

# Unmasking Illegitimate Task Assignment: Exploring Its Impact on Employee Well-being and the Role of Information Management Systems in HR

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## ABSTRACT

This research aims to explore the direct relationship between the illegitimate task assignment and employee well-being. The relationship between the variables illegitimate task assignment and HR information management systems was also explored in this research. Moreover, this research also aims to explore the mediating role of HR information management systems among the proposed direct relationship of this research. To achieve the aim of this research the data was collected from the 319 employees of 13 software companies in Hunan Province, China. This research findings reveal a significant impact of illegitimate task assignment on employee well-being, mirroring the stress, job discontent, and heightened burnout documented in previous studies. HR information systems were discovered to both mediate and moderate the relationship, mitigating the negative effects of illegitimate work assignments. When properly overseen, these systems provide employees with valuable tools to deal with work-related difficulties. This study utilizes the Job Demand-Resource (JD-R) model to enhance comprehension of organizational dynamics and provide practical guidance for firms seeking to promote employee well-being in the modern workplace.

**Keywords:** Illegitimate Task Assignment, Employee Well-being, HR Information Management Systems, Job Demand-Resource (JD-R) Model, Software Industry.

## INTRODUCTION

Modern workers often face issues beyond their employment duties. Recent attention has focused on accepting employment tasks without authority. According to L. Zhao, Lam, Zhu, and S. Zhao (2022), assigning employees excessive, illogical, or unconnected tasks is illegal. Due to this, staff are stressed and strained. Modern organizations need information management systems to handle human resources efficiently. Examine how these methods affect the complex relationship between worker well-being and inaccurate task assignment. This study examines these complex relationships to determine their value to modern workers and their surroundings.

This empirical study is driven by these three variables. Fila and Eatough's 2020 study called "illegitimate task assignment" excessive or needless work. According to de Bem Machado, Souza, and Catapan (2019) and Zhao et al. (2022), this feature is essential to understanding workers' main challenge in today's unpredictable and demanding world. Al-Wathinani et al. (2023) say employee well-being—job satisfaction, psychological and emotional health, and work-life balance—is the dependent variable. This shows how employment affects people. Sonnentag and Lischetzke (2018) found that HR information systems can mitigate the negative effects of

improper job assignments on employee satisfaction. This study examines HR information management systems as moderators and mediators. The study's basic qualities allow for a complete assessment of workplace dynamics.

Several studies have examined how illicit job practices affect employees' health and satisfaction. Muntz, Dormann, and Kronenwett (2019) found that unauthorised or inappropriate work assignments could hurt employees' productivity, job happiness, and mental health. Ilyas, Hassan, A. Khan, and W. Khan (2021) found that unjust work assignments increase stress and decrease job satisfaction. Al-Wathinani et al. (2023) found a strong link between employee weariness and poor task assignment. These results highlight the need for additional research into the contributing elements and mitigating factors, including information systems for human resources.

Due to a dearth of study, Muntz et al. (2019) looked into HR information systems and illegal job assignments. The management of illicit labor using HR information systems is examined by Ilyas et al. (2021). Previous research that exposed the shortcomings of these systems served as the foundation for this inquiry. Al-Wathinani et al. (2023) state that this study investigates the impact of HRM systems on workplace interactions. Sonnentag and Lischetzke (2018) contend that because the study highlights the need for creative solutions to enhance employee well-being and optimize HR procedures, it may be experimentally confirmed. The results of the investigation are backed up by data. This study used the well-regarded job demand-resource (JD-R) model in organizational psychology. According to the JD-R model, unapproved job expectations might increase stress and impair job satisfaction (Ouyang, Zhu, Ma, & Qian, 2022). The JD-R paradigm claims that job resources like HRIS can reduce the health risks of physically demanding employment. Job resource and employee well-being studies have supported these theoretical frameworks. Fila, Semmer, and Kern (2023) make it easy to study how HRM systems moderate and mediate wrongful assignments.

In this sense, the study has three objectives. This study examines unethical job distribution in modern organizations and its repercussions on workers. This study examines how HR information systems affect technology and workplace conflict management. The report provides organizations with evidence-based insights and ways to address illegitimate work delegation. Modern workplaces use information technologies for human resources to improve employee well-being and business performance.

## LITERATURE REVIEW

Recently, organizational psychology and management academics have focused on disapproved job assignments (Muntz et al., 2019). Bishu and Headley (2020) found that employees are given unfair, excessive, irrelevant, or outside their job description assignments. The general principle can be broken down into several systems. Halinski et al. found in 2020 that overworked employees may feel role overload. These situations can cause burnout, work-life mismatch, and job dissatisfaction (Adriano & Callaghan, 2020). According to Wang, Ma, Kim, Liu, and Berbekova (2021), role overload leads to work overload and low job engagement, which lowers employee well-being. Another hallmark of a bad task assignment is role uncertainty (Ford, 2023). These circumstances may cause employees to question their firm status (Salazar, Fernandes, Dazzi, Garcia, & Leithardt, 2020; Shipman, Burrell, and Huff Mac Pherson, 2023). Shin, Hur, Park, and Hwang (2020) found that role uncertainty hurts employee performance and engagement.

