Impact of HRMS Implementations on Employee's Job Satisfaction, Job Engagement and Turnover Intentions

Amrita

Research Scholar

Chaudhary Bansi Lal University, Bhiwani

Email: amritachawla69@gmail.com

Abstract

Human Resource Management System (HRMS) has become essential instrument in this digital era which basically transform traditional HR practices into efficient technology-driven processes. This research explores how the adoption of Human Resource Management Systems (HRMS) influences employees' job satisfaction, engagement, and intentions to leave their organization. Grounded in the Technology Acceptance Model (TAM), the study focuses on how employees' perceptions of HRMS—specifically its usefulness and ease of use—shape their attitudes toward the system. These attitudes are then examined in relation to their impact on job satisfaction, which subsequently affects both employee engagement and turnover intentions. By applying this integrated framework, the study sheds light on how employees respond to the implementation of HRMS and uncovers key behavioral patterns linked to technology adoption. The findings offer practical guidance for organizations seeking to boost employee retention and optimize performance within increasingly digital workplaces. Through a comprehensive framework on existing literature and development of testable propositions, this study identifies a significant research gap in linking technological and human factors within organizational settings. The findings aim to offer valuable insights to organizations for improving HRMS adoption and enhancing workforce retention strategies.

Keywords: HRMS, Job Satisfaction, Job Engagement, Turnover Intentions, Technology Acceptance Model (TAM), Perceived Utility, Perceived Ease of Use, Employee Attitude, Digital HR Transformation, e-HRM.

1. INTRODUCTION

Today the whole world is experiencing the new era known as digitalization. Our routine is incomplete without using technology in any form. In the same manner, management and organizations are experiencing the advanced tools of technology (Maier *et al.,* 2013). Maier *et al.* (2013) also suggested that previously, the human resource management processes were lagging behind when we used to talk about the technological improvements. For managing employees, the human resource practices used to work as a base for the maintenance of records and implementation of other activities such as record-keeping, performance appraisals, recruitment related activities (Otto, 2019). Previously, HRM was a field completely dependent on HRM practices and this was the only way to improve the workings of an organization (AlHamad *et al.,* 2022). These activities were important to manage personnel and achieve organizational strategies which were administrative in nature (Cristiani & Peiro, 2018). But the whole work was manual previously due to which the main concentration was diluted to some insignificant activities. But the introduction of HRMS made all the tasks and activities automated on one hand and improved the efficiency and effectiveness of management (Shiri, 2019). Human capital remains the most critical asset within any organization, and managing accurate records of employees has long been considered a complex and essential task (Drucker et al., 1997). With the rise of digitalization, a wide range of software solutions have emerged within the field of human resource management (HRM), streamlining and enhancing traditional HR functions. The integration of advanced technological tools and systems is now central to managing workforce information effectively (Salas-Vallina et al., 2021; Alquadah et al., 2022). Key HR activities such as recruitment, performance evaluation, job design, employee relations, and workforce development have been transformed through these innovations. As a result, these enhanced processes contribute to greater

employee motivation, engagement, and commitment—factors that are crucial for improving retention rates within organizations (Akhorshaideh et al., 2023).

We know that talented employees are the secret for the success of an organization. That is why this area has shown incremental move from HRM to e-HRM. The use of e HRM is moving rapidly in today's interconnected world. With private institutions, government organizations are also adopting this as they are becoming aware about its effective uses (Mairo *et al.,* 2013). It works as a strategic tool for achieving the goals of an organization (Albercht *et al.,* 2015) and all types of organizations are adapting this new technology and executing HRMS- Human Resource Management Systems to improve the performance of employees by decreasing their stress level and anxiety (Noutsa *et al.,* 2019). HRMS boost the workings more effectively and efficiently (Lee , 2007; Stromehier, 2007; Bondaroul *et al.,* 2009).

