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#### FINTECH ADOPTION IN HR SYSTEMS: EFFECTS ON PAYROLL EFFICIENCY, EMPLOYEE SATISFACTION, AND ECONOMIC DIGITIZATION

<sup>1</sup>Koonj Kumari, <sup>\*2</sup>Dr. Vivake Anand, <sup>3</sup>Dr. Dodo Khan Alias Khalid Malokani

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Abstract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <p><b>Koonj Kumari</b><br/>SSTO, Sindh Revenue Board. <a href="mailto:Koonj.kumari@srb.gos.pk">Koonj.kumari@srb.gos.pk</a></p> <p><b>Dr. Vivake Anand*</b><br/>Associate Professor, Faculty of Management Sciences, Hamdard University, Karachi, Sindh Pakistan. Corresponding Author Email: <a href="mailto:vivek3155@gmail.com">vivek3155@gmail.com</a></p> <p><b>Dr. Dodo Khan Alias Khalid Malokani</b><br/>Assistant Professor, Government College University, Hyderabad, Department of Business Administration. Email: <a href="mailto:alias.khalid@gcu.edu.pk">alias.khalid@gcu.edu.pk</a></p> | <p>The sudden increase in the number of financial technology (FinTech) systems in the human resource (HR) and management system has radically reshaped the organizational payroll systems, employee engagement models and the general path of economic digitalization. The proposed research is a multidimensional investigation of the impact of adopting the FinTech in HR systems in a sample of 420 organizations based on the level of emerging and developed economies. Using a mixed-methods research design that combines structured survey tools, semi-structured interviews, and secondary financial data, this study will assess the scale and nature of the effect of FinTech adoption on the efficiency of payroll processing, employee satisfaction rates, and national digitalization rates of the economy. Statistically significant increases in payroll accuracy (0.68, <math>p = 0.001</math>) and a drop in processing time by an average of 64.3% and a significant increase in employee satisfaction scores (mean difference = 1.87, 5-point Likert scale) were statistically significant in quantitative analyses. Moreover, regression and mediation analyses show that the quality of the digital infrastructure and the organizational FinTech preparedness play a significant role in moderating these relationships. These results are supported by the qualitative results, which reveal benefits perceived in transparency, equity, and real-time financial access. Theoretical contributions are put in the context of Technological Acceptance Model (TAM), Diffusion of Innovation Theory and the Institutional Theory. Practical implications target the HR managers, Policymakers, and FinTech developers. Limitations, such as cross-sectional design limitations and self-report biases are also noted and recommendations made on future longitudinal and comparative studies.</p> |
| <b>Keywords</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | FinTech, HR systems, payroll efficiency, employee satisfaction, economic digitization, digital transformation, human resource management, TAM, emerging economies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



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### Introduction

One of the most significant organizational trends of the beginning of the twenty-first century is the convergence of financial technology (FinTech) and human resource management (HRM). With businesses across the globe accelerating their digital transformation agendas, FinTech solutions, including blockchain-based payrolls, AI-enabled compensation analytics, mobile payroll systems, and automated tax compliance solutions, have turned out to be key tools in transforming how organizations go about conducting their most sensitive financial activities (Alkhowaiter, 2024; Huang and Zhao, 2025). FinTech market around the world is estimated to grow to USD 226 billion in 2023, though by 2032 the market is expected to reach USD 917 billion, with the applications oriented towards HR taking an even higher percentage of this growth rate ( Global FinTech Market Report, 2024).

Although the commercial presence of HR solutions powered by FinTech is on the rise, scholarly research on the organizational and economic implications of these solutions is scattered and, in many aspects, methodologically immature. The current literature has largely been concerned with the solution offered THROUGH FinTech in the consumer banking, insurance, and investment management areas, which could afford relatively little systematic attention to the HR domain (Chen et al., 2024; Yao and Zheng, 2025). This disconnection is especially clear when it comes to three outcomes that are closely connected: efficiency in processing payrolls, worker satisfaction, and macro-level economic digitization outcomes, all of which compose the organizational and societal value proposition of adopting FinTech in HR settings.

As an organizational outcome, payroll efficiency summarizes processing speed, regulatory compliance, accuracy and reduction of costs. The use of traditional payroll systems, marked by manual data entry, hierarchical approval processes, and disunity in software ecosystems, has been cited as major contributors to administrative load and error (Patel and Srivastava, 2024). FinTech interventions, specifically, cloud-based payroll services with real-time synchronization and AI-based features through machine learning and anomaly detection will ensure significant advances in the specified dimensions (Martínez-López and Torres, 2025). Yet, there is little empirical evidence that measures these improvements in various organizational situations. The outcome of human capital is employee satisfaction which is used to describe the level of satisfaction among employees regarding how they judge their compensation management experiences as being fair, transparent, timely and accessible. The association between payroll experience and the overall job satisfaction is theoretically anchored in the Equity Theory, Procedural justice systems, and Expectancy Theory (Kim and Park, 2025). It has speculated that FinTech applications which allow accessing on-demand pays, individualized financial health apps, and clear pay-dashboards will have a beneficial effect on these satisfaction dimensions (Nguyen et al., 2024). These hypotheses should be empirically proven especially in the multicultural organizational context, which is a significant research agenda.

Macro-level outcomes such as economic digitization can be defined as the extent to which digital technologies infiltrate economic transactions, financial flows and administrative procedures at a national or regional level. The use of FinTech in HR systems has an economic digitization effect, including the formalization of wage payments, the extension of access to digital financial services, the creation of a systematic financial data base to be used by regulatory bodies and the generation of access to financial inclusion of previously underbanked groups of workers (World Bank Digital Economy Report, 2024, (Zhou et al., 2025). The processes and the ways in which HR-specific FinTech adoption can be transformed into the general economic digitization implications are a specifically understudied theoretical and empirical direction. It is against this backdrop that the current study has four main objectives of research. To begin with, it aims at determining how successful the implementation of FinTech in HR systems is in terms of efficiency in payroll processing in organizational settings that differ in size, sector and geographical location. Second, it explores the connection between employee satisfaction outcomes and FinTech-enabled payroll experiences, considering the intervening and moderating factors. Third, it examines how the adoption of HR FinTech can contribute to national and regional indices of economic digitization. Fourth, it constructs as well as empirically undertakes a model of comprehension amalgamating the knowledge of the Technology Acceptance Model, Diffusion of Innovation Theory, and the Institutional Theory to explain variability in adoption results.

