HUMAN RESOURCE INFORMATION SYSTEM (HRIS): NAVIGATING THE IMPLEMENTATION, CHALLENGES, AND BENEFITS

Samuel Bangura[1]

[1]*Department of Human Resource Management, Faculty of Management Science, Durban University of Technology,*

Durban Republic of South Africa

Abstract

This research examines the implementation, perceived obstacles, and benefits of HR information systems (HRIS), while also offering suggestions for the effective implementation of HRIS within organisations. The study conducted a comprehensive literature review from reputable academic research sources such as ScienceDirect, Google Scholar, and Bing. The focus was on analysing HRIS, implementation challenges and benefits, and recommendations on ways to efficiently implement HRIS within organisations. Findings of the study highlight significant obstacles that hinder HRIS implementation within organisations. However, the study also recognises the benefits associated with HRIS implementation in organisations, which can ultimately enhance the efficiency and effectiveness of HRM practices. Based on a thorough examination of these factors, the research also provides best practices for successfully integrating and utilising HRIS within organisations.

Keywords

Introduction

Human resources management (HRM) plays a crucial role in helping organisations achieve their objectives. Generally, organisations need to implement effective HRM practices to optimise their workforce and business operations. However, managing HR in organisation can be challenging due to the complexity of individuals. Behera (2016) state that every person is unique in their thinking, emotions, perceptions, and behaviours. Therefore, organisations must prioritise HRM to enhance the performance of their workforce. Azizi, Atlasi, Ziapour, Abbas, & Naemi, (2021) and Rose grant (2023) have highlighted the importance of this issue in their research. The objective of HRM is to effectively utilise employees' skills and ensure fair compensation for their work. Therefore, to enhance organisational HRM performance and address critical issues, organisations are now utilising HRIS. This is because organisations have recognised the value of integrating information and communication technology (ICT) into their operations to boost competitiveness and streamline business processes, including data management and HRM practices (Basu, Majumdar, Mukherjee, Munjal, & Palaksha, 2022). In accordance with the ongoing discussion, it is important to acknowledge that in the last twenty years, developments in globalisation, advancements in technology, and the growth of the knowledge economy have greatly influenced the functioning of modern organizations. In recent years, there has been a notable increase in the importance of information technology within organisations.

According to Nardi and O'Day (1999), the implementation of new technologies has far-reaching effects on various aspects of society, including jobs, businesses, education, politics, family dynamics, and even warfare. Furthermore, these advancements also influence employees, workplace dynamics, job creation, team coordination, and overall organisational effectiveness (Baloh and Trkman, 2003). Considering these, it has however been observed that in the case of HRIS, the system has often struggled to adapt effectively in organisations (Beckers & Bsat, 2002). Therefore, this study explores the implementation, perceived challenges and benefits associated with HRIS including recommendations on the effective implementation of HRIS in organisations.

Literature Review

Human Resource Information Systems (HRIS)

According to Hussein and Ghorbel (2024) refer to the HRIS as a system that combines information technology with HRM practices to enhance and streamline various HR processes. These processes may include recruitment, training, performance evaluation, as well as compensation and benefits management, as outlined by Hendrickson (2003). Following the covid pandemic, there has been a noticeable increase in the utilisation of technology within workplaces, particularly within the realm of human resources. The HRIS now plays a critical role in overseeing individuals' activities in the digital realm, effectively managing personnel matters, and contributing to organisational decision-making processes. Kakade and Godbole (2018) conducted a qualitative study on the impact of HRIS on HRM processes in organisations. The study offers insight, understanding and the goal of HRIS and then examines how HRIS applications streamline all HR functions within an organisation. Findings from the study also deduced that HRIS is an application that handles HR, payroll, management, compliance, and other business information, is introduced. The goal of an HRIS is to centralise various aspects of the HR process, such as compensation, productivity, and performance, in a more cost-effective manner compared to previous mainframe systems.

According to Aggarwal and Kapoor (2012), HRIS is utilised by organisations to streamline processes related to people's management, such as recruitment and selection, performance management, and employee relations, among others. Companies that leverage advanced HRIS solutions transform their approach to HR by centralising data management and optimising workflow efficiency. This ultimately leads to a more integrated and efficient management of human resources. Findings from a review by Kalwala and Sekhar (2019) aimed at understanding HRIS and its importance in organisations revealed three critical components of HRIS, input, data maintenance and output.
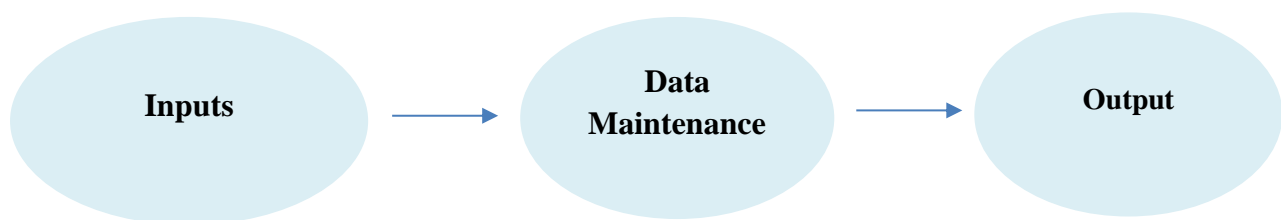
Source: Kalwala and Sekhar (2019)