This study aims to examine how the implementation of Human Resource Management Systems (HRMS) influences employee job satisfaction, and how this satisfaction, in turn, relates to levels of engagement and the intention to leave the organization. Central to this analysis is the role of employee attitudes, which are shaped by their perceptions of the system's usefulness and ease of use—core constructs derived from the Technology Acceptance Model (TAM).

2. REVIEW OF LITERATURE

Review of literature is considered to be the base for any study or research work as it helps to find out the source of the problem or the research gap. The review of literature gives a clear picture of the problem which is explained as follows:

2.1 Perceived Utility and Attitude

In order to assess the effects of HRMS implementation on prospective system users, it is essential to establish a foundation grounded in theoretical principles and existing models that elucidate the perspectives of system users (Venkatesh et al., 2003). The Technology Acceptance Model (TAM) stands as a fundamental framework that enjoys considerable popularity in this context (Davis et al., 1989). Davis and colleagues (1989) propose that a user's intention is fundamentally influenced by their attitude towards utilising that specific technology. In this context, the study conducted by

Williams et al. in 2009 establishes a foundation that asserts the connection between the attitudes of system users and their intentions to utilise the system. With the adoption of emerging technologies by organisations, it is crucial to evaluate whether these innovations will be embraced by the workforce. The examination of employee conduct will be explored via their perspective on the matter. Based on the existing body of literature, it is evident that the adoption of innovative technology compels organisations to evaluate the perspectives of their employees (Brown et al., 2002). He further emphasises that the mindset of the prospective user can greatly influence the effectiveness of an individual. Each time a novel technology is introduced within an organisation, the workforce or prospective users evaluate it based on its functionality and user-friendliness (Davis et al., 1989). The successful implementation of HRMS hinges on the essential capabilities of its users, as highlighted by Panayotopoulou et al. (2007). Should it be determined that the skills of prospective users are insufficient to effectively utilise the new technology (Lukaszewski et al., 2008), the adoption of HRMS may yield adverse outcomes instead of beneficial ones. The current research examines the perceived usefulness in connection with the attitudes of prospective system users. The variable "Perceived Utility" can be examined through the lens of accessibility within the framework of diagnosticity theory (Ahluwalia et al., 2000). The perceived utility serves as a foundation for influencing the intention to utilise (Renny et al., 2013). Suki and colleagues (2011) proposed a favourable connection between perceived utility and attitude.

To assess the impact of perceived utility on to the attitude of a potential system user, we assume:

Proposition 1: There is a relationship between perceived utility and attitude of employees.

2.2 Perceived Ease of Use and Attitude

Experience from using the TAM framework shows that Perceived Ease of Use and Attitude are linked. The authors of this study, Suki et al. (2011), reported several methods to measure the link between online ease of use and attitude toward using technology. Research has shown that how easy a system is to use (PEOU) does not depend on attitude, but attitude is dependent on how easy the system is to use (Hong et al., 2002; Compeau et al., 1999). Many publications on ease of use

and attitude regard Davis's 1989 study as the key source. Afterward, Segars and Grover carried out a confirmatory factor analysis (CFA) in 1993. To learn about the factors behind users' intentions, Venkatesh and Davis (1996) studied the link between Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). They indicate that user acceptance of technology is strongly related to the two constructs. The investigation by Kanchanatanee et al. (2000) found that PEOU affects a user's intention indirectly, as it impacts a person's attitude towards the technology. They originate from the Technology Acceptance Model (TAM) proposed by Davis in 1989 which highlights what influences people to adopt new technology. TAM features three key aspects: Perceived Usefulness, Perceived Ease of Use and the individual's attitude regarding using the technology. A proposition can be formed after reviewing the literature, as described below:

Proposition 2: There is a relationship between perceived ease of use and attitude of employees.
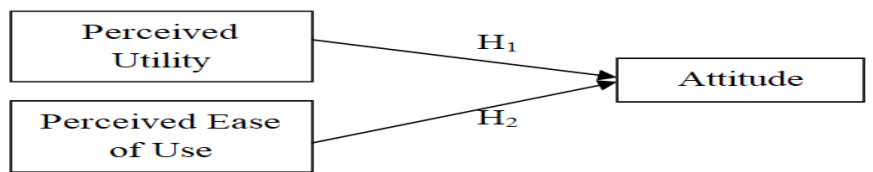