When given improper responsibilities, workers may experience role conflict because they must manage opposing expectations from different company departments (Fila et al., 2023; Ouyang et al., 2022). Conflicting expectations can cause staff friction and lower productivity, making priority-setting difficult (Muntz et al., 2019). Studies show that professional role conflict influences team and individual dynamics. Halinski et al. found in 2020 that incorrect tasks had substantial psychological effects. Workers' stress, concern, and powerlessness are linked to illegal activity (Adriano & Callaghan, 2020). Demands may lower job motivation and satisfaction, affecting productivity and health (Bishu & Headley, 2020). Illegal duty assignment affects the company. Ford (2023) claims unlawful labor lowers morale, absenteeism, and production. Ford claims this. Wang et al. (2021) further suggest management trust and employer brand could suffer. Businesses that want motivated and productive workers must address fraudulent work assignments to improve the strategic plan and employee well-being (Shin et al., 2020). Multiple factors induce illegal job assignments. Supervisor expectations, corporate communication, and work design worsen this issue (Shipman et al., 2023). These primary challenges must be addressed to improve employee well-being and organizational productivity.

The first theory covers unethical employment allocation and worker health and safety. Task assignment, or illegitimate demands, is when employees are given tasks beyond their job definitions or that are unreasonable and absurd. Task assignment is widespread in the workplace. Kilponen, Huhtala, Kinnunen, Mauno, and Feldt (2021)

said organizations confront role conflicts, severe workloads, and position uncertainty. Fuglestad and Herje (2023) define employee well-being as work-life balance, job satisfaction, and mental health. Numerous organizational psychology and management research have examined the complex relationship between employees' well-being and unethical professional commitments (Rahim, Osman, & Arumugam, 2019). An extensive study by Shipman et al. (2023) found that misallocated responsibilities hurt employees. Shin et al. (2020) found that unsuitable work assignments result in stress, job dissatisfaction, poorer motivation, and burnout. Kilponen et al. (2021) found that fake job assignments harm employees. Job overload, ambiguity, and conflict are examples. Empirical evidence from Muntz et al. (2019) supports the idea. Numerous studies link illegal occupational tasks to worker welfare. Illegal work can cause weariness, job dissatisfaction, and stress (Fuglestad & Herje, 2023). The evidence demonstrates that poor job activities affect employees.

Illegitimate job assignments harm workers' well-being, according to extensive research. According to Rahim et al. (2019), a lot of evidence demonstrates that giving illegal tasks might cause psychological harm, job dissatisfaction, and burnout. The popular Job Demand-Resource (JD-R) model presented by Ouyang and colleagues in 2022 supports this notion. According to the JD-R model, job expectations, especially illegitimate task delegation, drain employees' psychological and physical resources, lowering their well-being (Jiang & Wang, 2023). The concept works when illegal tasks are required of employees. The JD-R model of employment (Ding & Kuvaas, 2022) asserts that unfair employment practices harm workers. The model assumes that high job expectations harm employees' health, supporting our research hypothesis.

H1. Illegitimate task assignment significantly impacts employee well-being.

Second, HR information management systems and illegal job assignments are examined. Fila and Eatough (2020) defined illegitimate task assignments as unfair or unrealistic job assignments. Halinski, Duxbury, and Stevenson (2020) recognized organizational conflicts, confusing responsibilities, and excessive workloads as additional restrictions. Information management systems help HR departments collect, store, and assess employee data, optimize operations, and make decisions (Muntz et al., 2019). Organisational psychology and management have studied illicit work distribution and HR information management systems (Ford, 2023). Illegal work assignments affect HR information systems, a problem less discussed than employee well-being. The study found that insufficient job allocation might cause disagreements over data access and use, overload HR information systems with non-standardized data, and confuse data maintenance duties. Halinski et al. observed in 2020 that these factors may reduce HR information system efficacy. Despite the lack of actual research, it provides vital information. Research shows that inappropriate human resource requirements might overwhelm information management systems (Chen, Liu, Zhang, & Wang, 2022). Unstandardized data overloads systems, reducing reliability and efficiency (Fila & Eatough, 2020). L. Zhao, Jolly, and S. Zhao (2023) say HR professionals may meet role conflicts when data management activities surpass their job requirements.

In 2020, Halinski et al. examined how incorrect work assignment affects HRIM information management systems. The data's impact on employee well-being is greater. Activities allocated without authority may disrupt HR information systems, according to ongoing research. This can cause data administration challenges, role ambiguity, and disagreements over human resources data, according to Chen et al. (2022). Delegating HR duties without authority may be a work demand under the Work Demand-Resource (JD-R) paradigm (Jiang & Wang, 2023). Unjustified or demanding requests overload HR professionals and make HR information system maintenance harder (Ding & Kuvaas, 2022). Human resource information management systems may have high workloads, according to Ouyang et al. (2022). Giving human resource information management systems illegal responsibilities could create new job expectations and hinder their performance.

