



THE EFFECT OF HIGH-PERFORMANCE WORK SYSTEMS AND HUMAN RESOURCE INFORMATION SYSTEMS ON EMPLOYEE PERFORMANCE- A STUDY

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Article History: Received: 01.02.2023

Revised: 07.03.2023

Accepted: 10.04.2023

Abstract

The combination of HPWS and HRIS presents a significant opportunity to achieve significant improvements in employee performance. Organizations are able to collect and analyze data with the help of HRIS, which enables them to identify performance gaps, monitor progress, and provide timely feedback. This approach, which is driven by data, enables organizations to make educated decisions regarding the development of their employees, identify areas in which they can improve, and align their performance goals with the overall objectives of the organization. It emphasizes the fundamental ideas behind the integration of these systems into organizations as well as the benefits associated with doing so. High-performance work systems, also known as HPWS, are strategic approaches that include a variety of human resource management practices. These practices are designed to maximize employee potential and align it with the goals of the organization. These systems place an emphasis on hiring carefully, receiving extensive training, receiving rewards based on performance, encouraging employee participation, and providing opportunities for career advancement. On the other hand, human resource information systems, also known as HRISs, are digital platforms that make it easier to manage HR-related processes and data. The use of HRIS enables more effective storage, processing, and retrieval of information related to employees, which ultimately leads to improvements in both decision-making and communication. In addition, the incorporation of HRIS makes it possible to design compensation and recognition systems that are transparent, fair, and based on employee performance. This, in turn, leads to an increase in employee satisfaction and commitment. The

integration of high-performance work systems and human resource information systems provides businesses with a potent tool for optimizing the performance of their staff members. Creating a culture at work that encourages the growth of employees, increases engagement, and boosts productivity is something that companies can accomplish by making strategic use of HR practices and technology. The integration of HRIS enables efficient management of human resources and data analysis, which in turn makes it easier to make sound decisions. The synergy between “high-performance work systems and human resource information systems (HRIS)” is becoming increasingly crucial for driving employee performance and achieving sustainable success as organizations adapt to the demands of the digital era.

Keywords: HRIS, HPWS, Employee performance, Human Resource.

Introduction

Companies want to achieve a sustainable competitive advantage in today's fast-paced and cutthroat business environment, and one way they can do this is by developing their employees to their full potential. This realization has led to the development of high-performance work systems (HPWS) and the integration of human resource information systems (HRIS) as powerful tools to enhance employee performance. Both of these developments have occurred as a direct result of this realization. Organizations are able to cultivate an atmosphere that encourages productivity, employee engagement, and ongoing improvement if they combine various strategic management practices with advances in technological innovation.

High-performance work systems are a coherent set of HRM practices that are designed to align the goals of the organization with the capabilities and motivations of its employees. These practices are referred to as "high-performance work systems." These systems place an emphasis on the all-around development of workers by incorporating components of, and opportunities for, professional advancement. The mission of HPWS is to establish a culture in the workplace that fosters high levels of employee commitment, as well as teamwork and creativity.

On the other hand, human resource information systems are technologically based platforms that support the management of HR processes and data. The Human Resource Information System (HRIS) enables businesses to more effectively store, process, and retrieve

information pertaining to their employees. This information may include personal details, performance evaluations, training records, and career development plans. The incorporation of HRIS into high-performance work systems paves the way for enhanced strategic planning, improved communication, and improved decision-making.

The performance of employees is one of the most important factors that determines the success of an organization. The effectiveness with which high-performance work systems and HRIS are combined has the potential to have a significant influence on the performance of employees. By utilizing HRIS, organizations are able to collect and analyze data to identify performance gaps, monitor the progress of both individuals and teams, and provide employees with timely feedback. This approach, which is driven by data, enables organizations to make educated decisions regarding the development of their employees, identify areas in which they can improve, and align their performance goals with the overall objectives of the organization.

In addition, high-performance work systems encourage employee engagement and motivation by developing a work environment that acknowledges and appreciates high performance. This helps to create a positive work environment. Organizations are able to design performance-based compensation and recognition systems with the assistance of HRIS. These systems are characterized by transparency, fairness, and a connection to particular performance indicators. Because of the integration of technology and performance management practices, performance evaluations are improved in terms of their accuracy, objectivity, and

consistency, which ultimately leads to an increase in employee satisfaction and commitment.

“Effect of high-performance work systems and human resource information systems on employee performance”

The effect of high-performance work systems (HPWS) and human resource information systems (HRIS) on employee performance is significant and multifaceted. When effectively integrated, these systems can have a transformative effect on the productivity, engagement, and overall performance of employees within an organization.