Fig 1: Showing relationship between Perceived Utility, Perceived Ease of Use and Attitude of employees

Source: Literature Review

2.3 Attitude and Job Satisfaction

The effect of new technology implementation is transformational in nature (Caldwell, 2003). It provides extra challenges to users (Kanter, 2003). Using new technology has made the HR related works automated where the third party services are used to perform HR activities (Adler, 2003; Hendrickson, 2003). With this automation, the HRM has become e-HRM now days impacting the perspectives of employees (Bondarouk & Ruël, 2009; Elkins & Philips, 2000). But while new technology it adapted, its consequences are significantly studied, that is why, its impact is studies on the work related measures first of all. These measures include job satisfaction on priority (Maier *et al.,* 2013). Job satisfaction has been described by Locke (1969) as "the sum of the evaluations of the discriminable elements of which the job is composed," suggesting that it is influenced by

multiple job-related factors. These factors not only affect how satisfied employees feel in their roles but also play a crucial role in shaping their level of job engagement and their intention to leave the organization. Turnover intention refers to an employee's conscious desire or plan to resign from their current position (Tett & Meyer, 1993). Numerous studies have highlighted a negative correlation between job satisfaction and turnover intention—indicating that higher satisfaction is often associated with a lower desire to leave (Griffeth et al., 2000; Joseph et al., 2007; Tett & Meyer, 1993). Conversely, when employees are content with their jobs, their likelihood of quitting significantly decreases (Vandenberghe et al., 2011). It is also important to note that employee attitudes, including job satisfaction, are dynamic and may evolve over time, reflecting shifts in work-related perceptions and behaviors (Oreg et al., 2011).

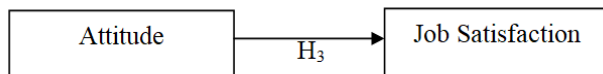*Proposition 3: There is a relationship between Attitude and Jobs Satisfaction.*

Fig. 2: Showing relationship between Attitude and Job Satisfaction
Source: Literature Review

2.4 Job Satisfaction, Job Engagement and Turnover Intentions

The main requirement in any organisation is having people who work, since their involvement is necessary to reach success (Wen et al., 2019). Helping employees feel satisfied is important because they then become engaged and it reduces their chances of leaving. Some studies point out that work satisfaction is linked to being more engaged at work (Vargese, 2017; Nwachukwu et al., 2022). When someone is job satisfied, it's due to having a positive feeling about their workplace and job (Anugrah Putri, 2020). A link exists between job engagement and both job satisfaction and job engagement (Djoemadi et al., 2019, Thokoa et al., 2021). There have been several studies on how job satisfaction and job engagement are related, mainly studying how structural empowerment is involved as a mediator (for example, Nwachukwu et al., 2022). If employees are content, it greatly improves their productivity and abilities at work (Setiawan et al., 2020). Many organisations are using games and fun activities to help employees feel better about their work (Dara et al., 2020; Garg & Kumar, 2012). The study by Ali and Farooqi (2014) explored how the two concepts of job satisfaction and employee engagement could be related. Having a job that

fulfills a person's needs majorly impacts their level of engagement in their work, as well as their level of motivation (Diuno, 2018). When employees experience dissatisfaction with their roles, this discontent may lead them to resign from their positions. Randhawa (2007) proposed that a significant relationship exists between employee job satisfaction and their intentions to leave the organisation. Prior to departing from a position, the desire to exit is a precursor; hence, turnover intention serves as the foundational measure for predicting actual turnover (Mobley, 1977; Horn and Griffeth, 1995; Michaels & Spector, 1982). A multitude of elements impacts the turnover intentions of employees; however, job satisfaction emerges as the most significant criterion (Randhawa, 2007). Job satisfaction serves as a crucial foundation for establishing the relationship between job engagement and intentions to leave the organisation. This is the reason the present research investigates the connection between them. Consequently, the subsequent assertions can be established:

Proposition 4: There is a relationship between Job Satisfaction and Job Engagement.