The research questions used in this study are: (RQ1) How effective is adoption of FinTech in HR system in enhancing payroll processing efficiency? (RQ2) What is the impact of the adoption of FinTech in the payroll system on the satisfaction of employees? (RQ3) How are organizational HR FinTech adoption and macro-economic digitization related to each other? (RQ4) How are organizational and contextual variables modulating the relationships between FinTech adoption and its outcomes? The flow of this paper is in the following way. Section 2 is a review of existing literature in detail displayed under four thematic headings. Section 3 outlines the study methodology which includes research design, sample, research instruments, and analysis. Section 4 presents empirical findings, such as quantitative data, tabular and graphical summaries. Section 5 talks about theoretical and practical implications of the findings. Section 6 recognizes shortcomings and suggests directions of research in the future.



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### Literature Review

#### FinTech Adoption Organizational-Level: Theory and Research

The theoretical framework, which forms the basis of the research on FinTech adoption, is based mostly on three related models: Technology Acceptance Model (TAM), Diffusion of Innovation (DOI) Theory, and Institutional Theory. The original TAM by Davis (1989) believed that the key factors that determine technology acceptance behavior are perceived usefulness and perceived ease of use. Later extensions have added to this framework, such as TAM2, TAM3, and the Unified Theory of Acceptance and Use of Technology (UTAUT), which include social influence, facilitating conditions, and task-technology fit as more constructs (Al-Qeisi et al., 2024). Recently, in FinTech, the extended TAM models have been used to understand the adoption heterogeneity in terms of demographic, organizational, and cultural (Ibrahim and Hassan, 2025; Liu et al., 2024).

The Diffusion of Innovation Theory by Rogers (1962) provides a complementary perspective to the concept of Fin Tech adoption as a social process with rates of adoption following an S-shaped diffusion curve between early adopters, early majority, late majority, and laggards. When applied to the context of HR FinTech, this framework suggests that organizations that possess a higher technological level of absorptive capacity, a more developed digital leadership, and more comprehensive stakeholder communication will be more swift and comprehensive when it comes to adoption (Fernandez and Schmidt, 2024; Tariq et al 2025). Institutional theory, as developed by DiMaggio and Powell (1983) and revised by Suchman (1995), adds normative, coercive, and mimetic isomorphic pressures as further motivators of FinTech adoption to the list and proposes that regulatory requirements (coercive), professional norms (normative), and industry benchmarking (mimetic) influence adoption choices without necessarily relying on purely rational.

At the organizational level, various facilitating and inhibiting factors have been empirically reported in studies about the adoption of FinTech. Organizational readiness, including the quality of IT infrastructure, the digital literacy of employees, and the ability to implement change, is a frequently identified success predictor of adoption success (Chen et al., 2024; Martínez-López and Torres, 2025). Strategic alignment and top management support between FinTech investments and organizational aims have also been found to be key success factors (Kim and Park, 2025). On the other hand, the most mentioned obstacles to adoption include cybersecurity issues, regulatory ambiguities, complexity of integration with existing systems, and resistance among the staff (Patel & Srivastava, 2024; Yao and Zheng, 2025). All these findings indicate that the results of adoption of FinTech are not only determined by the nature of the technology itself, but also through the use of complicated ecology of organizational, environmental, and institutional processes.

Recent meta-analytic studies carried out by Alkhawaiter (2024) that synthesizes 87 primary studies on the adoption of FinTech found a weighted mean effect of  $r = 0.41$  between the adoption and organizational performance, and much variability in the results was explained by the industry sector where the adoption occurred, the scope of the adoption, and the measurement type. Empirical contributions to the domain were lacking in this synthesis, and more empirical studies specifically on HR applications were identified. The current research fills this gap by specifically targeting the HR-domain adoptions of Fintech and their impacts on payroll efficiency, employee satisfaction, and economic digitization, which have been scarcely discussed in previous organizational FinTech studies (Huang and Zhao, 2025; Nguyen et al., 2024).

#### FinTech Solutions in HR Payroll Systems: Efficiency Gains and Operational Transformation

Payroll management is one of the data-heavy, compliance-sensitive, operationally-implicated operations in HR departments. The traditional payroll systems are also defined via numerous risk points: manual entry of data, slower processing procedures, incomplete tracking of compliance, and a lack of real-time access to payroll spending (Global Payroll Management Institute, 2024). Solutions to these vulnerabilities have rapidly emerged in FinTech and include cloud-based payroll platforms (e.g., ADP Workforce Now, Workday, Rippling), blockchain-enabled payment systems that can guarantee cryptographic auditability and cross-border payment efficiency, artificial intelligence modules to detect anomalies and predictive payroll analytics, and earned wage access (EWA) platforms that can provide on-demand salary disbursement.

The empirical evidence on the efficiency gains of FinTech driven payroll is getting stronger. PwC (2024) conducted a large scale study involving 1,200 multinational organizations and discovered that the use of cloud-based payroll platforms resulted in a 58% decrease in the time of payroll processing, a 73% decrease in payroll errors, and a 42% decrease in compliance-related penalties. Likewise, a survey conducted by Deloitte Insights (2024) demonstrated that companies that adopted AI-based payroll systems decreased manual payroll interventions by 67% and saved 34% of payroll administration overhead. Case studies of the FinTech implementation of payroll to mid-sized enterprises have recorded efficiency gains at the micro-organizational level in processing speed, accuracy, cost, compliance, and employee self-service capability (Fernandez and Schmidt, 2024; Ibrahim and Hassan, 2025).



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The use of blockchain technology to payroll has been of specific academic interest because of its possible solution to the two-fold problem of cross-border payment efficiency and payroll visibility. A quasi-experimental (controlled) study of blockchain payroll utilization in 45 multinational organizations, Huang and Zhao (2025) reported statistically significant decreases in international payment settlement time (average of 3.2 days to 4.7 hours) and payroll dispute rate (8.3 per cent to 1.2 per cent of payroll transactions). These results correspond to previous theoretical assumptions regarding the relevance of blockchain to automating financial processes (Liu et al., 2024; Osei-Bonsu et al., 2024). The implementation of blockchain payrolls is, however, also associated with large implementation costs, technical complexity, and regulatory uncertainty, especially in those jurisdictions where wage payments made using cryptocurrency are in a grey area of the law (World Bank Digital Economy Report, 2024).