H2. Illegitimate task assignment significantly impacts on role of information management systems in HR.

Illegal work assignment affects employee well-being and HR information management systems, according to organisational psychology and management research (Muntz et al., 2019). Illegitimate work assignments cause stress, job dissatisfaction, and burnout (Halinski et al., 2020). According to Chen et al. (2022), HR information systems improve HR operations, data management, and corporate decision-making. These variables are mediated by HR information management systems (Fila & Eatough, 2020). Research implies HR information systems may reduce stress from illegal task allocations (Ding & Kuvaas, 2022). Simplifying data management and HR systems may reduce the detrimental effects of unlawful task assignments on employee well-being (Ford, 2023).

Research shows that HR information management systems considerably mediate the link between illegal work assignments and employee well-being (Chen et al., 2022). This theory suggests HR information systems can prevent unfair task assignments. Despite minimal data, HR information systems may reduce the negative consequences of unauthorized work assignments on employee well-being (Zhao et al., 2023). Illegal job assignments may hurt employees, according to the Job Demand-Resource (JD-R) model (Ouyang et al., 2022). HR information systems aid demand management (Ding & Kuvaas, 2022). The hypothesis supports the JD-R

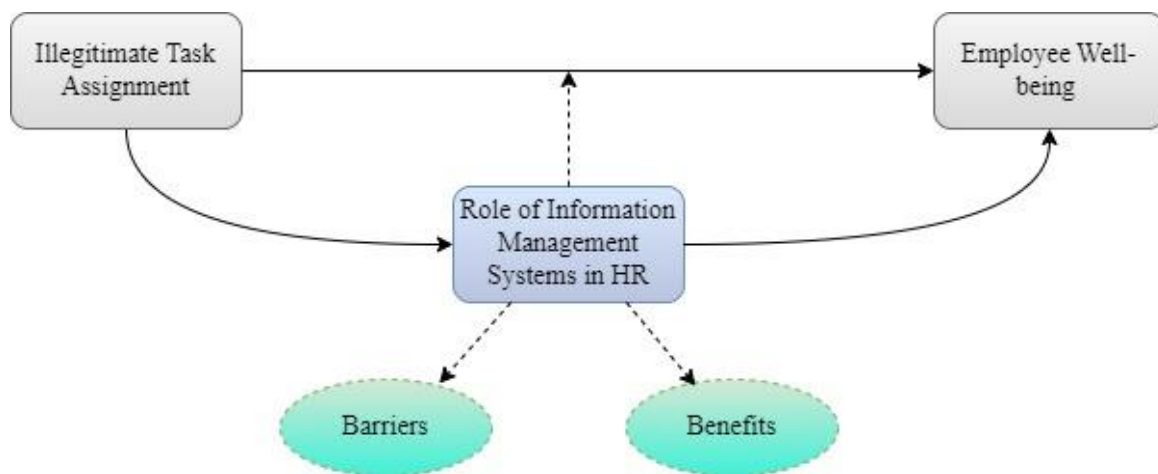
model's claim that job resources affect job demands and outcomes (Jiang & Wang, 2023). Thus, HR information management systems can mitigate the detrimental effects of illegal work assignments on employee well-being.

H3. The role of information management systems in HR significantly mediates the relationship between illegitimate task assignments and employee well-being.

Zhao et al. (2023) studied how unlawful job allocation affects workers' well-being and HR information management systems in organizational psychology and management. Illegal acts have persistently harmed employees, according to Muntz et al. (2019). This causes stress, work dissatisfaction, and burnout. HR information systems increase HR processes, data management, and corporate decision-making (Chen et al., 2022). Lei, Khamkhoutlavong, and Le (2021) examined how information management systems affect key human resource factors. Zhao et al. (2023) found that HR information systems may reduce the negative effects of unlawful task delegation on workers. Implementing efficient human resource management systems that emphasize data and HR procedures can reduce the negative relationship between unauthorized work delegation and employee happiness.

Evidence suggests that the information management system's human resources function moderates the link between illicit work and employee well-being (Ford, 2023). Lei et al. (2021) suggest that HR information systems may affect employee well-being and inappropriate work assignments. Despite the limited empirical study, human resource information systems can mitigate the negative consequences of illegal employment on employee welfare (Zhao et al., 2023). The Job Demand-Resource (JD-R) paradigm classifies illegitimate work assignments as a job demand and human resource information systems as a job resource (Jiang & Wang, 2023). Job resources may mitigate the negative effects of job demands on employee outcomes, according to Ding and Kuvaas (2022). Large-scale HR information system installation can reduce the negative consequences of unauthorized job delegation on workers (Ouyang et al., 2022). HRIMS may affect the type and degree of the association between illegal job assignments and employee well-being, according to our hypothesis. **Figure 1** displays the predicted outcome of this hypothesis.

H4. The role of information management systems in HR significantly moderates the relationship between illegitimate task assignments and employee well-being.