Input:

The data input function of HRIS is essential for transferring human resource information into the HRIS system. However, proper procedures and processes must be in place to collect the necessary data, which is then entered into the system. Edit tables also are utilised to ensure the accuracy and validity of the data by cross-referencing against approved values. Generally, the HRIS system needs to have the capability to easily update and modify these edit tables. Modern scanning technology now allows for the scanning and storage of physical documents, including signatures and handwritten notes, within the system.

Data maintenance:

The data maintenance position entails the responsibility of updating information stored on each storage device. When updates are made to individuals' records, these changes must be accurately reflected in the HRIS. Previous data can be retained as historical data.

Output:

The key advantage of using an HRIS is its capability to enhance data management efficiency for HR professionals. Instead of spending time on manual data entry and organisation, HRIS users can utilise the system to access and manage data effectively. The system provides precise calculations and insightful reports, allowing users to extract valuable information and make well-informed decisions.

Importance of HRIS in Organisation

The integration of HRIS with HRM practices plays a crucial role in gaining a competitive edge, Thus, making it a focus of interest for numerous managers and professionals. Other important aspects of HRIS reported in the information system literature include improving HR decision-making as well as organisational features, reduction and cost management, streamlining operations, reducing data errors, and improving HR performance tracking and management (Sadri and Chatterjee, 2003).

In understanding the significance of HRIS in enhancing business competitiveness, a study conducted by Agrawal and Parmar (2020) reveals that organisations are increasingly adopting HRIS for the purpose of collecting, storing, and analysing personnel information. As a result, the implementation of HRIS is shown to play a pivotal role in improving business competitiveness and operational efficiency.

Bal, Bozkurt, and Ertemsir (2012) reviewed the importance of using HRIS in an organisation through determining the success of HRIS outcome, Findings from the review posit that HRIS facilitates various functions such as talent acquisition, performance tracking, and employee development. Additionally, HRIS processes support senior management in organisations by providing valuable insights for making strategic decisions related to personnel that support the overall business goals and strategies. Middle managers rely on HRIS to effectively manage and assess employee recruitment, performance, and compensation.

Barriers to Human Resources Information System (HRIS) Adoption

Panthangi and Murthy (2023) conducted a comprehensive analysis of information technology (IT) companies located in Hyderabad, India, focusing on their utilisation of HRIS and the consequent influence on organisational performance outcomes. Findings revealed that the integration of HRIS as a management tool has become increasingly crucial for modern organisations. This is because the utilisation of an HRIS enhances operational efficiency by facilitating the incorporation of technology into employees' daily tasks. However, businesses aspiring to thrive in the contemporary marketplace must grasp the intricacies of HRIS implementation and its influence on overall performance. This is because the implementation of HRIS may present various challenges that must be addressed. A study by Beleda (2023) on HRIS utilised a combination of research methods to investigate and assess the practices and challenges of HRIS within Ethiopian Commercial Banks. Using structured and open-ended questions, the study identified several key issues affecting the effectiveness of HRIS in this context. These challenges include inadequate access to timely information, connectivity issues, insufficient knowledge of system usage, and the complexity of system setup procedures.

Studies conducted by Ahmed, Kura, Umrani & Pahi, (2020) and Chabani, (2020) HRIS proffered that implementing an HRIS system without sufficient training can have a significant impact on various aspects of the organisation, including human resource (HR) operations, managerial effectiveness, learning and development initiatives, financial management, and overall employee satisfaction. The effectiveness of an HRIS system largely depends on the skills of employees within the organisation, particularly employee knowledge on how to utilise the system and their ability to effectively communicate about its usage. Behera (2016) reviewed emerging issues and challenges of HRIS utilisation in organisations, Findings revealed that though the use of HRIS can increase the efficiency level of an organisation it can also create conflict within the rights and interests of people in the organisation and also with the stakeholders and the society too, another challenge from the same review affirmed that an associated challenge with HRIS is concerned with workflow changes when an organisation implements HRIS software, it often impacts existing business processes by introducing internationally recognised HR practices and procedures. It therefore common for employees to experience discomforts when transitioning to a new system. Thus, it is important for organisational management to address any issues that arise, as employee well-being and productivity may be affected. Furthermore, it is imperative for management to ensure that employees encountering difficulties with the new system are given sufficient support and time for adaptation.

