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A Conceptual Model of the Impact of Management Information System Implementation on Organizational Behavior

The Mediating Roles of Communication, Job Satisfaction, and Leadership

[1]Hani Humaeriyah*, [2]Muhammad Javed, [1]Nadya Larasati Aghnia
Corresponding Author: hani.humaeriyah@umbandung.ac.id
[1] Universitas Muhammadiyah Bandung, Bandung, Indonesia
[2] University of Science & Technology Bannu, Khyber Pakhtunkhwa, Pakistan

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ABSTRACT

This paper presents a conceptual model that investigates the influence of Management Information System (MIS) implementation on organizational behavior, with a focus on the mediating roles of communication, job satisfaction, and leadership. As organizations increasingly rely on digital systems to streamline operations, understanding the human behavioral impacts of such systems becomes essential. This study posits that MIS alone does not guarantee improved organizational performance unless it is accompanied by effective internal communication, motivated and satisfied employees, and visionary leadership. By reviewing and synthesizing findings from existing literature, the model illustrates how these three mediating factors enable the successful translation of MIS capabilities into positive employee attitudes, productive interpersonal interactions, and enhanced organizational cohesion. The paper adopts a literature-based conceptual approach, offering a comprehensive theoretical framework that bridges technology and behavior. It aims to guide future empirical research by highlighting key behavioral variables that influence the success of MIS integration. The findings underscore the importance of aligning technological change with organizational culture and human capital strategies. This model serves not only as a foundation for scholarly inquiry but also as a practical reference for managers and policymakers aiming to maximize the behavioral and operational benefits of MIS implementation.

Keywords
Communication
Conceptual Model
Job Satisfaction
Leadership
Management Information Systems
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Introduction

In the era of digital transformation, Management Information Systems (MIS) have emerged as a cornerstone of organizational efficiency, enabling data-driven decision-making and redefining operational workflows [1]. As organizations increasingly adopt technologies such as enterprise resource planning (ERP) systems, customer relationship management (CRM) platforms, and business intelligence tools, the focus has predominantly centered on technical capabilities, such as automation and data analytics [2]. However, the behavioral implications of MIS adoption—specifically, how these systems reshape employee interactions, motivation, and leadership dynamics—remain underexplored [3]. This gap is critical, as organizational behavior (OB) theories emphasize that employee performance and engagement are deeply intertwined with communication patterns, job satisfaction, and leadership efficacy [4]. This study proposes a conceptual model to examine how MIS influences OB through three mediating constructs: communication, job satisfaction, and leadership, thereby bridging the divide between technological adoption and human-centric outcomes.

The integration of MIS into organizational processes has transformed traditional workflows, replacing manual tasks with automated systems and shifting communication from face-to-face interactions to digital platforms [5]. While such advancements enhance operational speed and transparency [6], they also risk diluting interpersonal relationships and fostering misinterpretations in virtual exchanges [7]. Social Exchange Theory posits that trust and reciprocity—key drivers of teamwork—are influenced by communication quality [8], yet the impact of digitized interactions on these constructs remains ambiguous. Similarly, job satisfaction, a pillar of OB research, is increasingly shaped by employees' interactions with MIS. Though systems like ERP modules reduce manual labor, they may also introduce role routinization or privacy concerns, aligning with Herzberg's duality of motivators and hygiene factors [9]. The Technology Acceptance Model (TAM) further underscores that perceived usefulness and ease of use determine system adoption [10], but its linkage to long-term job satisfaction warrants deeper exploration.

Leadership, too, is undergoing a paradigm shift as MIS equips managers with real-time data for strategic decision-making. Transformational Leadership Theory advocates for leaders who inspire innovation and empathy [11], yet an over-reliance on data-driven insights may inadvertently reduce human-centric decision-making, fostering perceptions of micromanagement [12]. This tension highlights the need to balance technological advantages with the preservation of interpersonal dynamics.