**Figure 1.** Theoretical Model

## METHODOLOGY

A total of 319 employees from 13 different software companies in Hunan participated in this study. Software houses were chosen for the study based on their participation and representation of the regional software industry. Due to the participants' varied roles and responsibilities within the companies, a wide range of viewpoints and experiences regarding illegal task assignment, worker welfare, and HR information management systems were represented in the sample. The study surveyed employees of software companies using a standard questionnaire. The questionnaire was disseminated electronically in order to gather data effectively. The following elements were assessed: Participants' exposure to fraudulent task assignments at work was measured by an 8-item test (X. Zeng, Huang, Zhao, & L. Zeng, 2021). Employee well-being was evaluated using an 8-item scale that measured stress, job satisfaction, and quality of work-life (Johar, Rosli, Mat Khairi, Shahrudin, & Mat Nor, 2022). Participants

were questioned regarding the utility and efficacy of the HR information systems in their companies. A 22-item assessment with 10 barriers and 12 incentives was employed by Ngai and Wat (2006). Age, gender, occupation, and professional experience were gathered through the survey.

PLS-SEM was employed in the data analysis. PLS-SEM, or partial least squares structural equation modeling, is appropriate for small to medium sample sizes and has the ability to analyze complex variable associations (Shaikh, Afshan, Anwar, Abbas, & Chana, 2023). The impact of unauthorized job assignments on worker welfare and HR information system mediation were investigated in this study. Prior to data collection, the study was approved by the relevant institutional review board to guarantee participant privacy and ethical compliance. Informed consent was given to participants to ensure that their participation was confidential and voluntary. Data was gathered at predetermined periods, and participants were encouraged, in an effort to increase response rates. After data collection, responses were securely retained for analysis after being anonymized. PLS-SEM analysis revealed that 319 participants were enlisted. Five times the largest formative indicator in the model should be the minimum sample size (Hair, Hollingsworth, Randolph, & Chong, 2017). 319 persons were able to attain the top formative indicator for the model, which was six, proving the sample size was adequate for the analysis process. Data cleaning, pilot testing, and questionnaire design were carried out to guarantee the quality of the data. Data validity and reliability were increased by validating and removing incomplete or inconsistent responses.

## RESULTS

The study thoroughly examined the measuring scales' internal consistency or reliability for key variables. **Table 1** shows these results with Cronbach's Alpha values for each variable. Cronbach's Alpha is a popular statistical indicator of a construct's items' internal consistency. This study examined numerous characteristics that helped explain the phenomena. The variable "Barriers" had 0.836 Cronbach's Alpha. This shows that barriers construct elements, such as queries about obstacles or hindrances, were internally consistent. Thus, these items can reliably measure barriers in the investigation. The variable "Benefits" had 0.867 Cronbach's Alpha. The benefits of the phenomenon of interest were measured with items that were internally consistent. Researchers can trust these items to assess advantages and study relevance.

**Table 1.** Cronbach's Alpha

	Cronbach's Alpha
Barriers	0.836
Benefits	0.867
Employee well-being	0.838
Illegitimate task assignment	0.917
Role of information management systems in HR	0.884

The variable "Employee Well-being" had 0.838 Cronbach's Alpha. This indicates that employee well-being elements were internally consistent. This reliability assures the study's employee well-being assessment is accurate. The study's key variable, "Illegitimate Task Assignment," has a 0.917 Cronbach's Alpha. This high internal consistency shows that illegitimate task assignment items, such as questions about unfair job demands, were very dependable in measuring this key variable. Researchers can trust this measurement's precision and reliability. Finally, "Role of Information Management Systems in HR" had 0.884 Cronbach's Alpha. This indicates that the HR information management system assessment items were internally consistent. These items accurately measured the construct, helping academics to understand information systems in HR. **Table 1** shows that the study's measuring scales were reliable and robust for assessing the constructs. Valid and meaningful analyses and well-founded conclusions from the study's data require reliability (**Figure 2**).