Payroll management applications of artificial intelligence and machine learning have also produced encouraging efficiency results. The accuracy of AI-based anomaly detection systems in identifying possible payroll errors, such as errors in calculations, unauthorized changes, and compliance violations, is high (over 96 percent), compared to the about 78 percent accuracy rate of manual audit processes (Patel and Srivastava, 2024). Predictive analytics can also help the HR departments to better predict payroll spending, which may help them manage the costs of the workforce more efficiently and can also be used to plan different scenarios (Martínez-López and Torres, 2025). Payroll chatbots using natural language processing (NLP) software have been demonstrated to answer about 74 percent of payroll questions with no human involvement in the HR department, and have a minimal administrative load and better employee experience (Chen et al., 2024). All these technological advances point to an ultimate and continuous change in the payroll management operational environment, the implementation of FinTechs being the driving force behind it.

### **FinTech, Payroll Experience, and Employee Satisfaction: Mechanisms and Evidence**

The connection between the payroll systems facilitated by FinTech and the satisfaction of employees is a set of interdependent processes that include procedural justice perceptions, financial wellness enablement, accessibility and convenience aspects, and psychological safety on compensation security. According to the procedural justice theory as expounded by Thibaut and Walker (1975) and Leventhal (1980), employee perceptions of the fairness of the pay system are influenced not just in the distributive aspects (i.e., whether pay levels are equitable) but also in the procedural aspects (i.e., whether the processes of pay determination and disbursement are transparent, consistent, and open). FinTech payroll systems that allow employees to see real-time information about how they are calculated and how their deductions are broken down and the history of previous payments have a direct positive impact on the perceptions of procedural justice through higher transparency and controllability.

Financial wellness, a subjective measure of financial security, financial literacy, and financial self-efficacy of an employee, has become a powerful mediator of the FinTech-satisfaction relationship. In a longitudinal study that involved 1,847 employees working in six industries, Nguyen et al. (2024) found that financial wellness scores rose by 28.4% in 12 months with access to employer-provided FinTech financial wellness tools such as budgeting apps, earned wage access platforms, and personalized savings recommendations and that these financial wellness scores, in turn, predicted significant growth. These results are aligned with the general financial stress-productivity body of literature, which consistently reports adverse impacts of financial stress on workers on engagement, absenteeism, and turnover intentions (Malokani et al., 2023; Al-Qeisi et al., 2024).

The concept of earned wage access (EWA) platforms where employees can gain access to earned yet unpaid wages prior to the scheduled payday has been in the limelight as a potential motivator of employee financial wellbeing and satisfaction. A randomized controlled trial conducted by Ibrahim and Hassan (2025), in which 2,340 hourly workers were involved, discovered that the access to EWA services was linked to a 34% decrease in self-reported financial stress, a 22% decrease in the number of payday loans, and a major rise in overall job satisfaction scores, the mean difference = 0.74 on a 7-point scale. Nevertheless, the authors also found some possible dangers of EWA implementation, such as developing the habitual dependence on wage advances and a relative decrease in end-of-the-month discretionary savings, which implies that EWA advantages are optimized when implemented in the context of more holistic financial literacy and wellness programs.

The usability, accessibility, and the digital inclusivity factors also influence employee satisfaction with FinTech payroll systems. The results of the studies are always inconsistent, indicating that satisfaction level results differ among age groups, educational levels, and the degree of digital experience, and older and less digitally skilled employees are less likely to express their perceived ease of use and, hence, lower results on satisfaction with FinTech payroll interfaces (Yao and Zheng, 2025). The result has far-reaching implications on the strategy of implementing FinTech, as the research indicates that user-oriented design principles and the idea of digital literacy training are not just desirable but necessary to achieve fair levels of satisfaction. In addition, according to a study by Fernandez and Schmidt (2024), employees who are provided with structured onboarding and support on FinTech payroll tools report much higher levels of satisfaction as compared to those who do not have such support (mean difference = 1.23 points on 5-point scale,  $p < 0.001$ ), which supports the organizational enablement aspect of FinTech-satisfaction.



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### **FinTech in HR and Economic Digitization: Macro-Level Implications and Emerging Evidence**

The growing importance of economic digitization as a central driver of productivity growth, financial inclusion, and national and regional competitive advantage has become increasingly accepted (World Bank Digital Economy Report, 2024). The use of FinTech in HR payroll systems helps to digitize the economy in a number of different ways. First, the digital payroll systems formalize the payment of wages, turning the informal wage payment transactions on a cash basis to digital transfers that are traceable and capturable in the formal financial system. This formalization is especially impactful in those economies where the informal labor force is the largest, as the digitization of wages can leave a significant portion of workers with a formal bank account and engagement in the regulated financial market (Zhou et al., 2025).

Second, the adoption of HR FinTech will provide valuable structured data streams, such as spending on compensation, employee trends, benefits use, and workforce structure that can be used to drive evidence-based policy, labor market research, and macroeconomic predictions. The accessibility and quality of such data are the key determinants of the analytical capacity that national statistical services, the central banks, and the ministries of labor can have adopted (Osei-Bonsu et al., 2024). Third, the introduction of FinTech-enabled financial services into underbanked workers opens up access to financial inclusion, as workers can now access savings products, credit facilities, and insurance instruments previously inaccessible because of their lack of formal financial transactions history (Global FinTech Market Report, 2024; World Bank Digital Economy Report, 2024).

The macro-level results connecting organizational FinTech adoption and economic digitization outcomes are increasingly evident, but methodological issues, especially in terms of causal identification and disaggregation of FinTech impacts on wider digitization dynamics, are still significant. In a cross-national panel data study, Zhou et al. (2025) across 48 countries and covering the time period 2018-2024 identified that an increase in the standard deviation of the organizational FinTech adoption index by one standard deviation increased the national Digital Economy Index (DEI) by 0.34 standard deviations, when other variables, namely GDP growth tools. This correlation was greater in those countries where financial regulation systems are more developed and the level of internet infrastructure is higher, which implies the presence of significant contextual moderators of the FinTech digitization relationship.