Benefits of (HRIS) Implementation

In a study conducted by Kavanagh, Thite, and Johnson (2013) the benefits of HRIS were assessed across three key areas: management benefits, HR benefits, and employee benefits. For management, the HRIS facilitate more informed decision-making, cost reduction, improved financial management, enhanced organisational transparency, a clearer business vision, and greater transparency in personnel management processes. Furthermore, the HRIS offers organisational HR departments a centralised database for employee information, including up to- date details on various organisations within the region, operational simplicity to minimise human errors, legal compliance, detection and elimination of duplicate data, alignment with regulatory standards, high data reliability, and enhanced employee satisfaction through improved job responsibility allocation and conflict management within the organisation.

Additionally, employee benefits which includes convenient access to relevant information, time savings, automated task tracking and event notifications, empowerment to make informed decisions based on HRIS data, perpetual information availability, internal training opportunities via intranet courses for professional development, and ultimately, improved staff knowledge, skills, and morale as highlighted by (Lengnick-Hall and Moritz,2003). To buttress the preceding stated benefits of HRIS in organisations. Ngwenya, Aigbavboa, and Thwala (2019) assessed the effectiveness of HRIS within a prominent construction firm based in South Africa. The research utilised quantitative methodologies and applied statistical analyses to examine the data gathered. The study involved 27 individuals from the human resources department of a construction company located in Gauteng

Province, South Africa. Findings revealed that HRIS, as a management system that complies with national labour laws, can provide business insight, and save time. It also reduces errors caused by human factors.

Recommendations on the Effective Implementation of HRIS in Organisations

Considering the current conversation surrounding the challenges and benefits of HRIS, it is essential to emphasize the importance of a successful implementation of HRIS within organisations. According to Davis (1989), the technology acceptance model (TAM) suggests that two factors play a role in determining whether a computer system will be embraced by users: perceived usefulness and perceived ease of use. The key aspect of this model is its relevance to potential users. In other words, if the developer of a technological product deems it valuable and efficient, it will not be adopted by users unless they share this belief. Given the ongoing discussions, the study recommends applying the TAM to HRIS. Premised on the ongoing discussion, several studies have buttressed the application of the TAM in information systems implementation and adoption, A study by Bothma and Mostert (2022) was aimed at broadening the knowledge about technology adoption by applying the technology acceptance model (TAM) to the online banking environment in Namibia, the study employed a descriptive, quantitative research design and structural equation modelling (SEM) to analyse the data. Findings revealed that the implemented TAM demonstrated a strong fit when evaluating its application within the online banking sector in Namibia. A total of nine out of he twelve proposed hypotheses were found to be valid and accepted. Alzubi, Al-Dubai and Farea (2018) conducted a study that aims to identify and understand factors that affect to acceptance M - marketing among Jordanian citizens, The study combines the TAM with the Trust factor. A total of 1950 valid questionnaires were collected from randomly selected Jordanian citizens in three cities. The data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). The validity of the final model was assessed using statistical indicators, and the measurement model demonstrated a good fit with the data. The primary conclusion of the study indicates that trust positively influences perceived ease of use and perceived usefulness. Both ease of use and perceived usefulness were positively correlated with consumer behaviour, subsequently impacting consumers' inclination towards utilising M business services.

Methods

This study employed an integrative review to explore the current theory surrounding HRIS implementation, challenges and benefits in organisations. Literature from various sources, such as journal articles, government reports, and biographies, were reviewed using search terms related to the implementation, challenges of HRIS, as well as benefits. Furthermore, the study utilises reputable search engines such as emerald and scopus to compile a comprehensive list of relevant articles, accessing online resources through reputable platforms such as Science Direct, Google Scholar, and Bing has proven to be effective. The information gathered from these sources has proven to be valuable for this study. As a result, 30 relevant articles were identified with HRIS. These articles also provide recommendations on the effective implementation of HRIS in organisations.