Proposition 5: There is a relationship between Job Satisfaction and Turnover Intentions.
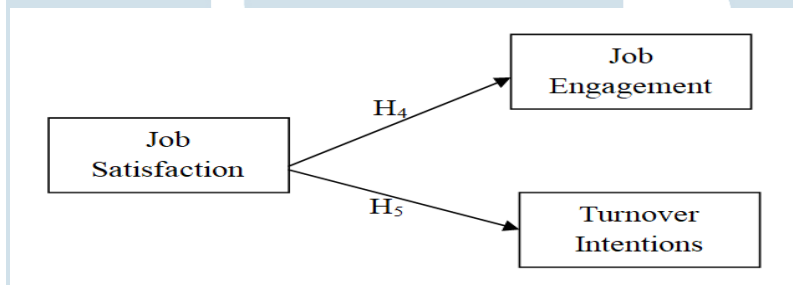

Fig 3: Showing the relationship of Job Satisfaction, Job Engagement and Turnover Intentions

Source: Literature Review

3. Research Gap

After reviewing the literature, it has been found out that most of the studies have discussed about HRMS as an advanced management system, but whenever a new technology is introduced, studying the attitude of its user is significant. Even the best HRMS- Human Resource Management System may be failed in case of non-acceptance. The acceptance is needed to be evaluated from

the perspective of potential users. Although HRMS has been studied extensively in the past but still there are many connections which are significant and need attention to answer various questions. The first is studying the connection between technology driven factors and the attitude of the users. On the other hand, there are some human factors which are related to the job satisfaction of the user. It is significant to study the association of attitude on job satisfaction. Because job satisfaction can help to determine whether it will lead towards the job engagement or create turnover intention among the employees. So, both the above points create an important gap and attract researchers to explore it. That is why the above study is kept under the title as "Impact of HRMS on Employee's Satisfaction, Engagement and Turnover Intentions". The research gap explained above creates some questions for which the answers will be tried to find out with this study. These questions are as follows:

(1) What is the Impact of Perceived Utility on Attitude of the employees?

(2) What is the Impact of Perceived Ease of Use on Attitude of the employees?

(3) What is the Relationship between Attitude and Job Satisfaction?

(4) What is the Role of Job Satisfaction on Job Engagement and Turnover Intention of the employees?

4. Research Objectives

(1) To Study the Impact of Perceived Utility on Attitude of the employees;

(2) To Study the Impact of Perceived Ease of Use on Attitude of the employees:

(3) To Study the Relationship between Attitude and Job Satisfaction;

(4) To Analyze the Role of Job Satisfaction on Job Engagement and Turnover Intention of the employees."

5. RESEARCH METHODOLOGY

The research methodology is the way through which the specific tools are selected and applied to analyze the information about a research problem. In a research study, research methodology helps the readers to examine the reliability and validity of the study. This particular area helps to know the way by which the data collection will be done and on the other hand, it helps to know the analytical part related to the study. This is the process through which the researcher gets the solution of the problem with the acquisition of deep knowledge about the problem. So research methodology plays a vital role in research. In short, Research methodology is a path to find out the result of a given problem. It provides way to conduct research. It throws light on how study will be conducted, the way of formulating problem, types of data to be collected, method and technique of analysis to be used.