Despite the proliferation of MIS research, existing literature often siloes technical and behavioral outcomes. Studies by Orlikowski [13] and Tushman [14] critique this dichotomy, arguing that technology and organizational practices are co-constitutive. However, few models holistically address how MIS mediates OB through communication, job satisfaction, and leadership. Prior works, such as Jarvenpaa's analysis of virtual teams [15], focus narrowly on communication, while Hackman and Oldham's Job Characteristics Theory [16] examines task design without integrating technological mediators. This fragmentation obscures the systemic interplay between MIS and OB, limiting actionable insights for organizations navigating digital transitions.

To address this gap, our conceptual model positions MIS adoption as the independent variable, with OB outcomes—employee motivation, interpersonal relationships, and engagement—as dependent variables. The mediating roles of communication (frequency, transparency, and channel efficacy), job satisfaction (autonomy, skill variety, and workload perception), and leadership (decision-making style and trust-building) are theorized to explain the MIS-OB relationship. Grounded in interdisciplinary theories, including Social Exchange Theory [8], TAM [10], and Transformational Leadership [11], the model offers a framework to assess both enabling and disruptive effects of MIS.

This study contributes to academia and practice in three ways. First, it integrates MIS and OB theories, advancing interdisciplinary discourse on digital transformation. Second, it identifies actionable mediators for organizations to optimize MIS implementation, such as hybrid communication models and leadership training programs. Third, it calls for re-evaluating system design to prioritize user experience, aligning with Bandura's emphasis on human agency in technological contexts [17].

Literature Review

A. MIS and Organizational Behavior

Management Information Systems (MIS) serve as foundational platforms for strategic, tactical, and operational decision-making, enabling organizations to harness data for competitive advantage [1]. Laudon and Laudon [18] define MIS as systems that integrate people, processes, and technology to streamline information flows, a view reinforced by Porter and Heppelmann [2], who emphasize their role in managing smart, connected products. While

the technical benefits—such as automation and real-time analytics—are well-documented [6], the behavioral implications of MIS adoption are less understood. Petter et al. [19] argue that MIS implementation often disrupts workflows, reshaping employee roles and interpersonal dynamics. For instance, Orlikowski [3] highlights the sociomaterial duality of technology, where MIS both constrains and enables organizational practices, influencing power structures and collaboration patterns. Similarly, Tushman and Nadler [14] posit that MIS alters information-processing capacities, which can either empower employees or create information overload. These shifts align with Likert's [4] assertion that organizational behavior (OB) is deeply tied to structural and technological contexts. Despite this, few studies holistically examine how MIS adoption mediates OB through communication, job satisfaction, and leadership, creating a critical research gap.

B. Communication as a Mediator

MIS fundamentally transforms organizational communication by replacing hierarchical, face-to-face interactions with digital channels such as enterprise social networks and CRM platforms [5]. Al-Omari [20] emphasizes that MIS facilitates horizontal and vertical communication, enabling knowledge sharing and interdepartmental coordination. For example, ERP systems standardize data flows, reducing ambiguities in task delegation [18]. However, digitized communication carries risks: Jarvenpaa and Leidner [7] found that virtual teams often struggle with trust-building due to reduced nonverbal cues, aligning with Social Exchange Theory [8], which underscores the role of reciprocity in sustaining relationships. Davis's Technology Acceptance Model (TAM) [6] further explains that employees' willingness to adopt digital communication tools depends on perceived usefulness and ease of use. While MIS enhances transparency [2], Gefen and Straub [5] caution that over-reliance on digital channels may weaken interpersonal bonds, echoing Blau's [8] argument that trust requires sustained social interaction. Thus, while MIS optimizes information flow, its impact on communication quality remains paradoxical—enhancing efficiency but potentially eroding relational depth.