In the context of developing and emerging economies, the economic digitization connotations of the adoption of HR FinTech are especially relevant. Research on Sub-Saharan Africa (Osei-Bonsu et al., 2024), South and Southeast Asia (Nguyen et al., 2024), and Latin America (Martínez-López & Torres, 2025) has reported that mobile payroll technologies, such as M-Pesa integrated salary payments and mobile wallet-based payroll, have significantly improved financial inclusion. The enabling conditions of FinTech payroll adoption in the context of Pakistan through the digital payment infrastructure of the State Bank of Pakistan is proving to be a driver of quantifiable changes in formal wage payment rates and digital transaction volumes (Khan et al., 2025). All of these macro-level findings imply that the adoption of HR FinTech is not an organizational efficiency phenomenon but, rather, a significant part of the overall economic digitization trends of the involved economies.

### **Methodology**

#### **Research Design**

The research design used in this study is mixed-method, which combines the quantitative data collection method (survey) with qualitative (semi-structured interviews) to provide a complementary breadth and depth to the results of the study on the adoption outcomes of FinTech in HR systems. The complexity of the research phenomena under study justifies the mixed-method approach because it involves the need to discover generalizable patterns across organizations, as well as interpretive richness of understanding the organizational mechanisms through which FinTech adoption can lead to payroll efficiency, employee satisfaction, and economic digitization outcomes (Creswell & Creswell, 2024). Quantitative data are the main foundation of hypothesis testing and estimating the effect size, and qualitative data are explanatory and help to identify the emergent themes that were not initially planned to be included in the design of the quantitative instrument.

#### **Sample and Sampling Procedure**

The quantitative sample includes 420 organizations that belong to the stratified sampling frame including six industry sectors (manufacturing, financial services, healthcare, retail, technology and public administration) and three geographical areas (South Asia, the Middle East and North Africa, and Western Europe). To achieve proportional representation between sectors and regions, stratification was used since there was recorded heterogeneity in the rates of FinTech adoption and the organizational nature of these groupings. Organizations in each stratum were picked by systematic random sampling of industry association membership databases and business registries available publicly. To qualify, registered organizations were supposed to have at least one of the components of FinTech-enabled HR systems in place (pay-roll platform, earned-wage-access, digital-benefits-administration, or AI-based-compensation-analytics) over the past 36 months, so that the respondents had first hand experience with the phenomena being studied.



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Two categories of respondents (one per organization) were requested to complete the survey: an HR Director or other senior HR professional who has decisions to make regarding FinTech implementation, and at least five employees who use the implemented FinTech HR system. An initial sample of 560 organizations contacted (response rate: 75%), resulted in 420 valid organizational responses and 2,847 responses at the employee level (average of 6.78 per organization). The analysis of sample attrition showed that there were no significant differences in the observable characteristics, such as organizational size, industry sector, and the geographical location between responding and non-responding organizations, which supported the assumption of non-response non-bias. The qualitative part entailed 38 semi-structured interviews held with the HR directors, FinTech vendors, and employee representatives of a purposely chosen subsample of 18 organizations belonging to the quantitative sample, which was chosen to ensure the maximum diversity in the scope of FinTech adoption, the size of an organization, and the geographic location.

### Data Collection Instruments

The main instrument of quantitative data collection was a four-module questionnaire. Module A evaluated the scope and maturity of FinTech adoption based on an adapted version of the FinTech Adoption Maturity Index (FAMI) created by Global FinTech Market Report (2024), which consists of 18 items in three dimensions: technological breadth (range of FinTech tools deployed), integration depth (degree of system integration with core HR processes), and adoption maturity (duration and stability of FinTech implementation). The outcomes of payroll efficiency were measured by the 14-item scale, which was modified based on Chen et al. (2024) and Patel and Srivastava (2024) and included the processing speed, accuracy, compliance, and cost dimensions. The satisfaction of employees with FinTech payroll systems was measured with a 16-item scale based on the procedural justice theory (Kim and Park, 2025) and financial wellness constructs (Nguyen et al., 2024) with the help of a five-point Likert response scale anchored at 1 (strongly disagree) to 5 (strongly agree). Organizational covariates like size, sector, geographic region, the quality of IT infrastructure, digital literacy levels, and change management capacity were gathered in Module D.

The primary instrument was assessed using content validity, which was determined by seven scholars with experience in FinTech, HRM, and organizational behavior rating the relevance, representative, and clarity of the items on a four-point scale. Those items whose mean relevance rating was lower than 3.0 were revised or dropped. The construct validity was evaluated based on the confirmatory factor analysis (CFA) on a pilot sample of 55 organizations that were not part of the main study and reported satisfactory indexes of model fit (CFI = 0.947, RMSEA = 0.053, SRMR = 0.062). The internal consistency reliability was measured by Cronbach alpha coefficients and the results were 0.81 to 0.93 between scales, which are higher than the traditional alpha of 0.70. The qualitative component semi-structured interview protocol consisted of 22 open-ended questions on basis of implementation experiences, perceived benefits and challenges, organizational change management practices and role of FinTech in economic digitization based on preliminary quantitative results and reviewed theoretical frameworks in Section 2.

### Data Analysis Procedures

The R version 4.3.2 and IBM SPSS Statistics version 29 were used to analyze the quantitative data. All the variables of the study were calculated using descriptive statistics. Less than 3.7% of cases had missing data, which were dealt with by full information maximum likelihood (FIML) estimation, which has been demonstrated to give less biased parameter estimates compared to listwise deletion when the missing data are missing at random (MAR) (Enders, 2022). The hypothesis about the impact of an adoption of FinTech on payroll efficiency and employee satisfaction was tested using a hierarchical multiple regression analysis with covariates (organizational size, industry sector, geographical region, the quality of IT infrastructure, digital literacy) in the first block and the variables of adoption of the FinTech in the subsequent blocks, which allowed evaluating the incremental variance explained. The PROCESS macro (Hayes, 2022) with bootstrapped confidence intervals (5,000 iterations) was used to test moderation hypotheses with estimates of moderation effects. Other bootstrapped analyses of mediation were used. The integrated theoretical model was tested with structural equation modeling (SEM) with the use of lavaan (Rosseel, 2012). The effect sizes were provided as standardized regression coefficients ( $\beta$ ), Cohen  $d$  when comparing groups, and  $R^2$  when explaining the variance on a model level. The test was assessed at the statistical significance of 0.05 and Bonferroni correction was used to consider multiple comparisons. Thematic analysis processes were used to analyze qualitative interview data based on the six-phase framework suggested by Braun and Clarke (2022): familiarizing with the data, creating the initial codes, theme-searching, theme-reviewing, defining and naming the themes, creating the report. NVivo 14 was used to support the systematic coding and theme development. Inter-rater reliability was determined by having a second coder rate 25 percent of the interview data and the Cohens kappa was 0.78 or high agreement. The convergent parallel design was utilized at the interpretation stage, which involved the integration of quantitative and qualitative results where one compares and contrasts findings across the two strands to determine convergences, divergences, and complementarities (Creswell & Creswell, 2024).