6. SCOPE AND RELEVANCE OF THE STUDY

Nowadays, the digital era is growing at a great pace. It has transformed all the areas which are shaping a new world with advanced technologies. Because as it is said, "Progress is impossible without change and those who cannot change their minds cannot grow." So, with the advancement of technology in every field, the HR process has also taken a higher level which has transformed through HRMS now. Where the base is the same, which is to maintain database and managing the human resources effectively. So, it is important for the organizations also to adopt new ways of managing the workforce and attain the better levels of human capital management. For doing so the study focuses on the role of technology driven parameters on to the work performance. It focuses on the association between perceived utility, perceived ease of use on to the attitude of the employees and then analyzing the job satisfaction by measuring the job engagement as well as the turnover intention. So, it is a significant part and will help the organizations to understand the ways through which the best ways could be found out so that the job engagement could be increased and the turnover intention could be minimized.

7. Conclusion

The objective of this research was to investigate how Human Resource Management Systems (HRMS) influence employee perceptions, job satisfaction, engagement levels, and intentions to leave, utilising the framework of the Technology Acceptance Model (TAM). The results indicate a favourable and noteworthy correlation between the perceived usefulness and perceived simplicity of use in relation to employees' attitudes towards HRMS. Moreover, this mindset was discovered to impact job satisfaction, which in turn influences job engagement and intentions to leave the organisation. These results underscore the significance of grasping employee viewpoints during the rollout of innovative technologies in human resource management, particularly within the framework of digital evolution.

8. Limitations

The approach for this study depends on secondary information and uses a model called TAM, with the intention of covering many different organizations. However, the study might not focus enough on specific behavioural reactions that come with certain organizations. Since there are no studies or interviews involved, the research is limited in how useful and significant it can be. Furthermore, the fields of analysis in this article cover perceived usefulness, user-friendliness, mindset, job fulfilment, involvement and intention to leave which are detailed and influenced by many details in the working environment, making them not part of this study. Due to missing data collected over time, it is complicated to monitor any lasting effects of HRMS on employee actions. Based on the listed constraints, the investigation team can now focus on gathering empirical evidence, comparing broader sociological aspects and following the outcomes over time.

References

Adler, P., 2003. Making the HR outsourcing decision. MIT Sloan Management Review 45 (1), 53–60.

Ahluwalia, Rohini and Zeynep Gürhan-Canli (2000), "The Effects of Extensions on the Family Brand Name: An Accessibility–Diagnosticity Perspective," Journal of Consumer Research, 27, 3, 371–81.

Akhorshaideh, A., Hammouri, Q., Barqawi, B., Shrafat, F., Alfayez, D., & AL-Lozi, K. (2023). Examining the impact of total quality management on the provision of healthcare services: A study of Jordanian healthcare organizations. Uncertain Supply Chain Management, 11(3), 923-932.

Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of organizational effectiveness: People and performance*, *2*(1), 7-35.

AlHamad, A., Alshurideh, M., Alomari, K., Kurdi, B., Alzoubi, H., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human resources management on organizational health of telecommuni-cations companies in Jordan. International Journal of Data and Network Science, 6(2), 429-438.

Ali, S and Farooqi, Y. A. (2014), ''Effect of work overload on job satisfaction, effect of job satisfaction on employee performance and employee engagement (A case of public sector university of Gujranwala division'', International Journal of Multidisciplinary Sciences and Engineering, Vol. 5 No 8, pp. 23-30

Alqudah, I. H., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. European Research on Management and Business Economics, 28(1), 100177.

Anugrah Putri, A., Dhewanto, W and Fadhil Nurdayat, I. (2020), ''Understanding the role of job satisfaction in workplace from millennial generation's perspective toward organizational performance'', KnE Social Sciences, Vol. 4 No 6, pp. 1047–1063.

Bondarouk, T., Ruël, H., 2009. Electronic human resource management: challenges in the digital era. International Journal of Human Resource 20 (3), 505– 514.

Bondarouk, T., Ruël, H., van der Heijden, B., 2009. E-HRM effectiveness in a public sector organization: a multi-stakeholder perspective. International Journal of Human Resource Management 20 (3), 578–590

Brown, S.A., Massey, A.P., Montoya-Weiss, M.M., Burkman, J.R., 2002. Do I really have to? User acceptance of mandated technology. European Journal of Information Systems 11, 283–295.