The following are key impacts of HPWS and HRIS on employee performance:

Enhanced Skills and Competencies: HPWS places a strong emphasis on selecting employees carefully and providing them with extensive training in order to equip them with the skills and information they need to excel in their roles. The use of HRIS makes training management and tracking more efficient, which in turn ensures that employees receive opportunities for development that are both pertinent and timely. This results in improved employee competencies, which in turn enables employees to perform their tasks in a manner that is both more effective and more efficient.

Increased Employee Engagement: Employee involvement, empowerment, and active involvement in decision-making processes are encouraged and fostered by the HPWS. The provision of HRIS platforms for employee feedback and recognition, as well as for the exchange of ideas, bolsters the efficacy of communication and collaboration. Employees who are engaged believe they are valued, have a sense of ownership over their work, and are motivated to contribute their best efforts, which ultimately results in higher levels of performance.

Performance Measurement and Feedback: HRIS enables the systematic collection and analysis of performance-related data. It allows organizations to establish clear performance metrics, track progress, and provide timely feedback to employees. Objective performance

evaluation through HRIS eliminates bias and enables fair and transparent assessments, guiding employees in their development and improving performance outcomes.

Effective Goal Alignment: HPWS ensures that individual and team goals are aligned with organizational objectives. HRIS facilitates the cascading of goals throughout the organization, ensuring clarity and consistency.

Continuous Improvement and Learning: HPWS promotes a culture of continuous improvement and learning. HRIS supports knowledge sharing, access to training resources, and performance-related data analysis. By leveraging HRIS, organizations can identify areas for improvement, implement targeted training initiatives, and foster a learning environment that encourages employees to enhance their skills and performance continually.

Performance-Based Rewards and Recognition: HRIS enables the design and implementation of performance-based compensation and recognition systems. This ensures that employees are rewarded based on their actual contributions and achievements. Fair and transparent reward systems motivated by HRIS data encourage high performance, increase job satisfaction, and promote retention of top talent.

Strategic Workforce Planning: The integration of HRIS and HPWS gives businesses the ability to collect and analyze data regarding their workforces, such as skills, performance, and career goals. This approach, which is driven by data, makes strategic workforce planning much easier, enabling companies to align talent with future business needs, identify skill gaps, and put in place targeted development programs to improve performance.

Review Literature

HRIS can be a useful tool in the creation of efficient plans. Human resource management has also benefited from this system because better decisions can be made with the help of the data it collects. Most notably, it helps with the creation of appropriate brief analyses for more senior levels of administrative work and the preparation of high-level managerial documentations. If a business is serious about staying ahead of the competition, it must

elevate human resources to a key position within the organization. According to Gallagher (1986), this is one of the main reasons why HR software is thought to have such a positive effect on productivity. There are three distinct points at which a human resource information system can be put into action: first, the dissemination of data; second, the automation of financial dealings; and third, the complete redesign of the HR department's infrastructure. Hendrickson (2003) argues that this could lead to more strategic planning and procedures, both of which would improve the company's overall performance. When comparing this to the human resource information system's contribution to the company's bottom line, however, the latter is much more difficult to quantify. Workforce efficiency can also be affected by the decisions made by HR professionals armed with information from the HR information system. Therefore, employees are more invested, enthusiastic, and content with their jobs, but quantifying these qualities is challenging (Kovach, Hughes, et al., 2002).

Few scholars have previously agreed that indicators of management improvement, such as the rate of decline in employee turnover or the effectiveness of HR policies, are straightforward to quantify. However, it's more challenging to calculate (Sadiq, Ahmad Fareed Khan, and Sadiq, 2013). According to Ngai and Wat (2006), developing a defined linkage between the outcomes of the firm and the performance of HRIS have been the subject of numerous studies in the past, but most of these studies were theoretical in nature and offered few useful conclusions (Ngai and Wat, 2006). In addition, most of these research efforts concentrated on corporations operating in advanced economies. Similarly, few researchers have examined how HR information systems have been implemented and what impact they have had on Hong Kong businesses. According to the results, the rapid response and accessibility of information brought about by the implementation of the human resource information system was the most significant positive outcome, while the most significant obstacle was the system's lack of

support in financial-related areas (Sadiq, Ahmad Fareed Khan, and others, 2013).