C. Job Satisfaction

Job satisfaction, a cornerstone of OB research, is increasingly mediated by employees' interactions with MIS. DeLone and McLean [21] posit that system success hinges not only on technical performance but also on user satisfaction, a notion expanded by Herzberg's dual-factor theory [9], which distinguishes between motivators (e.g., skill variety) and hygiene factors (e.g., workload). MIS can enhance job satisfaction by automating repetitive tasks, granting employees autonomy, and clarifying role expectations [18]. For instance, CRM systems empower sales teams with predictive analytics, fostering a sense of competence [2]. Conversely, poorly implemented systems may trigger frustration due to complexity or

perceived surveillance. Bandura's [10] social cognitive theory reinforces this duality: employees' self-efficacy in navigating MIS determines whether they view it as a tool for empowerment or a source of stress. Hackman and Oldham's Job Characteristics Model [22] further contextualizes this, arguing that task significance and feedback—enhanced by MIS-driven data visibility—are critical to intrinsic motivation. However, Petter et al. [19] warn that excessive automation can routinize roles, stifling creativity. Thus, MIS design must balance efficiency with human-centricity to sustain job satisfaction.

D. Leadership and Digital Adaptation

Leadership dynamics are profoundly reshaped by MIS, as real-time data access redefines decision-making authority and transparency. Transformational leadership, which emphasizes vision-sharing and empathy [11], is critical during MIS implementation. Avolio and Bass [23] argue that leaders must foster trust to mitigate resistance to change, a view supported by Kappelman et al. [24], who link leadership support to user acceptance. For example, Kotter [12] stresses that leaders must communicate the strategic rationale for MIS adoption, aligning teams with organizational goals. However, MIS also introduces tensions: Bass and Avolio [11] caution that data-driven leadership risks overemphasizing metrics at the expense of empathy, a concern echoed by Drucker [1], who warns against reducing management to mere analytics. Tushman and Nadler [14] propose a hybrid approach, where leaders use MIS for agile decision-making while maintaining human-centric practices. This aligns with Likert's [4] participatory management theory, which advocates for inclusive leadership in technological transitions. Ultimately, effective digital adaptation requires leaders to balance data-driven insights with emotional intelligence.

Material and Methods

This article adopts a **conceptual research approach**, which involves synthesizing prior studies to build a theoretical framework. Key journals in the fields of information systems, organizational psychology, and management were reviewed. The model serves as a basis for future empirical research using structural equation modeling (SEM) or regression-based analysis to test the relationships. Table 1 shows the inclusion and exclusion criteria

Table 1. Inclusion and Exclusion Criteria

Criteria Type	Inclusion Criteria	Exclusion Criteria
Time Frame	Articles published between 2010 and 2024	Articles published before 2010
Language	Articles published in English	Non-English language articles
Document Type	Peer-reviewed journal articles	Conference abstracts, editorials, book reviews, or theses
Focus Area	Studies focusing on Management Information System (MIS) implementation in organizations	Studies unrelated to MIS or focusing solely on technical development without organizational context

Criteria Type	Inclusion Criteria	Exclusion Criteria
Variables Studied	Research discussing at least one of the mediators: communication, job satisfaction, or leadership	Articles that do not explore mediators or behavioral outcomes
Study Context	Studies conducted in organizational (corporate, government, education) settings	Studies conducted in individual or non-organizational contexts
Study Design	Empirical (quantitative or qualitative) and conceptual papers	Purely technical papers or opinion pieces without conceptual/empirical foundation

Results and Discussion

Based on the inclusion criteria previously outlined, it can be identified several relevant studies that explore the relationships between Management Information Systems (MIS), communication, job satisfaction, leadership, and organizational behavior. These studies span various organizational contexts and provide empirical evidence supporting the conceptual model proposed. A comprehensive literature review was conducted to identify empirical studies published between 2010 and 2024 that examine the relationships between MIS implementation, communication, job satisfaction, leadership, and organizational behavior.