Compeau, D.R., Higgins, C.A., and Huff, S. "Social cognitive theory and individual reactions to computing technology: A longitudinal study," MIS Quarterly, Volume 23, Number 2, 1999, pp.145-158.

Cristiani, A., & Peiró, J. M. (2018). Human resource function, unions and varieties of capitalism: Exploring their impact on human resource management practices based on CRANET data. Employee Relations, 40(6), 1072-1098.

Dara, D., Eliyana, A and Hamidah. (2020), ''The engagement and working satisfaction of millennial lecturers during the Covid-19 pandemic: differences in gender identity perspectives. Sys Rev Pharm, Vol. 11 No. 10, pp. 438-445

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS quarterly*, 319-340.

Diuno, P. (2018), ''The Effect of Satisfaction and Commitment on Engagement of Employees in Nigerian Banks '', Global Journal of Management and Business Research, Vol. 18 No 8, pp. 21-29.

Djoemadi, F. R., Satiawan, M., Noermijati, N and Irawanto, D. W. (2019), ''The effect of work satisfaction on employee engagement'', Polish Journal of Management, Vol 19 No 2, pp. 101-111.

Elkins, T.J., Philips, J.S., 2000. Job context, selection decision outcome, and the perceived fairness of selection tests: biodata as an illustrative case. Journal of Applied Psychology 85 (3), 479–484.

Garg, A and Kumar, V. (2012), ''A study of employee engagement in pharmaceutical sector'', International Journal of Research in IT and Management, Vol. 2 No 5, pp. 85-98.

Griffeth, R.W., Hom, P.W., Gaertner, S., 2000. A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium. Journal of Management 26, 463–488.

Guritno, S., & Siringoringo, H. (2013). Perceived usefulness, ease of use, and attitude towards online shopping usefulness towards online airlines ticket purchase. *Procedia-Social and Behavioral Sciences*, *81*, 212-216.

Hong, W., Thong, J.Y.L., Wong, W., and Tam, K. "Determinants of user acceptance of digital libraries: An empirical examination of individual differences and system characteristics," Journal of Management Information System, Volume 18, Number 3, 2002, pp.97-124.

Horn, P.W.; and Griffeth, R. W. (1995), E m p lo y e e T u r n o v e r , OH : South-Western College, Cincinnati.

Kanchanatanee, K., Suwanno, N., & Jarernvongrayab, A. (2014). Effects of attitude toward using, perceived usefulness, perceived ease of use and perceived compatibility on intention to use E-marketing. *Journal of Management Research*, *6*(3), 1.

Kanter, R.M., 2003. Foreword. In: Effron, M., Gandossy, R., Goldsmith, M. (Eds.), Human Resources in the 21st Century. Wiley, Hoboken, NJ.

Lee, I., 2007. An architecture for a next-generation holistic E-recruiting system. Communications of the ACM 50 (7), 81–85.

Locke, E.A., 1969. What is job satisfaction? Organizational Behavior and Human Performance 4, 309–336.

Lukaszewski, K.M., Stone, D.L., Stone-Romero, E.F., 2008. The effects of the ability to choose the type of human resources system on perceptions of invasion of privacy and system satisfaction. Journal of Business and Psychology 23 (3–4), 73–86.

Maier, M., Marazopoulou, K., Arbour, D., & Jensen, D. (2013). A sound and complete algorithm for learning causal models from relational data. *arXiv preprint arXiv:1309.6843*.

Martinez, J. M., Barnhill, C., Otto, M., & Mosso, A. (2019). The influence of managerial practices and job-related characteristics on employee perceptions of service quality and turnover intention. Recreational Sports Journal, 43(1), 35-42.

Michaels, C. E.; and Spector, P. E. (1982), "Causes of Employee Turnover: A Test of the Mobley, Griffeth, Hand and Meglino Model", J o u r n a l o f A p p lie d P s y c h o lo g y , Vol. 67, pp. 53-59.