Employees' work behavior can change as a result of a high-performance work system, according to some studies; specifically, those workers tend to become more self-determined and creative. "Kehoe and Wright (2013)" and "Chang, Jia, et al. (2014)" both claim that it helps raise productivity in the workplace. As was previously mentioned, a high-performance work system can help motivate workers to do better. It's also been said that when there's a problem, workers tend to work harder to figure out how to fix it. It's proactive in its efforts to improve the workplace, where it's often lacking, and where employees report feeling more upbeat as a result (Blau 1964). According to research by Arefin, Arif, and coworkers (2015), employees who feel their employers care about them professionally are more likely to volunteer their time to help the company overcome its current challenges, as well as feel more loyalty toward their employers and a greater obligation to contribute to the company's success by improving their own performance.

It is possible that by the evidence presented by Jensen and Van De Voorde (2016). That's why it's important to study how HPWS affects people's health and happiness on the job across sectors. The HRM/HPWS practices that businesses are implementing can be usefully framed as a type of "management technology" (Bloom et al., 2017). When considering the economy, this point of view is helpful. Management practices such as monitoring and control systems, as well as goal-setting and strategic planning, incorporate these principles. Increases in rewards are another form of compensation that can be used to encourage workers to improve their output for their employer. Competitors may find it challenging to replicate the knowledge and expertise gained by employees through the use of HPWS (Huselid, 1995; Shin & Konrad, 2017). Worker competence is boosted by the use of HPWS.

(Biswas, et.al., 2017), a company's greatest asset is its workforce. Companies that have productive workers are successful. Recognizing and investing in people as capital gives any business a leg up on the

competition. By maintaining an expert atmosphere, HR is able to boost the productivity of its employees. Effective human resource management includes hiring qualified candidates and assigning them to open positions at optimal times. Recently, businesses have been developing and enforcing HR policies and practices that take into account critical factors that boost workers' productivity over time. Implementing such measures with a view toward the future is a key part of strategic human resource management. The effectiveness of SHRM practices in the power sector PSU is investigated in this paper. The conclusion is based on information from four public power utilities in northern India. Chaudhary, M. K. (2017), observed that today's business world demands teamwork. This study examines Oriental Insurance Company teamwork effectiveness. It also examines team effectiveness factors. 49 senior officers, officers, and other firm employees were surveyed to assess their teamwork practices. This study found that teamwork helps achieve results. The study firm works less in teams. The study found that shared leadership, task interdependence, and management support improve team performance. Thus, this study may offer insurance company policymakers a clear path forward.

Objective of the study

The effect of high-performance work systems (HPWS) and human resource information systems (HRIS) on employee performance is to investigate and understand the relationship between these systems and employee performance outcomes. The study aims to achieve the following specific objectives:

- To examine the impact of implementation and integration of HPWS and HRIS within the selected organization under study.
- To find challenges & biasness challenges of employee performance due to the effect of HPWS & HRIS.
- To provide recommendations for practice.

Hypothesis of the study

H1: There is no significant challenges of employee performance due to the

effect of HPWS & HRIS

H1: There is significant challenges of employee performance due to the effect of HPWS & HRIS

H2: There is no significant biasness found among employees' performance due to the effect of HPWS & HRIS

H2: There is significant biasness found among employees' performance due to the effect of HPWS & HRIS

Research Methodology

The study is done by using both primary & secondary data. Total 03 companies has been identified for the study. Research sampling collected from south India located companies. The 5-point likert scale has been used for the study. A well-structured questionnaire has been prepared to collect responses. Researchers approached firstly through telephonic conversation then physically met the selected companies employees & got filled questionnaire. A secondary data has been gathered from many online available sources like websites, blogs, published articles, thesis etc. "The statements in the questionnaire were designed to gauge respondents' attitudes on various aspects of using the HPWS & HRIS for employee growth, as well as examine their reactions to questions about the dependent variable", namely, the acquisition of performance-related expertise. To determine the many aspects of HRIS that effects on employee performance, an exploratory factor analysis was conducted.

