we conducted a pre-test in 5 employees. Minor changes were done in the wording, based on the response. It took 5 to 7 minutes on average for every respondent to fill the questionnaire survey.

4. Procedure and Data Analysis

The data were analyzed based on the Partial Least Squares Structural Equation Modeling (PLS-SEM) using Smart PLS 4 software after the data collection. PLS-SEM was selected due to its adequacy in prediction-based, exploratory studies and the possibility of allowing complex models to be analyzed with comparatively small samples and non-normality data properties. This is the right method in this case because we are discussing the



variation in the experience of employees and adding a mediator. This involved a two-step analytic process that we recommended using to test the measurement model (first) and then the structural model (Hair et al., 2021).

4.1. Measurement Model Assessment

We tested the constructs in terms of indicator reliability, internal consistency reliability, convergent and discriminant validity. Each of the item loadings onto their respective constructs were initially analysed; all the item loadings onto their respective constructs were highly loaded on the targeted construct (all the standardized loadings were more than 0.70 with most of them being more than 0.80). This shows that all indicators played a significant role towards its latent construct. The reliability of internal consistency was determined through Cronbach alpha and Composite Reliability (CR). Table 1 indicates that all constructs obtained Cronbachs a and CR that are far much better than the recommended value of 0.70. As an example, the value of HR Tech Usability and Reliability was = 0.88 and CR = 0.92, and the value of HR Service Satisfaction was = 0.93 and CR = 0.95 which are very excellent in terms of reliability. The Average Variance Extracted (AVE) of every construct supported convergent validity, which was above 0.50 (see Table 1). The values of AVE were found to be 0.70-0.74, which implies that more than 70 per cent of the total variance in both indicators of the constructions was accounted by the construct - clearly exceeding the 50 per cent mark in convergent validity. We have then evaluated discriminant validity by applying Fornell-Larcker criterion and Heterotrait-Monotrait Ratio (HTMT). The square root of the AVE of each construct was higher than the correlations with any other construct and met the Fornell-Larcker criterion. Moreover, the value of all HTMT was below 0.85. These findings suggest that each of the constructs is unique and has more variance with its indicators as compared to other indicators of different constructs. The measurement model as a whole consisted of sufficient reliability and validity, which allowed us to continue testing structural relationships.

Table 1: Measurement model evaluation

| Construct | Cronbach's α | Composite Reliability | AVE |
|---------------------------------|---------------------|-----------------------|------|
| HR Tech Usability & Reliability | 0.88 | 0.92 | 0.74 |
| HR Service Satisfaction | 0.93 | 0.95 | 0.72 |
| Overall Employee Experience | 0.89 | 0.92 | 0.70 |

4.2. Structural Model Assessment

We checked the structural model by assessing collinearity, path coefficients, t-values (significance) and explained variance (R^2) of the endogenous constructs. All sets of predictor variables have variance inflation factors (VIFs) that were less than 3.0, meaning that there were no problems with multicollinearity. Path coefficients and their value were determined through bootstrapping that involved 5,000 resbles. Table 2 shows the most important structural findings consisting of the postulated path coefficients.

The data supported all the three hypothesized paths. In particular, H1 was proven to be right because HR Tech Usability & Reliability had a positive significant impact on HR Service Satisfaction ($b = 0.74$, $t = 14.32$, $p < 0.001$). It implies that, in fact, employees who find HR tech as simple and trustworthy are more satisfied with HR services, as we would expect. Then, the Overall Employee Experience was positively influenced by the HR Service Satisfaction with an insignificant t-value ($b = 0.60$, $t = 9.45$, $p < 0.001$), which confirms H2. That is, the more the workforce are pleased with the services of the HR, the higher the rate at which they would build a better employee experience. Finally, The HR Technological Usability and Reliability also significantly directly impacted the Overall Employee Experience ($b = 0.25$, $t = 2.80$, $p = 0.005$), in favor of H3. This means that in addition to its indirect effect through satisfaction, the quality of HR tech has a positive and independent relationship with the overall experience of employees. It is worth noting that this direct path albeit important was weaker in strength compared to the one through HR service satisfaction. This trend indicates that from a total impact of HR tech on employee experience, a significant share of the effect is partially mediated by HR service satisfaction, whereas there is still a direct impact.

We used the indirect effect of HR Tech Usability and Reliability on the Overall Employee Experience through HR Service Satisfaction to evaluate the mediation formally. The result of the concerned coefficients was the bindirect = 0.74 0.60 [?] 0.44. Indirect effect This indirect effect was confirmed to be significant (indirect $p < 0.001$). Thus,



HR tech usability and reliability can play a significant role in enhancing employee experience by adding to HR service satisfaction. The indirect to total effect ratio is indicative of the effect being mediated by most suggesting that our theoretically hypothesized mechanism is correct. But the direct effect (0.25) was still significant hence we conclude that mediation is not complete but partial.