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### Results

#### Descriptive Statistics and Sample Characteristics

Table 1 shows the demographics and organizational features of the study sample. The 420 organizations that participated had between 50 and 499 employees (Medium-sized organizations), 50 or fewer employees (small enterprises), and 1,000 or more employees (large corporations) and the largest percentage (42.9%). The technology industry was the most represented (21.4%), then financial services (19.0%), healthcare (17.1%), retail (14.8%), manufacturing (14.3), and public administration (13.4). South Asian organizations (38.1% sample) Western European organizations (33.3% sample), and MENA organizations (28.6% sample) are the geometrically spread organizations. In terms of maturity in FinTech adoption, 34.5% of organizations were early adopters (FAMI score 12), 41.2% were intermediate adopters (FAMI score 3), and 24.3% were advanced adopters (FAMI score 45).

**Table 1:** *Sample Characteristics of Participating Organizations (N = 420)*

| Characteristic            | Category              | n   | %     |
|---------------------------|-----------------------|-----|-------|
| Organization Size         | Small (< 50)          | 89  | 21.2% |
|                           | Medium (50–499)       | 180 | 42.9% |
|                           | Large (500–999)       | 97  | 23.1% |
|                           | Enterprise (1000+)    | 54  | 12.9% |
| Industry Sector           | Technology            | 90  | 21.4% |
|                           | Financial Services    | 80  | 19.0% |
|                           | Healthcare            | 72  | 17.1% |
|                           | Retail                | 62  | 14.8% |
|                           | Manufacturing         | 60  | 14.3% |
|                           | Public Administration | 56  | 13.4% |
| Geographic Region         | South Asia            | 160 | 38.1% |
|                           | Western Europe        | 140 | 33.3% |
|                           | MENA                  | 120 | 28.6% |
| FinTech Adoption Maturity | Early Adopters        | 145 | 34.5% |
|                           | Intermediate Adopters | 173 | 41.2% |
|                           | Advanced Adopters     | 102 | 24.3% |

#### FinTech Adoption and Payroll Efficiency Outcomes

Table 2 provides descriptive statistics and zero-order correlations of the most important variables of the study. The average score on a 5-point scale was 2.89 (SD = 1.12) on a 5-point scale of FinTech adoption maturity. The composite score of payroll efficiency was 3.74 (SD = 0.83), the mean of employee satisfaction was 3.61 (SD = 0.91), and the contribution of economic digitization index was 3.42 (SD = 0.87). All the variables of the study had a normal distribution (skewness less than 1.0, kurtosis less than 3.0). Correlational analysis demonstrated that the FinTech adoption maturity and payroll efficiency ( $r = 0.61$ ,  $p < 0.001$ ), employee satisfaction ( $r = 0.54$ ,  $p < 0.001$ ) and economic digitization contribution ( $r = 0.48$ ,  $p < 0.001$ ) were significantly positively associated.



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**Table 2:** *Descriptive Statistics and Correlations Among Study Variables*

| Variable                       | M    | SD   | 1      | 2      | 3      | 4      | 5 |
|--------------------------------|------|------|--------|--------|--------|--------|---|
| 1. FinTech Adoption Maturity   | 2.89 | 1.12 | 1      |        |        |        |   |
| 2. Payroll Efficiency          | 3.74 | 0.83 | .61*** | 1      |        |        |   |
| 3. Employee Satisfaction       | 3.61 | 0.91 | .54*** | .68*** | 1      |        |   |
| 4. Economic Digitization Index | 3.42 | 0.87 | .48*** | .52*** | .44*** | 1      |   |
| 5. IT Infrastructure Quality   | 3.58 | 0.94 | .57*** | .49*** | .41*** | .38*** | 1 |

Note. N = 420. \*\*\* p < .001. M = Mean; SD = Standard Deviation.

Table 3 shows the hierarchical regression analysis results of payroll efficiency. Model 1 had organizational covariates (size, sector, region, IT infrastructure quality, digital literacy) explaining 28.4% of payroll efficiency. FinTech adoption maturity added to the model (Model 2) increased the explained variance by 19.7% (F-change = 78.43, p < 0.001) to a final R<sup>2</sup> of 0.481. The strongest predictor of payroll efficiency was FinTech adoption maturity ( = 0.68, p < 0.001) which showed that organizations with a higher level of FinTech adoption maturity had significantly better payroll efficiency results. Other important positive predictors were IT infrastructure quality ( = 0.24, p < 0.001) and digital literacy ( = 0.19, p < 0.001).

**Table 3:** *Hierarchical Regression Analysis: Predictors of Payroll Efficiency*

| Predictor                               | Model 1 $\beta$ | Model 1 SE | Model 2 $\beta$ | Model 2 SE | t    | p     |
|-----------------------------------------|-----------------|------------|-----------------|------------|------|-------|
| Organizational Size                     | .18***          | .04        | .12**           | .04        | 3.24 | <.01  |
| Industry Sector (ref: Manufacturing)    | .09*            | .03        | .07*            | .03        | 2.11 | .036  |
| Geographic Region (ref: MENA)           | .13**           | .05        | .10**           | .04        | 2.67 | <.01  |
| IT Infrastructure Quality               | .31***          | .06        | .24***          | .05        | 5.81 | <.001 |
| Digital Literacy                        | .22***          | .05        | .19***          | .04        | 4.92 | <.001 |
| FinTech Adoption Maturity               | —               | —          | .68***          | .07        | 9.87 | <.001 |
| <b>R<sup>2</sup></b>                    | <b>.284</b>     |            | <b>.481</b>     |            |      |       |
| <b><math>\Delta</math>R<sup>2</sup></b> | —               |            | <b>.197***</b>  |            |      |       |

Note. N = 420. \* p < .05. \*\* p < .01. \*\*\* p < .001.  $\beta$  = standardized regression coefficient.

Figure 1 shows the payroll processing time savings reported by organizations by maturity level of FinTech adoption. Advanced adopters indicated a mean payroll processing time reduction of 64.3% relative to pre-adoption levels, intermediate adopters indicated a reduction of 38.7% and early adopters indicated a reduction of 17.2% and there was a dose response relationship between adoption maturity and improvements in efficiency.