Discussion and Findings

The study's findings highlight the significance of HRIS in organisations. It was also determined that a well-executed HRIS can provide essential benefits to the organisation. However, the literature review also confirmed that the implementation of HRIS can present challenges at times. However, the study provided a conceptual understanding of HRIS and highlighted that despite the challenges in its implementation, HRIS is considered important and can provide organisations with significant benefits. Moreover, when considering challenges in implementing HRIS within organisations, it was found that the TAM can play a crucial role in facilitating the successful implementation of HRIS within organisations. The study showed that HRIS is an important aspect of business operations. It states that when well-planned and implemented HRIS can provide significant benefits to the organisation. However, it is important to note that in the application of HRIS, there are chances of it facing challenges that need to mitigate. Nevertheless, the concept is important and offers organisations important benefits when well-planned and implemented. The study delves into the implementation, challenges and benefits associated with the implementation of HRIS. This discovery is in alignment with Hendrickson's (2003) definition of HRIS as a technological system that consolidates and manages employee data and information. HRIS plays a vital role in strategic planning, decision-making, and report generation for internal and external stakeholders. Essentially, HRIS serves as an integrated information technology platform designed for storing, organising, and analysing an organisation's human resources data. Abuhantash (2023) explored the impact of HRIS on overall organisational effectiveness and found that HRIS are valuable tool for organisations to efficiently manage human resources by centralising, organising, and automating various HR functions. The study findings highlight the importance of HRIS in achieving organisational success companies that use HRIS can improve their HRM strategies by streamlining and centralising their data management, ultimately leading to increased workflow efficiency. These

results are supported by a study conducted by Islam (2023) on HRIS that examined the impact of HRIS on organisational effectiveness. Through qualitative research, it was found that the use of HRIS can optimise various organizational functions such as HR operations, time management, cost management, and overall user satisfaction with the system. By effectively utilising HRIS, organisations can boost productivity by improving the effectiveness of their human resources and corporate strategy. Additional research suggests that implementing an HRIS within an organisation can significantly aid HR managers in their decision-making processes, contribute to gaining a competitive edge, and assist in the effective reduction and management of costs. This study also highlights the positive impact of HRIS on the seamless facilitation of talent acquisition within the organisation. This outcome can be linked to a study by Mjomba and Oyagi (2021) that assesses the influence of HRIS on organisational performance in Tanzania, A case of Zanzibar Ports Corporation. The study utilised an explorative research design incorporating both quantitative and qualitative methodologies. A total of 226 participants were chosen through a combination of simple random and purposive sampling techniques. Surveys were distributed to the selected participants, and the gathered data was analysed using IBM SPSS version 20. Additionally, content analysis was employed to interpret the information obtained from the interviews. The study found that HRIS significantly enhances organisational performance by improving decision-making processes in terms of operations, planning, policy evaluation, and daily activities. Additionally, HRIS offers insights into recruitment and retention strategies and can supply management with quality data to make well-informed decisions. By investing in the development of HRIS, organisations can boost competitiveness and foster knowledge sharing, leading to more dynamic and innovative workplace practices that minimise tedious and repetitive tasks.

The research findings have indicated that while HRIS can provide benefits to organisations, it may also encounter challenges that could impact its functionality. Some of these are but not limited to access to up-to-date information, connectivity issues, a lack of familiarity with best practices for system usage, and the complexity of system setup procedures. Findings also postulate that insufficient skill and training may impede the functionality of the HRIS system, as it heavily relies on the proficiency of employees within the organisation. This includes their understanding of how to effectively utilise the system and their capacity to communicate efficiently regarding its usage. This finding is correlated to the outcome of the study by Udekwe, & De la Harpe, (2017) that investigates factors influencing the implementation, maintenance, and implementation of HRIS in two retail organisations in the Western Cape. A variety of research methodologies were employed in the study. Information was gathered through interviews and semi-structured surveys. Individual interviews were carried out at two sales enterprises to gain insight into the utilisation of HRIS within these establishments. Data analysis was conducted through thematic analysis, focusing on the human resources and information technology departments of both companies. The research sample included 21 intentionally selected employees from two office locations within the sales organisations.

Findings revealed that insufficient training and significant expenses associated with the implementation and upkeep of the system have been identified as challenges. Inconsistencies in data analysis and reporting are also evident, resulting in suboptimal utilisation of HRIS among retailers. These factors hinder the realisation of the full benefits that HRIS has to offer. Findings from the literature also revealed that conflicts may arise between the rights and interests of individuals within the organisation, as well as with stakeholders and society at large. Additionally, a challenge identified in a recent review pertains to the impact on workflow changes when implementing HRIS software. This implementation often results in the introduction of internationally recognised HR practices and procedures, which can affect existing business processes. This finding is in line with research conducted by Ferdous, Chowdhury, & Bhuiyan (2015) examines the challenges hindering the adoption of HRIS.