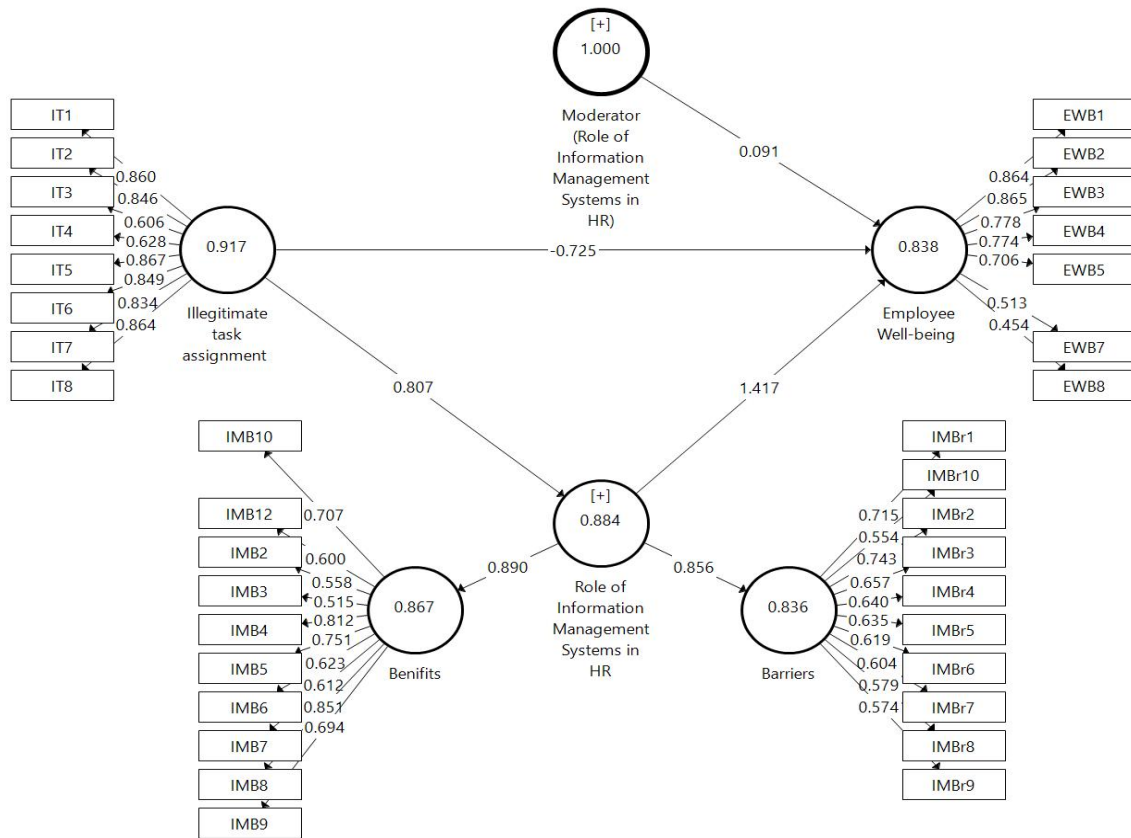


Figure 2. Estimated Model

The study's major variables' factor loadings, composite reliability, and average variance extracted (AVE) are shown in Table 2. The validity and reliability of each construct's measuring scales depend on these metrics. In the original sample, factor loadings for "Employee Well-being" items EWB1–EWB7 ranged from 0.454 to 0.865. This loading shows how strongly each item relates to the construct. This variable's composite reliability of 0.880 and AVE of 0.524 indicate strong internal consistency and convergent validity. The "Role of Information Management Systems in HR" variable has a factor loading of 0.901, showing a strong association with the construct. The AVE was 0.521, but composite reliability was not reported, making internal consistency and convergent validity difficult to judge.

For the "Benefits" variable, factor loadings for items IMB10–IMB9 varied from 0.515 to 0.894, with an AVE and composite reliability of 0.563. These traits indicate internal consistency and convergent validity. With composite reliability and AVE of 0.503, factor loadings for items IMBr1–IMBr9 on the "Barriers" variable varied from 0.554 to 0.743, indicating high internal consistency and convergent validity. Finally, IT1–IT8 "Illegitimate Task Assignment" factor loadings ranged from 0.606 to 0.934. Composite reliability of 0.934 and AVE of 0.641 indicate good internal consistency and convergent validity. Each variable's measuring scale validity and reliability are in Table 2. The study's construct links can be examined and interpreted using these criteria to assure data accuracy.

Table 2. Factor Loadings, Composite Reliability, and Average Variance Extracted (AVE)

		Original Sample	Composite Reliability	Average Variance Extracted (AVE)
Employee well-being	EWB1	0.864	0.880	0.524
	EWB2	0.865		
	EWB3	0.778		
	EWB4	0.774		
	EWB5	0.706		
	EWB6	0.513		
	EWB7	0.454		
Role of information management systems in HR			0.901	0.521

		Original Sample	Composite Reliability	Average Variance Extracted (AVE)
Benefits	IMB10	0.707	0.894	0.563
	IMB12	0.600		
	IMB2	0.558		
	IMB3	0.515		
	IMB4	0.812		
	IMB5	0.751		
	IMB6	0.623		
	IMB7	0.612		
	IMB8	0.851		
	IMB9	0.694		
Barriers	IMBr1	0.715	0.870	0.503
	IMBr10	0.554		
	IMBr2	0.743		
	IMBr3	0.657		
	IMBr4	0.640		
	IMBr5	0.635		
	IMBr6	0.619		
	IMBr7	0.604		
	IMBr8	0.579		
	IMBr9	0.574		
Illegitimate task assignment	IT1	0.860	0.934	0.641
	IT2	0.846		
	IT3	0.606		
	IT4	0.628		
	IT5	0.867		
	IT6	0.849		
	IT7	0.834		
	IT8	0.864		

**Table 3** shows the Fornell-Larcker Criterion, which assesses the study's constructs' discriminant validity. The off-diagonal components of this table reveal correlations, whereas the diagonal elements show the square root of the AVE for each construct. Compare construct measuring scales using Fornell-Larcker Criterion. For any construct, the square root of the AVE should exceed its correlations with all others. The diagonal values (the square root of the AVE) are bigger than the off-diagonal values in this table, indicating discriminant validity for the tested constructs. This means that each study concept is distinct enough to accurately and reliably examine its influences and interconnections inside the research framework.