**Figure 1. Mean Payroll Processing Time Reduction (%) by FinTech Adoption Maturity Level**

| Category              | Value Bar                                                                            | Value (%) |
|-----------------------|--------------------------------------------------------------------------------------|-----------|
| Early Adopters        |   | 17.2%     |
| Intermediate Adopters |  | 38.7%     |



Advanced Adopters

64.3%

### FinTech Adoption and Employee Satisfaction Outcomes

Table 4 presents results of the hierarchical regression analysis for employee satisfaction as the outcome variable. In Model 1, organizational covariates explained 22.1% of variance in employee satisfaction. FinTech adoption maturity explained an additional 16.8% of variance ( $\Delta R^2 = 0.168$ ,  $F\text{-change} = 63.74$ ,  $p < 0.001$ ) in Model 2, with a total  $R^2$  of 0.389. The standardized regression coefficient for FinTech adoption maturity on employee satisfaction was  $\beta = 0.57$  ( $p < 0.001$ ). Mediation analysis using the PROCESS macro revealed that the financial wellness (indirect effect:  $\beta = 0.21$ , 95% CI [0.14, 0.29]) and procedural justice (indirect effect:  $\beta = 0.18$ , 95% CI [0.11, 0.26]) significantly mediated the relationship between FinTech adoption and employee satisfaction, consistent with the theoretical framework developed in Section 2.3.

**Table 4:** *Hierarchical Regression Analysis: Predictors of Employee Satisfaction*

| Predictor                      | Model 1 $\beta$ | Model 1 SE | Model 2 $\beta$ | Model 2 SE | t    | p     |
|--------------------------------|-----------------|------------|-----------------|------------|------|-------|
| Organizational Size            | .14**           | .04        | .11**           | .04        | 2.93 | <.01  |
| Industry Sector                | .08*            | .03        | .06*            | .03        | 2.04 | .042  |
| IT Infrastructure Quality      | .27***          | .06        | .21***          | .05        | 5.17 | <.001 |
| Digital Literacy               | .20***          | .05        | .16***          | .05        | 3.91 | <.001 |
| FinTech Adoption Maturity      | —               | —          | .57***          | .06        | 8.74 | <.001 |
| Financial Wellness (Mediator)  | —               | —          | .21***          | .05        | 4.23 | <.001 |
| Procedural Justice (Mediator)  | —               | —          | .18***          | .05        | 3.61 | <.001 |
| <b>R<sup>2</sup></b>           | <b>.221</b>     |            | <b>.389</b>     |            |      |       |
| <b><math>\Delta R^2</math></b> | —               |            | <b>.168***</b>  |            |      |       |

Note. N = 420. \*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .  $\beta$  = standardized regression coefficient.

In Figure 2, disaggregated mean scores of employee satisfaction by level of maturity of FinTech adoption illustrate a positive gradient throughout. Advanced adopters indicated a much higher level of satisfaction ( $M = 4.21$ ,  $SD = 0.61$ ) than intermediate adopters ( $M = 3.68$ ,  $SD = 0.79$ ) and early adopters ( $M = 2.94$ ,  $SD = 0.88$ ) with the pairwise difference all statistically significant ( $p < 0.001$ ) with Bonferroni.

**Figure 2.** *Mean Employee Satisfaction Scores by FinTech Adoption Maturity Level (1–5 Scale)*

| Category                           | Value Bar                                                                            | Value (/ 5) |
|------------------------------------|--------------------------------------------------------------------------------------|-------------|
| Early Adopters ( $M=2.94$ )        |  | 2.94 / 5    |
| Intermediate Adopters ( $M=3.68$ ) |  | 3.68 / 5    |
| Advanced Adopters ( $M=4.21$ )     |  | 4.21 / 5    |

### FinTech Adoption and Economic Digitization Contribution

Table 5 shows the organizational-level FinTech adoption metrics and their respective scores of the economic digitization contribution within industry sectors. Financial services and technology organizations showed the most mean FinTech adoption maturity scores (4.12 and 3.97, respectively) and the largest economic digitization contribution indices (4.08 and 3.92, respectively). The lowest adoption maturity (1.87) and economic digitization contribution (2.14) was shown by the public administration organizations characterized by structural barriers, such as budgetary limitations, procurement policies, and risk-averse organizational cultures reported in the qualitative part. The relationship between the maturity of FinTech adoption and economic digitization contribution had a correlation of  $r = 0.48$  ( $p < 0.001$ ) across the entire sample.



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**Table 5:** *FinTech Adoption Maturity and Economic Digitization Contribution by Industry Sector*

| Sector                | N  | FAMI M (SD) | EDI M (SD)  | PE M (SD)   | ES M | r (FAMI-EDI) |
|-----------------------|----|-------------|-------------|-------------|------|--------------|
| Financial Services    | 80 | 4.12 (0.71) | 4.08 (0.68) | 4.31 (0.57) | 4.19 | .62***       |
| Technology            | 90 | 3.97 (0.82) | 3.92 (0.74) | 4.18 (0.63) | 4.11 | .59***       |
| Healthcare            | 72 | 2.94 (0.91) | 3.11 (0.84) | 3.67 (0.77) | 3.72 | .51***       |
| Retail                | 62 | 2.71 (0.87) | 2.88 (0.79) | 3.44 (0.82) | 3.51 | .48***       |
| Manufacturing         | 60 | 2.38 (0.94) | 2.54 (0.91) | 3.12 (0.88) | 3.24 | .44***       |
| Public Administration | 56 | 1.87 (0.76) | 2.14 (0.83) | 2.87 (0.91) | 3.08 | .38***       |

Note. FAMI = FinTech Adoption Maturity Index (1–5 scale); EDI = Economic Digitization Index; PE = Payroll Efficiency; ES = Employee Satisfaction. \*\*\*  $p < .001$ .

### **Moderation Analysis: Organizational Readiness as Boundary Condition**

The moderation analysis investigated the role of organizational readiness (in the form of a composite of IT infrastructure quality, digital literacy, and change management capacity) to mediate the connection between FinTech adoption maturity and its consequences. The results of moderation analysis are in Table 6. The interaction term FinTech Adoption Maturity x Organizational Readiness was a strong positive predictor of payroll efficiency ( $\beta = 0.23$ ,  $p < 0.001$ ) and employee satisfaction ( $\beta = 0.19$ ,  $p < 0.001$ ) suggesting that the positive impact of FinTech adoption on both measures was significantly stronger in organizations with higher levels of readiness. Simple slopes analysis showed that the relationship between FinTech and payroll efficiency was most significant in high readiness organizations ( $\beta = 0.81$ ,  $p < 0.001$ ), most moderate in average readiness organizations ( $\beta = 0.68$ ,  $p < 0.001$ ), and most attenuated (but still significant) in low readiness organizations ( $\beta = 0.44$ ,  $p < 0.001$ ).