Explanatory power of the model was also tested. The Usability and Reliability of HR Tech explained 55 percent of the variance of HR Service Satisfaction ($R^2 = 0.55$ of the mediator). In the meantime, a combination of the HR Tech Usability and Reliability with HR Service Satisfaction explained 58 percent of the variance in Overall Employee Experience ($R^2 = 0.58$ of the outcome). These values of R^2 are a good indicator of a high percentage of variance that is explained considering the multidimensional nature of employee experience. Altogether, the structural model proves that all hypotheses are supported and that the mediating role of the HR service satisfaction can be used to connect the outcomes of the technology quality to the employee experience.

Table 2: Structural model results and hypothesis tests

| Path (Hypothesis) | β | t-value | p-value | Supported? |
|---|---------|---------|----------|---------------------|
| HR Tech Usability & Reliability \rightarrow HR Service Satisfaction (H1) | 0.74 | 14.32 | 0.001*** | Yes |
| HR Service Satisfaction \rightarrow Overall Employee Experience (H2) | 0.60 | 9.45 | 0.001*** | Yes |
| HR Tech Usability & Reliability \rightarrow Overall Employee Experience (H3) | 0.25 | 2.80 | 0.005** | Yes |
| Indirect: HR Tech Usability & Reliability \rightarrow HR Service Satisfaction \rightarrow Overall Employee Experience | 0.44 | | 0.00*** | (partial mediation) |

$p < 0.05$, $p < 0.01$, $p < 0.001$ (two-tailed tests).

5. Discussion and Conclusion

In this research, the authors aim to examine the role of the usability and reliability of HR technology in the overall experience of employees in the workplace and the role of satisfaction with HR services in this process in particular. The findings give clean cut evidence in defense of our model. The usability and reliability of HR tech had a significant effect on HR service satisfaction (H1), which further had a strong effect on the overall employee experience (H2). Our other results also showed that HR tech quality positively increased employee experience (H3), albeit with a lower degree of strength, suggesting some mediation. Simply, what we have found is that the reason better HR technology leads to a better employee experience is in part due to the fact that the technology allows and empowers the HR to better serve the employees, but there is also an immediate convenience and user-experience gain that the employees enjoy.

5.1. Theoretical Implications

Our results can be added to the growing body of literature related to the employee experience by revealing certain levers that can be increased or decreased by organizations to enhance the EX. The EX literature is characterized by much emphasis on the general aspects of culture, physical environment, and leadership (e.g., Yang and Zhang, 2025). We demonstrate that digital infrastructure of the HR processes is a constituent element of EX as well. This makes the position of authors such as Malik et al., (2023) and others, who argue that digitalization of HR, when well-planned, can supplement the experience of the employee in his/her daily life, right. There is also a sound of our mediated model with internal service quality frameworks: whenever internal service providers (HR in this instance) get empowered by good technology to service customers in high quality, the employees get to experience this in not only getting better service, but also feeling better about their workplace as a whole. This helps the idea of internal service-profit chain in which the internal service quality (in this case through tech) is enhanced, and eventually leads to positive employee attitudes and possibly performance.

We also present the new empirical data, which is relevant to a more recent (2020s) context, and the figures include the most recent HR technologies and remote or hybrid working conditions. Most of the previous HRIS satisfaction studies were implemented in the past technology-driven periods. Our findings support the fact that in the modern



context by using the latest HR technology (cloud-based solutions, AI chatbots, and others) the crucial role of the usability and reliability cannot be underrated. Employees still appreciate convenience and predictability, and these two are the factors that lead to satisfaction and experience results.

5.2. Practical Implications

To HR practitioners and organizational leaders, our study has a number of implications. To begin with, the issue of the usability and reliability of HR systems is not only an IT problem, but an important HR consideration. The user-centric design, intuitive interfaces and robustness of the system should be at the forefront when decision-makers are assessing or implementing HR technology (be it a new HRIS module, self-service portal, and AI-based HR tool). We have evidence that this kind of investment will prove fruitful in the form of happier employees and more enjoyable work experience which have been associated with increased engagement and retention.

Second, HR departments are supposed to understand that technology and service delivery are two components that accompany each other. Even the most well-developed HR technology will not be able to improve employee experience when HR processes in the background are unresponsive or unsupportive. In such a way, technology should be an enabler in organizations to enhance the quality of HR services - e.g. monitoring inquiries through case management system and responding to them in time or automating routine processes such that the HR staff could concentrate on personalized service. What our findings suggest is that any growth in the satisfaction with HR services would be of a significant influence on the overall EX, and as such, any technological project must be considered with regards to the effect it will create on the end-to-end service experienced by an employee. In practice, HR may use the level of employee satisfaction with HR services (via internal surveys) as a KPI and be able to correlate it with the technology improvements.