**Table 3.** Fornell-Larcker Criterion

	1	2	3	4	5
Barriers	0.635				
Benefits	0.527	0.680			
Employee well-being	0.681	0.416	0.724		
Illegitimate task assignment	0.653	0.759	0.238	0.801	
Role of information management systems in HR	0.856	0.890	0.628	0.807	0.566

A crucial metric of discriminant validity across the study's components is the Heterotrait-Monotrait (HTMT) correlation ratio, shown in **Table 4**. This table gives build pairing HTMT ratios. The HTMT ratio shows if construct correlations deviate significantly from 1. The components correlate more than other constructs, hence a score below one implies excellent discriminant validity. **Table 4**'s HTMT values are all below 1, showing the components' discriminant validity. All construct pairings have HTMT ratios below 1, indicating their uniqueness. This illustrates that the study's measuring scales differ across constructs, allowing accurate and consistent evaluation of construct relationships under the research paradigm.

**Table 4.** HTMT

	1	2	3	4	5
Barriers					
Benefits	0.531				
Employee well-being	0.887	0.512			
Illegitimate task assignment	0.668	0.829	0.307		
Role of information management systems in HR	0.597	0.775	0.354	0.697	

**Table 5** shows significant research model fitness and forecast accuracy parameters. The model's "Q<sup>2</sup>predict" value of 0.078 indicates moderate predictive power for future observations or outcomes. This implies that the model can predict certain features of the phenomenon. The model's "RMSE" of 0.063 and "MAE" of 0.088 show relatively accurate forecasts with low prediction error. These findings imply that the research model has appropriate predictive validity and can accurately forecast the phenomenon under inquiry.

**Table 5.** Model Fitness

Q <sup>2</sup> predict	RMSE	MAE
0.078	0.063	0.088

**Table 6** shows the research model's main variable R-square values. R-square, also known as the coefficient of determination, shows how much of the dependent variable's variance can be explained by the model's independent variables. The R-square score of 0.733 for the "Barriers" variable implies that the model's independent variables explain 73.3% of its variance. For "Benefits" as well, the R-square value of 0.792 indicates that the model's independent variables explain 79.2% of the variation. Regarding "Employee Well-being," the R-square score of 0.634 indicates that the model's independent variables explain 63.4% of the variance. The R-square value of 0.652 implies that the independent variables in the model explain 65.2% of the variance in the "Role of Information Management Systems in HR" variable. These R-square values show how effectively the model's independent variables explain dependent variable variation. Higher R-square values imply that the model can better explain dependent variable variability.

**Table 6.** R-square

Variable	R-square
Barriers	0.733
Benefits	0.792
Employee well-being	0.634
Role of information management systems in HR	0.652

F-statistics in **Table 7** help determine the study model's interaction relevance. These statistics help determine the statistical significance of independent-dependent variable correlations. The F-statistic of 0.489 suggests a poor relationship between "Illegitimate Task Assignment" and "Employee Well-being." A moderate statistical connection is suggested by the F-statistic of 1.870 for "Illegitimate Task Assignment" and "Benefits." Various data show how illegal tasks affect various factors. The table also reveals an interaction effect between "Illegitimate Task Assignment" and "Moderator (Role of Information Management Systems in HR)" with an F-statistic of 0.086. This statistic assesses HR information management systems' moderating role in the outcome variable-illegal work assignment relationship. Additionally, the F-statistics for "Role of Information Management Systems in HR" and its connections with "Barriers," "Benefits," and "Employee Well-being" are provided. These results (2.739, 3.815, and 1.468) show that HR information management systems explain variability in these dependent variables. **Table 7** helps examine the research model's links and interactions to reveal the study's findings.