Mobley, W. H. (1977), "Intermediate Linkages in the Relationship between Job Satisfaction and Employee Turnover", J o u r n a l o f A p p lie d P s y c h o lo g y , Vol. 62, pp. 237-240

Noutsa Fobang, A., Fosso Wamba, S., & Kala Kamdjoug, J. R. (2019). Exploring factors affecting the adoption of HRIS in SMEs in a developing country: Evidence from Cameroon. *ICT for a Better Life and a Better World: The Impact of Information and Communication Technologies on Organizations and Society*, 281-295.

Nwachukwu, C., Omofowa, S., & Omofowa, M. S. (2022). Job Satisfaction, Structural Empowerment, Gender and Millennial Managers Engagement in Nigeria.

Oreg, S., Vakola, M., Armenakis, A., 2011. Change recipients' reactions to organizational change: a 60-year review of quantitative studies. The Journal of Applied Behavioral Science 47 (4), 1–64.

Panayotopoulou, L., Vakola, M., Galanaki, E., 2007. E-HR adoption and the role of HRM: evidence from Greece. Personnel Review 36 (2), 277–294.

Randhawa, G. (2007). Relationship between job satisfaction and turnover intentions: An empirical analysis. *Indian Management Studies Journal*, *11*(2), 149-159.

Salas-Vallina, A., Alegre, J., & López-Cabrales, Á. (2021). The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. Human Resource Management, 60(3), 333-347.

Segars, A. H., & Grover, V. (1993). Re-examining perceived ease of use and usefulness: A confirmatory factor analysis. *MIS quarterly*, 517-525.

Setiawan, R., Eliyana, A., Suryani, T and Christopher, J. (2020), ''Creating job satisfaction in a strict organisation'', Opcion, Vol. 36 No 27, pp. 376–385.

Strohmeier, S., 2007. Research in e-HRM: review and implications. Human Resource Management Review 17 (1), 19–37.

Suki, N. M., & Suki, N. M. (2011). Exploring the relationship between perceived usefulness, perceived ease of use, perceived enjoyment, attitude and subscribers' intention towards using 3G mobile services. *Journal of Information technology management*, 22(1), 1-7.

Tett, R.P., Meyer, J.P., 1993. Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. Personnel Psychology 46 (2), 259–293

Thokoa, R.L., Naidoo, V and Herbst, T.H.H. (2021). A study of job satisfaction and work engagement at the National Treasury of South Africa. SA Journal of Human Resource Management, Vol. 19 No 2021, a1557. https://doi.org/10.4102/sajhrm.v19i0.1557

Vandenberghe, C., Panaccio, A., Bentein, K., Mignonac, K., Roussel, P., 2011. Assessing longitudinal change of and dynamic relationships among role stressors, job attitudes, turnover

intention, and well-being in neophyte newcomers. Journal of Organizational Behavior 32 (4), 652–671.

Varghese, J. (2017). *Impact of telecommuter status, manager leadership style, structural empowerment and job satisfaction on managed care nurses' level of engagement* (Doctoral dissertation, State University of New York at Buffalo).

Venkatesh, V., & Davis, F. D. (1996). A model of the antecedents of perceived ease of use: Development and test. *Decision sciences*, *27*(3), 451-481.

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS quarterly*, 425-478.

Wen, X., Gu, L., & Wen, S. (2019). Job satisfaction and job engagement: Empirical evidence from food safety regulators in Guangdong, China. *Journal of cleaner production*, *208*, 999-1008.

Wen, X., Gu, L., & Wen, S. (2019). Job satisfaction and job engagement: Empirical evidence from food safety regulators in Guangdong, China. *Journal of cleaner production*, *208*, 999-1008.

Williams, M.D., Dwivedi, Y.K., Lal, B., Schwarz, A., 2009. Contemporary trends and issues in IT adoption and diffusion research. Journal of Information Technology 24 (1), 1–10.