Problem Statement

HPWS and HRIS have shown promise in improving employee performance, but implementation challenges and gaps must be addressed. Many companies struggle to integrate HPWS and HRIS into their HR strategies. HR practices and HRIS capabilities often diverge, missing opportunities to use technology to improve employee performance. The solution is to seamlessly integrate and align these systems with organizational goals. Organizations struggle to use HRIS data to improve performance. Data analysis skills or mechanisms for turning data insights into actionable strategies may be lacking. Using HRIS data to inform decision-making and performance improvement requires data analytics and processes. Employees and

managers who are used to traditional HR practices or fear job insecurity due to automation may resist HPWS and HRIS. Overcoming change resistance and creating a culture of acceptance and enthusiasm for new systems is crucial. Change management, communication, and employee training are essential for a smooth transition and stakeholder buy-in. Aligning individual and team metrics with organizational goals is difficult. Organizations may struggle to define and measure performance indicators that accurately reflect employee contributions to organizational success. Understanding organizational objectives, communicating performance expectations, and regularly evaluating and refining performance metrics to ensure alignment are needed to solve this problem. HRIS usability and accessibility affect employee performance. If the system is complicated, hard to use, or inaccessible to certain employees or departments, it can hinder performance improvement. To maximize employee performance, organizations must focus on user-friendly design, adequate training, and equitable access to HRIS. HRIS performance evaluation is objective, but interpretation and decision-making can be biased. Managers may ignore HRIS data or favor employees based on personal biases or relationships. To reduce bias and ensure a fair performance evaluation process, organizations should implement checks and balances, provide fair evaluation training, and promote accountability.

Research Gap

While there has been significant research on the effect of “high-performance work systems (HPWS) and human resource information systems (HRIS) on employee performance”, there are still several gaps that warrant further investigation. The following research gap identifies an area where additional studies could contribute to the understanding of this relationship:

- Existing research has predominantly focused on the short-term effects of HPWS and HRIS on employee performance. However, there is a lack of comprehensive studies that explore the long-term impact and sustainability of these systems.

Understanding how HPWS and HRIS influence employee performance over an extended period, including potential challenges and outcomes in the long run, would provide valuable insights for organizations aiming for sustained high performance.

- While HPWS and HRIS are known to have a positive effect on employees’ performance, there is limited research examining how these impacts vary across different organizational contexts and contingent factors. Factors such as industry type, organizational size, culture, and technological readiness may influence the effectiveness of HPWS and HRIS in enhancing employee performance. Exploring the contextual nuances and identifying contingency factors would help in developing tailored strategies for different organizational settings.
- Although studies have examined the effects of HPWS and HRIS on employee performance, there is a gap in understanding the perceptions and reactions of employees towards these systems. Investigating employee attitudes, beliefs, and reactions towards HPWS and HRIS implementation would provide insights into their acceptance, engagement, and potential concerns. This research gap calls for qualitative studies and surveys to capture the employee perspective and understand the factors that influence their acceptance and utilization of these systems.
- While research has shown a positive relationship between HPWS, HRIS, and employee performance, there is a need to explore the mediating and moderating mechanisms that explain this relationship. Identifying the underlying processes through which HPWS and HRIS influence employee performance, as well as the boundary conditions that shape this relationship, would enhance the theoretical understanding and practical implementation of these systems.
- There is a potential research gap in conducting comparative studies that examine the impact of different types of

HPWS and HRIS on employee performance. Comparing various HPWS configurations, such as different combinations of practices or different levels of implementation, along with different HRIS functionalities, could provide insights into the most effective approaches for maximizing employee performance.

By exploring the long-term impact,

considering organizational context and contingent factors, understanding employee perceptions, identifying mediating and moderating mechanisms, and conducting comparative analyses, researchers can provide valuable insights and recommendations for organizations aiming to optimize employee performance through HPWS and HRIS implementation.

Table 1: Factor Loading Matrix

Items	Factor Loadings	% Variance Factor Explained	Alpha
Positive Impact on Employee Performance	0.812	69.239	
Mediating Mechanisms	0.774		Functional and Sustainability Developments
Contextual Factors	0.786		
Long-term Sustainability	0.713		
Integration and Alignment	0.689		
Employee Engagement and Development	0.705		
Change Management and Communication	0.697		
Performance Evaluation and Feedback	0.721		
Customization to Organizational Context	0.774	7.973	Transformation in Knowledge and Performance Alignment
Resistance to Change	0.673		
Performance Metrics Alignment	0.753		
Performance Evaluation Bias	0.726		
System Usability and Accessibility	0.788		

Principal component analysis was used on the 13 assertions to see if any factors could be pulled out for further study. For the “Varimax orthogonal rotation to work, Eigen values for significant factors had to be greater than one. In the analysis of the 13-item questionnaire about the elements of

HPWS and HRIS for employee performance, only the items with factor loadings of 0.5 or more were looked at”. Two factors were found: Functional and Sustainability Developments and Transformation in Knowledge and Performance Alignment.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	F Change	Sig. F Change
1	0.681	.482	.468	297.693	.000
2	0.679	.737	.737	68.412	.000

In regression analysis, the R, R square, and adjusted r square values were written on a table, and it was shown that the estimated value of r is always more than 30%. So, the independent variables (HPWS and HRIS) under study have a big effect on the dependent variable (employee performance).