Table 2. Summary of Relevant Studies

No.	Author(s)	Year	Journal Name	Title	Summary
1	Herfina et al. [25]	2022	Jurnal Penelitian dan Pengkajian Ilmu Pendidikan	The Effect of Job Satisfaction, Transformational Leadership, and Interpersonal Communication on Organizational Citizenship Behavior	Examines junior high school teachers in Bogor; finds significant positive effects of job satisfaction, communication, and leadership on OCB. Communication and leadership are shown to mediate the relationship between satisfaction and OCB.
2	Marhouni & Pali [26]	2025	International Journal of Innovation Management and Organizational Behavior	The Relationship Between Leadership Style and Managers' Communication Patterns on Employee Performance, Job Satisfaction, and Organizational Commitment	Focuses on a petrochemical firm; shows that both leadership style and communication patterns significantly affect employee satisfaction and commitment, reinforcing the role of management behavior in organizational outcomes.
3	Hidayat, R. [27]	2013	HUB Jurnal Manajemen dan Bisnis Asia	The Influence of Leadership on Communications, Job Satisfaction, and Organizational Commitment in the Banking Industry	Research from East Java's banking sector; leadership positively impacts communication and commitment, but not job satisfaction, suggesting contextual nuances in the role of leadership.
4	Shintyawati et al. [28]	2023	EAI Endorsed Transactions on Context-aware Systems and Applications	The Role of Leadership, Organizational Culture, and Job Satisfaction in Improving Employee Performance	Study of health workers in Semarang; finds culture has strong effect on performance, leadership has a minor effect, and job satisfaction's impact is statistically insignificant.

No.	Author(s)	Year	Journal Name	Title	Summary
5	Fitria & Anik [29]	2022	Dinasti International Journal of Economics, Finance & Accounting	The Effect of Charismatic Leadership, Organizational Communication, and Job Satisfaction on Employee Performance	Case study at Al-Qur'an Waqf Board Jakarta; reveals that communication and job satisfaction significantly affect performance, while charismatic leadership does not.
6	Maamari & Osta [30]	2021	International Journal of Organizational Analysis	The Effect of HRIS Implementation Success on Job Involvement, Job Satisfaction, and Work Engagement in SMEs	Focuses on SMEs using Human Resource Information Systems; confirms that successful implementation significantly enhances job satisfaction, involvement, and engagement, underlining the behavioral outcomes of system adoption.

Table 3 is a detailed summary of the methodologies employed in each of the six studies previously discussed. This includes information on research design, sample size and selection, data collection instruments, and analysis techniques.

Table 3. Methodological Overview of Selected Studies

No.	Author(s) & Year	Research Design	Sample & Sampling Method	Instruments Used	Analysis Technique
1	Herfina et al. [25]	Quantitative; Cross-sectional survey	266 junior high school teachers in Bogor, selected via proportional random sampling from 20 schools.	- Job Satisfaction Scale - Transformational Leadership Scale - Interpersonal Communication Scale - Organizational Citizenship Behavior (OCB) Scale	Path analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM)
2	Marhouni & Pali [26]	Descriptive-survey	280 managers and employees from Pardis Petrochemical Company, selected through purposive sampling.	- Multifactor Leadership Questionnaire (MLQ) - Communication Skills Questionnaire (CKIJ) - Organizational Performance Questionnaire (ACHIEVE) - Job Satisfaction Questionnaire (JSQ) - Organizational Commitment Questionnaire (OCQ)	Structural Equation Modeling (SEM)
3	Hidayat, R. [27]	Quantitative; Survey	Specific sample details not provided.	- Leadership Scale-Communication Scale - Job Satisfaction Scale - Organizational Commitment Scale	Statistical analysis methods not specified.
4	Shintyawati et al. [28]	Quantitative; Survey	95 staff members from the Semarang City Health Office, selected via purposive sampling.	- Leadership Scale - Organizational Culture Scale - Job Satisfaction Scale - Employee Performance Scale	Data analyzed using SPSS version 25, including hypothesis testing, validity, reliability, and model testing
5	Fitria & Anik [29]	Quantitative; Case study	61 employees at the Al-Qur'an Waqf Board, Head Office Jakarta.	- Charismatic Leadership Scale - Organizational Communication Scale - Job Satisfaction Scale	Multiple linear regression analysis using SPSS version 23

No.	Author(s) & Year	Research Design	Sample & Sampling Method	Instruments Used	Analysis Technique
				- Employee Performance Scale	
6	Maamari & Osta [30]	Quantitative; Cross-sectional survey	1,082 responses from employees across 163 SMEs in various economic sectors.	- HRIS Implementation Success Scale - Job Involvement Scale - Job Satisfaction Scale - Work Engagement Scale	Structural Equation Modeling (SEM) using SmartPLS 3.2.8