**Table 6:** *Moderation Analysis: Organizational Readiness as Moderator*

| Predictor                            | $\beta$ | SE  | t    | p     | 95% CI     |
|--------------------------------------|---------|-----|------|-------|------------|
| <b>Payroll Efficiency Outcome</b>    |         |     |      |       |            |
| FinTech Adoption Maturity (A)        | .68***  | .07 | 9.87 | <.001 | [.55, .82] |
| Organizational Readiness (B)         | .31***  | .06 | 5.31 | <.001 | [.19, .43] |
| A × B Interaction                    | .23***  | .05 | 4.62 | <.001 | [.13, .33] |
| <b>Employee Satisfaction Outcome</b> |         |     |      |       |            |
| FinTech Adoption Maturity (A)        | .57***  | .06 | 8.74 | <.001 | [.45, .69] |
| Organizational Readiness (B)         | .26***  | .06 | 4.44 | <.001 | [.15, .37] |
| A × B Interaction                    | .19***  | .05 | 3.88 | <.001 | [.09, .29] |

Note. N = 420. \*\*\*  $p < .001$ .  $\beta$  = standardized coefficient; CI = Confidence Interval.

### **Discussion**

#### **Interpretation of Findings**

The findings of the research give strong empirical evidence to the hypothesis that the adoption of FinTech in HR systems has strong positive impacts on the efficiency of payroll processing, employee satisfaction, and economic contribution by digitalizing the economy. The substantial operational importance of FinTech investment in HR payroll settings is highlighted by the fact that the maturity of FinTech adoption is the most predictive variable ( $\beta = 0.68$ ,  $p < 0.001$ ) with a significant influence on incremental explanatory



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power (19.7%), which is more than any organizational covariate. The result is aligned to and enriched by the current body of evidence analyzed in Section 2.2 and supports the efficiency gains reported by PwC (2024), Deloitte Insights (2024) and Huang and Zhao (2025) but gives more specific effect size estimates based on a larger and more rigorous study design.

The dose-response relationship identified between adoption maturity and payroll time reduction, as the advanced adopters with a mean payroll time reduction of 64.3% as compared to the early adopters with 17.2% reduction, has significant practical implications on the organizational strategy of investment in FinTech. It indicates that efficiency gains of HR FinTech do not equally apply at all stages of adoption but gain momentum as organizations advance to more advanced, complex, and integrated applications. The results are in line with theoretical forecasts of the Diffusion of Innovation framework (Rogers, 1962) about non-linear gains of innovation benefits per adoption phase and generalizes them to the HR FinTech setting.

The high positive correlation between the FinTech adoption and employee satisfaction ( $0.57, p < 0.001$ ), and the fact that employee financial wellness and procedural justice are found to be important mediating factors, support the theoretical knowledge of the employee-focused effects of HR digitalization. The presented results of the mediation support the theoretical model presented in Section 2.3 and indicate that the positive impact of FinTech on satisfaction is realized not by a direct technological exposure process but by the ability to provide employees with a positive experience of financial control, fairness, and security. These results have significant consequences in the design of FinTech implementation, which implies that to maximize the results of satisfaction, user experience dimensions that encourage financial wellness and transparency in the procedures should be consciously considered, and not only technical functionality.

The moderation analysis indicating that an organizational readiness enhances the relationships between FinTech and efficiency and FinTech and satisfaction is one of the most practically important contributions to the study. That the positive effects of adopting FinTech are significantly reduced in low-readiness organizations (with a 0.44 payroll efficiency among low-readiness organizations, as compared to 0.81 payroll efficiency among high-readiness organizations) demonstrates that technology investment does not by itself provide maximum FinTech benefits. Organizations need to invest concurrently in both the human capital and digital infrastructure and change management capabilities that make up organizational readiness to realize the entire value proposition of FinTech adoption. This observation is in line with the resource-based perspective of competitive advantage that stresses on the complementarity of technological and organizational capabilities as the basis of continued performance enhancement.

The cross-sectoral analysis (Table 5) indicating significantly greater FinTech adoption maturity and economic digitization contribution in financial services and technology sectors than in public administration and manufacturing sectors indicates the influence of the institutional pressures, competition, and technology absorptive capacity in the adoption paths. The fact that all FinTech metrics show the underperformance of the public administration organizations is in line with the institutional theory assumption that the organizational cultures of risk aversion and bureaucratic inertia may prevent the adoption of the technology even in case the institutional conditions are favorable. Qualitative data also sheds some light on the trend, as the HR directors of the public administration often mentioned the complexity of procurement, data security issues, and a lack of IT budgets among the main obstacles to adoption—a complex combination of factors that may indicate that the sector requires a set of policy interventions to be stimulated to adopt FinTech in governmental HR departments.

### **Theoretical Contributions**

This research has a number of theoretical implications on the overlapping literatures on FinTech adoption, HR management, and economic digitization. To begin with, it builds up and empirically tests an integrated theoretical model, which combines Technology Acceptance Model, Diffusion of Innovation Theory and institutional theory in a single framework to understand the outcomes of HR FinTech adoption. This study overcomes a limitation of earlier studies that have been inclined to use each of these frameworks separately as opposed to combining them to predict adoption outcomes by showing that both technology-level factors (adoption maturity) and organizational-level factors (readiness) and institutional-level factors (sector) simultaneously predict adoption outcomes. Second, this study will fill the gap between the FinTech-satisfaction literature and organizational justice and financial wellness literature by showing that financial wellness and procedural justice mediate the FinTech-satisfaction relationship hypothesized in a theoretically coherent and empirically validated way. Third, the cross-level analysis between organizational FinTech adoption and contribution to economic digitization gives micro-to-macro theoretical connections that are widely hypothesized but rarely examined in the economic digitization literature.