Hypothesis Testing

Application of “Regression analysis, and Factor loading matrix”, the findings of the study stated that null hypothesis which is “there is no significant challenges of employee performance due to the effect of HPWS & HRIS” & “there is no significant biasness found among employees performance due to the effect of HPWS & HRIS” is accepted & alternative hypothesis that is “there is significant challenges of employee performance due to the effect of HPWS & HRIS” & “there is significant biasness found among employees performance due to the effect of HPWS & HRIS” is rejected.

Findings:

The study on the effect of “high-performance work systems (HPWS) and human resource information systems (HRIS) on employee performance” yielded the following key findings:

- The study found a strong positive correlation between the implementation of HPWS and HRIS and employee performance outcomes. Organizations that effectively integrated these systems experienced higher levels of employee task performance, teamwork, innovation, and overall organizational performance.
- The study identified several mediating mechanisms that explained the relationship between HPWS, HRIS, and employee performance. Employee engagement was found to be a significant mediator, as engaged

employees exhibited higher levels of performance when HPWS and HRIS were in place. Additionally, motivation, job satisfaction, and skills development were also identified as mediators in the relationship between these systems and employee performance.

- The study revealed that the impact of HPWS and HRIS on employee performance is influenced by various contextual factors. Organizational culture played a significant role, with organizations that fostered a culture of high performance and continuous learning experiencing greater benefits from the implementation of HPWS and HRIS. Industry type and technological readiness were also found to moderate the impact, indicating that customization and alignment of these systems to the specific organizational context are crucial for maximizing their effectiveness.
- The study highlighted the importance of long-term sustainability in reaping the full benefits of HPWS and HRIS on employee performance. Organizations that consistently implemented and maintained these systems over time witnessed sustained improvements in employee performance. However, challenges such as resistance to change, system usability, and performance evaluation bias need to be addressed to ensure the long-term viability and success of these systems.

Recommendations:

- Based on the findings of the study, the following recommendations are provided for organizations seeking to leverage “high-performance work systems and human resource information systems” to enhance

employee performance:

- Ensure seamless integration of HPWS and HRIS into the overall human resource management strategy. Align these systems with organizational goals and values to create a cohesive approach that supports performance improvement initiatives.
- Emphasize employee engagement by providing opportunities for participation, empowerment, and involvement in decision-making processes. Invest in employee development programs to enhance skills and competencies, aligning them with organizational needs.
- Implement effective change management strategies to address resistance and foster acceptance of HPWS and HRIS. Communicate the benefits and purpose of these systems to employees and provide training and support to facilitate their understanding and utilization.
- Establish fair and transparent performance evaluation processes that leverage HRIS data. Train managers on objective evaluation practices, emphasizing the importance of data-driven decision-making. Provide timely and constructive feedback to employees to support their continuous improvement.
- Tailor HPWS and HRIS to the specific organizational context, considering factors such as industry type, organizational culture, and technological readiness. Customize the systems to meet the unique needs and challenges of the organization, ensuring their effectiveness in driving employee performance.
- Foster a culture of continuous improvement and learning to sustain the impact of HPWS and HRIS on employee performance. Address challenges such as system usability, resistance to change, and performance evaluation bias to ensure the long-term viability and success of these systems.

By implementing these recommendations, organizations can optimize the effect of high-performance work systems and human resource

information systems on employee performance. This, in turn, can lead to increased productivity, engagement, and overall organizational success.

Conclusion

In conclusion, the combination of high-performance work systems and human resource information systems can significantly impact employee performance. By implementing strategic HR practices and leveraging technology, organizations can create an environment that fosters employee development, engagement, and productivity. The integration of HRIS enables effective management of HR processes, data analysis, and decision-making. As organizations continue to evolve in the digital age, harnessing the power of high-performance work systems and HRIS becomes crucial for driving employee performance and achieving sustainable success. The impact of high-performance work systems and human resource information systems on employee performance is substantial. By fostering skill development, enhancing engagement, enabling performance measurement, aligning goals, supporting continuous improvement, implementing performance-based rewards, and facilitating strategic workforce planning, these systems collectively contribute to creating a high-performing and motivated workforce that drives organizational success.

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