Herfina et al. [25] utilized a proportional random sampling technique to select participants from multiple schools, ensuring representation across the population. The study employed validated scales to measure each construct and analyzed the data using PLS-SEM to assess the direct and indirect effects among variables. Marhouni & Pali [26] focused on a petrochemical company, employing purposive sampling to select participants. The study used well-established instruments to measure leadership styles, communication skills, job satisfaction, and organizational commitment, analyzing the relationships using SEM. Hidayat [27], while specific methodological details are limited, the study appears to have used standard survey instruments to assess the influence of leadership on communication, job satisfaction, and organizational commitment within the banking industry. Shintyawati et al. [28] conducted a survey among health office staff, using purposive sampling. The study employed SPSS for data analysis, including tests for validity and reliability, to examine the effects of leadership, organizational culture, and job satisfaction on employee performance. Fitria & Anik [29] implemented a case study approach, surveying employees at a specific organization. The study used multiple linear regression to analyze the impact of charismatic leadership, organizational communication, and job satisfaction on employee performance. Maamari & Osta [30] collected a large sample from SMEs across various sectors, utilizing SEM with SmartPLS to investigate how successful HRIS implementation affects job involvement, satisfaction, and engagement.

The model implies that organizations should consider human dynamics as much as technical performance in MIS implementation. Without adequate communication strategies, motivational mechanisms, and strong leadership, the potential benefits of MIS may not be fully realized. Training programs, participatory design, and leadership development should accompany MIS rollouts.

The reviewed studies underscore MIS as a dual-force in organizational behavior: a catalyst for efficiency and a disruptor of social dynamics. While communication, job satisfaction, and leadership are recognized as mediators, their interplay remains underexplored. This gap necessitates a holistic model, as proposed in this study, to unravel how MIS reshapes OB through these constructs.

The conceptual model proposed in this article posits that the implementation of MIS influences organizational behavior indirectly through three mediating variables: communication, job satisfaction, and leadership.

- MIS → Communication → Organizational Behavior
- MIS → Job Satisfaction → Organizational Behavior
- MIS → Leadership → Organizational Behavior

Each mediating variable plays a role in translating technological change into behavioral outcomes. The model suggests that MIS will have a stronger positive impact on organizational behavior when communication is transparent, employees are satisfied, and leadership is adaptive and supportive. Therefore, we propose the following pathways:

- **H1:** MIS implementation positively influences communication.
- **H2:** MIS implementation positively influences job satisfaction.
- **H3:** MIS implementation positively influences perceived leadership effectiveness.
- **H4:** Communication mediates the relationship between MIS implementation and organizational behavior.
- **H5:** Job satisfaction mediates the relationship between MIS implementation and organizational behavior.
- **H6:** Leadership mediates the relationship between MIS implementation and organizational behavior.

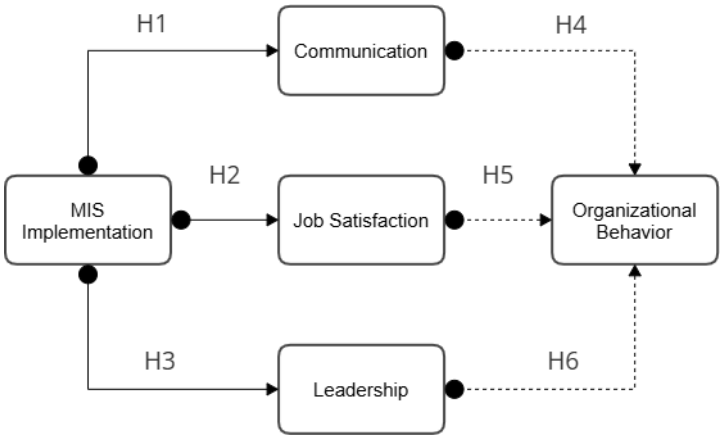


Fig. 1. The proposed conceptual model

The integration of Management Information Systems (MIS) into organizational frameworks demands strategic alignment with human and operational priorities. First, MIS planning must prioritize stakeholder communication strategies to mitigate the risks of fragmented workflows and eroded trust. As Al-Omari [20] emphasizes, MIS facilitates horizontal and vertical communication, but over-reliance on digital channels can weaken interpersonal bonds, necessitating hybrid models that blend virtual efficiency with face-to-face