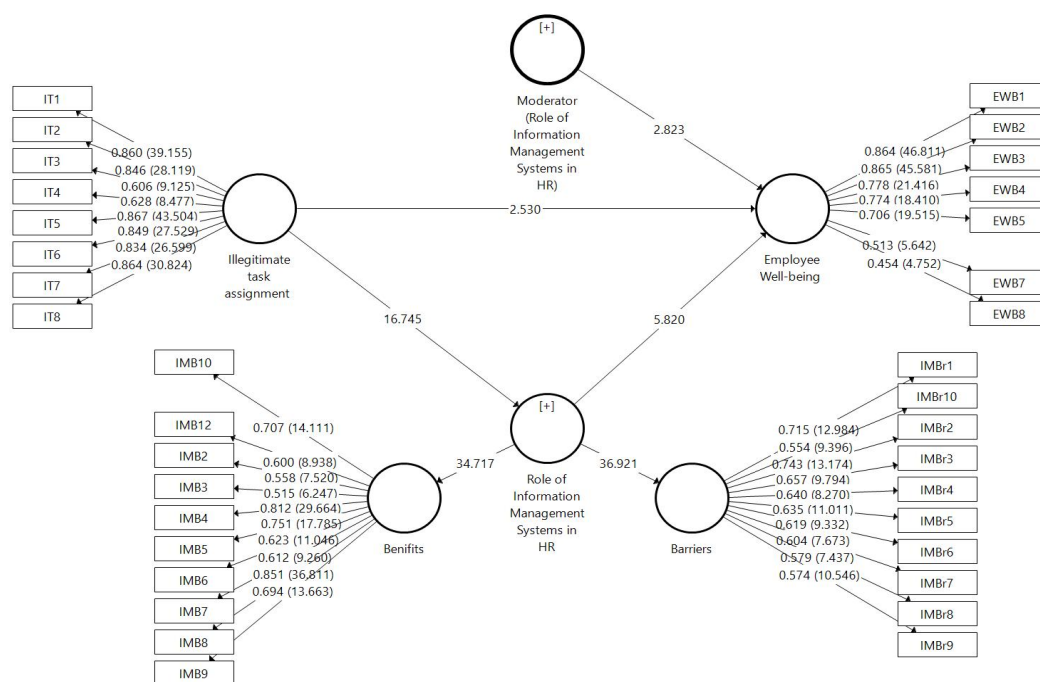
**Table 7.** F-statistics

	Barriers	Benefits	Employee Well-being	Role of Information Management Systems in HR
Illegitimate task assignment			0.489	1.870
Moderator (Role of information)			0.086	



	Barriers	Benefits	Employee Well-being	Role of Information Management Systems in HR
management systems in HR)				
Role of information management systems in HR	2.739	3.815	1.468	

**Table 8** presents the results of the path analysis, which examines the hypotheses related to the relationships and interactions among key variables in the research model. The first hypothesis is supported by the path analysis. The path coefficient of 0.725 indicates a positive and statistically significant impact, with a T-statistic of 2.530 and a p-value of 0.012. This finding suggests that illegitimate task assignment indeed has a significant effect on employee well-being, contributing to a better understanding of this relationship within the study. The second hypothesis also finds strong support in the path analysis (**Figure 3**). The path coefficient of 0.807 reflects a substantial positive impact, with a notably high T-statistic of 16.745 and a p-value of 0.0001. This indicates a highly significant relationship, demonstrating the influence of illegitimate task assignments on the role of HR information systems.



**Figure 3.** Structural Model

Path analysis supports the third hypothesis. A T-statistic of 4.360 and a p-value of 0.0001 indicate a mediating influence with a path coefficient of 1.144. This shows that HR information systems mediate the relationship between unlawful work assignments and employee well-being, providing vital insights to the study. Finally, path analysis supports the fourth theory. A moderating impact is shown by the path coefficient of 0.091, T-statistic of 2.823, and p-value of 0.005. This finding implies that HR information systems moderate the association between unlawful job assignment and employee well-being, emphasizing the relevance of evaluating this component in the study's setting. **Table 8** presents strong statistical evidence to support each of the four hypotheses, helping to explain the complicated links and interactions between study model variables.

**Table 8.** Path Analysis

Hypothesis	Original Sample	Standard Deviation	T Statistics	P Values
H1	0.725	0.287	2.530	0.012
H2	0.807	0.048	16.745	0.0001
H3	1.144	0.262	4.360	0.0001
H4	0.091	0.032	2.823	0.005

## DISCUSSION

Unauthorized job delegation in firms was examined in detail to determine its effects on employee well-being and HR information management systems. The investigation examined this issue's effects. This chapter discusses the study's implications, summarizing the main findings and how they relate to earlier studies. The study's effects dominate this chapter. According to a study, assigning forbidden jobs can improve employee well-being. The initial hypothesis tested this idea. Thus, organizational psychology research benefits immensely. Wang et al. (2021) discovered that unlawful work assignments increased stress, job dissatisfaction, and burnout. Overwork may have unintended consequences. The Job Demand-Resource (JD-R) paradigm is supported by the current research. Accordingly, assigning people to improper jobs may have negative effects. Jiang and Wang (2023) propose a theoretical framework that emphasizes the importance of balancing employee resources and employer expectations. This improves mental health and job happiness. Empirical evidence supported the JD-R model during this project. One may see the dire effects of assigning immoral duties to people. One can do this by watching people.

A strong and statistically significant connection between illicit employment and HRIMS allocation supports the second hypothesis. Illegal work assignments may reduce the effectiveness of human resource information systems, according to Zhao et al. (2023). Incorrectly assigned positions can overburden HR information systems with inconsistent data and confuse work duties. This hinders these computers' decision-making and HR functions. The analysis significantly supports Hypothesis 3, that human resource management systems mediate the link between employee well-being and illegal work assignments. Halinski and his colleagues found in 2020 that HRM systems could reduce occupational limitations' negative effects on workers' well-being. Human resource information systems may streamline hiring, speed up HR activities, and enable workers to handle mistakes. Implementing these systems provides these benefits. Human resource information systems are needed to defend compelled workers, according to the study. Our data confirms the fourth hypothesis that HRM systems will diminish the association between illegal work assignments and employee well-being. Human resource information systems help reduce the negative effects of unauthorized job assignments on employees, the study found. This was found throughout the investigation. Job resources like effective human resource management systems help alleviate workplace expectations, according to Chen et al. (2022). HR information systems assist people to manage bad jobs and stay healthy.