### **Practical Implications**

The results of this research have significant implications to various stakeholder groups, such as HR managers and organizational leaders, FinTech creators and providers, policymakers and regulators, and employees in the labor market. The major practical implication to HR managers and organizational leaders is that FinTech investment in payroll



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systems can provide significant advantages of efficiency and employee satisfaction, although such advantages are only possible in case of organizational preparedness. To implement FinTech payrolls, managers should consider thorough preparedness checks, including the quality of IT infrastructure, digital literacy of employees, and change management ability, before starting to adopt them, and should prepare parallel investment strategies to remedy preparedness deficiencies. The fact that a high level of adoption maturity correlates with a 64.3% decrease in payroll processing time and a significant increase in employee satisfaction indicate that extensive, integrated adoption solutions can be expected to produce much better returns than partial adoption of individual FinTech solutions.

To FinTech creators and sellers, the research paper demonstrates the significance of creating HR payroll products that directly support the financial wellness and procedural justice aspects of staff experience, instead of concentrating on efficiency-related attributes of a back-office system. Products that help employees access open compensation payouts, offer them customized financial health counsel, and allow them to have more control over the timing of wage payment are also likely to result in greater levels of satisfaction and, thus, greater organizational adoption endorsement. The fact that digital literacy is a major predictor of success in adoption, also implies that FinTech vendors must invest in user interface that is easy to use and detailed onboarding services to ensure that more users can gain access to their services.

The implications of the economic digitization of HR FinTech adoption found in the research to policymakers and regulators is that the policies aimed at boosting FinTech adoption in HR systems (especially those with low levels of FinTech adoption currently) may be a strong economic digitization payoff. Policy interventions that are supported by the evidence comprise regulatory sandboxes which decrease the barriers to experimentation of HR FinTech, programs of investment in digital infrastructure which can enhance the IT preparedness base of the organizations working in the labor market, financial literacy programs aimed at the cohort of employees with the highest likelihood of benefiting through FinTech payroll services, and data governance models that support the productive utilization of the HR FinTech-generated

To the players in the labor market and other employee advocates, the paper highlights the need to advocate by promoting HR FinTech implementations that focus on financial wellness, equity, and accessibility, instead of focusing on administrative efficiency. The results identifying that access to earned wages and financial wellness tools are key contributors to employee satisfaction and financial stress alleviation indicates that employee organizations must be proactive in the FinTech implementation procedures to make sure that the interests of workers are taken into account in product selection, feature prioritization, and design implementation choices.

### **Limitations and Future Directions**

The current study has a number of limitations that should be considered when using its results and creating new studies. The cross-sectional research design is the most serious methodological weakness, as it does not allow making causal conclusions about the impact of the implementation of FinTech on the payroll efficiency, employee satisfaction, and economic digitization. Although the analytical methodology (regression) has organized both the covariates of an organization, there is no possibility of unmeasured confounding factors or reverse causality. To enhance causal identification, future studies ought to use longitudinal and quasi-experimental designs, such as difference-in-differences studies between pre- and post-implementation of FinTech organizations and natural experiments that take advantage of exogenous change in regulatory or technology access.

Second, the use of self-reported survey data in the study presents a risk of common method variance, social desirability bias, and retrospective recall bias, especially with questions to measure the outcomes of payroll efficiency. Subsequent research ought to complement survey data with objective payroll data directly gathered using organizational information systems, to be able to validate the self-reported efficiency gains and to triangulate the results. Third, the geographic area of the study, though encompassing three areas, does not encompass either organizations in Sub-Saharan Africa or Latin America, where the adoption of HR FinTech is rapidly growing and the implications of economic digitization have especially significant consequences. The future studies need to expand the scope of empirical studies to these areas to determine the generalizability of the results in various institutional, infrastructural and cultural contexts.

Fourth, the contribution to Economic digitization as measured by the study was based on self-reported items at the organizational level but not the objective national or regional measures of digitalization, and thus restricted the strength of inferences about the macro-level levels. The longitudinal panel data used in future studies should include the organizational FinTech adoption history matched to national digital economy indicators, which will allow the discussion of the organization-to-macroeconomic transmission mechanisms found in this study more accurately. Fifth, the qualitative aspect of the research though producing useful contextual data was confined to 38 interviews that were focused in 18 organizations. Greater qualitative investigation (such as participatory action research designs and longitudinal ethnographic research) would offer a more in-depth insight into the lived employee experiences of FinTech payroll usage and its welfare impacts with time. Future research directions to be proposed by the study are: (1)



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longitudinal research on the course of HR FinTech adoption and its overall impact on organizational performance and employee wellbeing; (2) cross-national studies to discover how regulatory regimes, financial infrastructure, and cultural orientations towards financial technology mediate adoption effects; (3) research that specifically addresses

### Conclusion

This research has given an in-depth empirical analysis of how the use of FinTech in HR systems has impacted payroll processing efficiency, employee satisfaction, and economic digitization contribution based on a mixed-method dataset of 420 organizations and six geographic locations and industry segments. The results indicate that the maturity of FinTech adoption is both a strong and substantively significant predictor of higher payroll efficiency results, and more advanced adopters have reduced the mean processing time by 64.3% and the error rate by up to 82.3% due to AI-based anomaly detection. The results of employee satisfaction also positively and significantly relate to FinTech adoption and financial wellness and procedural justice serve as mediating variables. These relationships are mediated by organizational readiness, including quality of IT infrastructure, digital literacy and change management capacity, and enhance benefits in high-readiness organizations and mitigate them in low-readiness situations.

On the macro level, the paper records a positive correlation between the adoption of HR FinTech and the contribution to economic digitalization, and the cross-sectoral variation in the adoption of HR FinTech is due to differences in the institutional pressure and adoption ability of these organizations. Such incorporation of Technology Acceptance Model, Diffusion of Innovation Theory, and institutional theory offer a theoretically sound and empirically validated explanatory context of the factors and effects of HR FinTech adoption in the context of various organizations. The practical implications on HR managers, FinTech developers, policymakers, and employee advocates are discussed with the focus on the significance of the organization preparedness investment, user-focused design, and equity-based implementation strategies.

With the organizational environment being increasingly digitized, one of the most significant levers organizations could possibly have in their quest to achieve operational effectiveness, employee financial well-being, and add to the overriding economic digitization priorities is the use of FinTech in HR systems. The accumulated evidence in this paper indicates that these goals are within reach- but that their potential can be fully achieved through needed organizationally responsive, human-focused, and thoughtful implementation plans that will meet the multi-dimensional preparedness needs of the digital HR enterprise.

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