engagement [7]. Transparent communication protocols, grounded in Social Exchange Theory [8], ensure stakeholders understand system objectives, fostering collaboration and reducing resistance [24]. Second, job roles should be redesigned to align with MIS capabilities, balancing automation with human creativity. Laudon and Laudon [18] argue that MIS reshapes workflows, but Herzberg's dual-factor theory [9] warns that role routinization can diminish intrinsic motivation. Hackman and Oldham's Job Characteristics Model [22] advocates for task significance and autonomy, which MIS can enhance through data-driven feedback and skill diversification [21]. Third, leaders must cultivate digital literacy alongside emotional intelligence to navigate the sociotechnical complexities of MIS adoption. Transformational leadership, as defined by Bass and Avolio [11], requires articulating a clear vision while addressing employee concerns, a balance echoed by Kotter's change management principles [12]. Bandura [10] further highlights that leaders' self-efficacy in using MIS tools inspires confidence, while Drucker [1] cautions against reducing leadership to data analytics, urging empathy to sustain trust. By integrating these practices—proactive communication, role redesign, and adaptive leadership—organizations can harness MIS as a catalyst for efficiency without compromising organizational cohesion [14].

Conclusion

This study explores the conceptual model of the impact of Management Information System (MIS) implementation on organizational behavior, mediated by communication, job satisfaction, and leadership. The literature reviewed highlights that successful MIS adoption alone does not directly lead to improved organizational outcomes unless supported by effective internal communication, satisfied employees, and strong leadership. Empirical evidence confirms that these mediating factors play a pivotal role in translating technological integration into meaningful behavioral and performance enhancements within organizations. Communication fosters clarity and reduces resistance, job satisfaction boosts engagement and retention, while leadership drives vision alignment and motivation. Together, they form a synergistic pathway that amplifies the benefits of MIS. Future research should empirically test this model across various sectors and regions to validate its applicability. Organizations seeking to implement MIS should therefore not only focus on technical deployment but also prioritize cultural and behavioral alignment to achieve optimal organizational transformation. This conceptual model enriches the understanding of how MIS affects organizational behavior through behavioral mediators. Future research should empirically validate the model in different organizational contexts and industries to further refine the framework.

Conflict of Interest

The authors declare that there is no conflict of interest.

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Authors



Hani Humaeriyah, S.E., M.M. is a lecturer in the Management Study Program at Universitas Muhammadiyah Bandung, Indonesia. With a background in a master's degree in management, she is actively involved in teaching and mentoring students in areas such as marketing, human resource management. Academic interests include human resource management studies, business development, and sustainable enterprise practices. She is also committed to community service and research that supports human resource management. (email: hani.humaeriyah@umbandung.ac.id).



Dr. Muhammad Javed is a faculty member at the Institute of Computer Sciences & Information Technology, University of Science & Technology Bannu, located in Khyber Pakhtunkhwa, Pakistan. With a strong academic background and extensive experience in the field of computer science, he is actively engaged in teaching, research, and academic supervision. His areas of expertise include software engineering, artificial intelligence, and information systems, with a focus on developing innovative solutions to real-world technological challenges. He has contributed to several national and international research publications and continues to play a key role in advancing computer science education and research in Pakistan. (email: drjaved@ustb.edu.pk).



Nadya Larasati Aghnia, S.E., M.M. serves as a lecturer in the Management Department at Universitas Muhammadiyah Bandung, Indonesia. She earned her master's degree in management and has a strong interest in human resource management and entrepreneurship. Nadya is dedicated to fostering innovative thinking among her students and often integrates real-world business case studies into her teaching. Her research contributions focus on employee performance, organizational culture, and talent development in the digital age. (email: nadya@umbandung.ac.id).