This study shows the complicated links between illegal employment, employee well-being, and HR data management. Unlawful personnel were punished after an investigation. The findings support earlier studies and are based on data. Human resource information systems mediate and moderate parameter correlations, according to the study. The findings may help companies improve their HR information systems and lessen the harm caused by illegal employment distribution. These discoveries could also help firms prevent. Companies can avoid creating non-existent employment by following the study's recommendations. Staff will enjoy and be more productive in the upgraded workplace. HR professionals may use information management systems to help block job assignments. Company growth and staff morale will rise along.

## CONCLUSION

This study examines the complex relationship between unlawful task delegation, employee well-being, and HR information management systems. This study shows how complex this connection is. Illegal work tasks raise stress, job unhappiness, and burnout, according to a study. In this study, human resource information systems mediate and moderate the negative consequences of illegal job assignment schemes. Human resources systems can protect employees' health by preventing invalid actions. These findings provide a deep insight into corporate dynamics and effective ways to improve employee well-being in difficult work settings. This study affects HR professionals and leaders who create healthy workplaces. Human resource information systems can boost productivity and employee satisfaction, but illegal work delegation harms workers. This study seeks to improve understanding of modern workplace dynamics and establish the groundwork for future research on workplace expectations, HR systems, and employee well-being.

## IMPLICATIONS

This study's findings affect organizational psychology and management theory. This trend shows how illegal task distribution affects employee welfare. This study supports ideas like the Job Demand-Resource (JD-R) model by showing that unlawful task assignments may harm workers. It proves that work atmosphere and other company factors affect employees' health. The study illuminates human resources' complex utilization of information management systems. This illustrates how these systems can regulate the allocation of unlawful labor and workers' well-being. HR management theory is improved by emphasizing HR systems' potential to support HR procedures and protect people when handled properly. The results show the importance of these frameworks in employee well-being research and enrich HRM system theory.

This study may improve firms' human resource management and employee well-being. First, it emphasizes the need to identify and remedy workplace task exploitation. Organizations can prevent fraudulent work assignments by adopting precautions or equipping staff. Clear work descriptions, good communication, and stress management can improve employee well-being. This study emphasizes HR Information Systems' importance in EAP. To streamline human resources and train workers, organizations should prioritize system administration. This requires training HR professionals to use new technologies, ensuring data confidentiality and accuracy, and building employee-focused HR information platforms. The results demonstrate that HR professionals should understand how HR information systems can mitigate the harmful effects of illegal work distribution. This insight can help create HR policies and procedures that improve employee welfare and HR processes, streamlining the workplace. This study clarifies the intricate relationships between illegal job delegation, HRM systems, and employee welfare. These insights help organizations improve their HR processes and employee well-being, benefiting both parties.

## LIMITATIONS AND FUTURE DIRECTIONS

This research has useful insights, but its limitations must be acknowledged. The study's data was limited to a single region, which may limit its generalizability. This research evaluated relationships that may be affected by cultural and contextual factors. Future studies should consider varied cultural settings to improve external validity. Second, the study used self-report measures for unlawful work assignments, employee well-being, and HR information systems. Organizational research uses self-report measures, however, response bias and subjectivity are concerns. Objective metrics and multi-source data could improve knowledge of the constructs in future research. Cross-sectional research limits causal inferences. Longitudinal or experimental designs help prove causality and examine temporal correlations between variables.

Many prospective research avenues arise from this discovery. First, to assess generalizability, comparative studies across cultural and organizational contexts are useful. This may reveal cultural differences in illegitimate task assignments, employee well-being, and HR information systems, improving comprehension. Second, future studies might examine how HR information systems affect employee well-being. Exploring which system features or functionalities mitigate the detrimental impacts of illegal task assignments could guide practical interventions and system design enhancements. In addition, longitudinal studies could evaluate how these associations change over time. Understanding the long-term implications of illegal work assignments on employee well-being and HR systems will help determine the durability of treatments and measures to mitigate their detrimental effects. Research could also examine leadership and corporate culture in resolving fraudulent work assignments. Investigating how leadership practices and cultural factors affect unlawful work assignments and their repercussions could provide a complete understanding of organizational issues. In conclusion, this study opens the door to further study of the complicated relationship between unlawful job assignment, employee well-being, and HR information systems. Scholars may improve our understanding of these essential organizational dynamics and offer practical methods for employee well-being and HR process optimization by addressing the constraints and following these study paths.

## CONFLICT OF INTEREST

All authors disclosed no relevant relationships.

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