Third, the fact that there is a direct effect of the HR tech usability on the employee experience implies that employees are conscious and attentive toward the tools that they use on a daily basis. A convenient HR system (such as a simple leave-requesting service or a benefits information portal that one can access at any time) simplifies the life of an employee and helps him/her feel less stressed and angry during the work day. The HR managers are thus supposed to work hand in hand with the IT and the vendors to continually improve the user experience of HR systems. Even minor solutions - such as minimizing the entry barriers, or mobile adaptation, or logic navigation - would have disproportionately large impacts on how employees felt about things. The quality of the HR technology has become even more observable to the employees and therefore more crucial to EX in the hybrid and remote work, where on-site HR interaction is mostly replaced by online communication.

Lastly, the mediation finding of our study is that organizations should not think of technology as a silver bullet per se. It should be accompanied by the use of technology with training and process optimization that allows the HR staff to utilize it towards improved service. Specifically, a new HR chatbot may be counterproductive in case HR employees will not receive training on how to address the escalations or the knowledge base will contain old information - in that case, the service satisfaction may even decline. However, it is because, when used correctly, technology enhances the capacity of the HR to provide timely, reliable, caring services creating a virtuous cycle of employee experience.

5.3. Limitations and Future Research

As in any study, this research is limited. First, the cross-sectional design restricts the possibility of making strong causal inferences. As much as our causal interpretation can be supported by theory and the time logic (perceptions of technology probably affects both satisfaction and experience) we cannot exclude reverse causality or confounding variables. As an illustration, there are possibilities that in a less happy workforce (with worse experiences overall), employees will view HR technology more positively. It would be helpful to use longitudinal research or experiment (pre- and post-implementation surveys in case of a new HR system implementation) to ensure the direction of effects.

Second, all measures were gathered at a single point on the respondents which increased the probability of common method bias. We attempted to circumvent this risk by taking care in wording items and promising anonymity and a post hoc test of Harman, single factor did not suggest a dominant single factor. However, validity can be enhanced



by providing multi-source data in future research (such as monitored system usage logs alongside survey results, or performance results reported by supervisors).

Thirdly, the overall employee experience is a single latent construct on which our study was concentrated. Although this gives a convenient high level outcome, future studies could focus on individual dimensions of EX or a more immediate outcome such as employee engagement, commitment or well-being. It will be interesting to find out whether or not there are particular features of EX (e.g., the aspect of organizational management of the framework by Yang and Zhang) that are more affected by HR tech and services than others. Also, we failed to directly evaluate employee engagement or performance, which are downstream of EX. According to our results and previous research, it is also reasonable to assume that the resulting positive changes in engagement and performance would be obtained out of employee experience improvements through a better HR tech and service. A more protracted model (HR tech - HR satisfaction - EX - engagement/performance) would be a valuable direction to pursue in the future.

The other future work area is to take into consideration the boundary conditions. We did not actively model any moderators as we used several industries and job positions in our sample. Perhaps, the effect of HR tech on experience varies depending on, e.g. generational cohort or employee tech-savviness. Digital natives would require a smooth technology and work harder in its absence, but the older generation would want more human service factors. Arguably also comes organizational culture where a culture that is very tech-oriented may assume less friction in systems than one that values personal touch. Such moderating factors would be investigated to improve our knowledge.

Lastly, with the advent of HR technology, new advances are occurring at an extremely high rate, so subsequent studies ought to continue investigating the different types of technology (AI, predictive analytics, virtual reality training, etc.) and their implications on employee experience. Our analysis was made in the beginning of the 2020s; the acquired lessons will be updated continuously as organizations embrace next-generation HR technologies.

This work is an empirical finding that enhancing the usability and reliability of HR technology can result in substantial improvements in the overall experience of the employees and this to a large extent through better satisfaction of the employees with HR services. With the current age of engagement and retention that has realized employee experience as a key, our findings point to a practical channel through which organizations can adopt: use user-friendly HR technologies to enable HR to provide excellent service. Workable, reliable HR systems will provide a win-win situation - employees will have a great time interacting and feel encouraged, HR will be able to work more efficiently and the organization will have a more involved and productive work force. The mediating effect of HR service satisfaction highlights the fact that the effect of technology is best achieved when it is converted into improved service quality. To the researchers, our analysis merges information systems success and HR management viewpoints through which we understand the extent to which internal technologies influence the key employee deliverables. To those working within the field, it underlines the point that the digital HR programs must always remember the end-user (employee). Organizations can enhance the employee experience by investing in both the quality of HR systems and the capacity of the HR team to utilize it to the service of the employees, which permeates to the engagement, loyalty and performance. With the process of workplace digitalization persisting, the synergy of high-tech and high technology in HR can very well become one of the organizational success aspects of human capital management.

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