Findings revealed that challenges such as management hesitance, concerns about employee privacy, resistance within the organisation, and the associated costs are key obstacles to the successful implementation of HRIS. However, after conducting a comprehensive literature review, a well-prepared and implemented HRIS offers significant advantages to organisations. These benefits include but are not limited to, providing a centralised database for the organisation, offering convenient access to data for employees, and aiding in the reduction of human errors in HRM processes. Irum, and Yadav, (2019) HRIS reviewed the HRIS and its relevance in the current organisational context. In this regard, a series of research articles within the specified domain have been reviewed in preparation for the briefing. Findings revealed that HRIS is a vital tool for managing various HR functions, including planning and performance management. They serve as a key component in showcasing the value of HR in strategic decision-making. HRIS enables managers to gather extensive data on employees and make informed decisions on staffing. However, it is important to address potential challenges associated with HRIS such as safeguarding employee privacy and preventing misuse of sensitive information. Given the current discussion surrounding the implementation, obstacles, and advantages of HRIS in organisations, it is suggested that the technology acceptance model be utilised to ensure a successful and efficient integration of HRIS within the organisation. A study by the significance of the technology acceptance model was confirmed in a recent study conducted by Senalasari, Setiawati, and Wibisono (2022), The study aimed to investigate the intention to adopt virtual business in Indonesia by integrating the TAM and (TRI). Data was gathered through an online survey involving 456 virtual travel users. Utilising structural equation modelling (SEM) to assess the relationships between

variables, the results indicated that optimism was positively correlated with TAM indicators, while discomfort did not have a significant impact. The study also revealed that perceived ease of use had a positive influence on perceived usefulness, and both TAM variables positively influenced the intention to adopt virtual technology. In conclusion, the findings suggest that developers of virtual tourism technology should prioritise creating a positive user experience and address any technological inconveniences to encourage wider adoption of virtual business practices.

Conclusion

The primary objective of this study is to examine the challenges and benefits linked to HRIS implementation and provide recommendations for effectively implementing HRIS in an organisation. A review of existing literature found valuable information on HRIS and its importance in organisation HRM operations. The findings from the research indicated that while HRIS can enhance HR operations, it also presents challenges such as inadequate training and high implementation costs. Additionally, the study revealed that integrating HRIS into an organisation can lead to the adoption of globally recognised HR practices that may impact current business operations. In addition, challenges such as managerial reluctance and concerns regarding employee privacy, as well as potential resistance from employees, are all factors to consider when implementing an HRIS within an organisation. Despite the challenge associated with HRIS implementation, the study findings from the research indicate that implementing HRIS in an organisation can lead to improved HR decision-making and gaining a competitive advantage. Additionally, the findings suggest that HRIS can facilitate talent acquisition seamlessly. Decision-making also emerged as a benefit of HRIS adoption, as it can assist in decision-making related to organisational operations, planning, policy evaluation, and daily activities. The study findings indicate that implementing an HRIS can enhance knowledge sharing and contribute to a more dynamic and efficient work environment by streamlining processes for managing repetitive tasks. Additionally, having an HRIS in place allows for the creation of a centralised database, which serves as a valuable resource for HR managers to access comprehensive employee information, facilitating informed decision-making regarding staffing needs. To support the advantages and address the obstacles of implementing HRIS in organisations, the study recommends that organisational management prioritise safeguarding employee privacy and preventing the misuse of sensitive information. Theoretically, the study proposes that the TAM can be instrumental in facilitating the successful implementation and integration of HRIS.

References

Abuhantash, A. (2023) The Future of HR Management: exploring the potential of e-HRM for Improving Employee Experience and Organisational Outcomes. World Journal of Advanced Research and Reviews DOI URL: https://doi.org/10.30574/wjarr.2023.18.2.0883

Agrawal, R. and Parmar, S. Dr (2020) Human Resource Information Systems (HRIS) - Its Role and Importance in Business Competitiveness IJIRT | 7 (7) | ISSN: 2349-6002 https://ijirt.org/master/publishedpaper/IJIRT150504_PAPER.pdf

Ahmed, U., Kura, K. M., Umrani, W. A. & Pahi, M. H. (2020). Modelling the Link Between Developmental Human Resource Practices and Work Engagement: The Moderation Role of Service Climate. Global Business Review, 21(1), 31-53. https://doi.org/10.1177/0972150919837813

Alzubi, M.M. Al-Dubai, M.M. and Mohammed Farea, M.M. Using the Technology Acceptance Model in Understanding Citizens' Behavioural Intention to Use M-marketing among Jordanian Citizen Journal of Business and Retail Management Research (JBRMR), Vol. 12 Issue 2 DOI: https://doi.org/10.30574/wjarr.2023.18.2.0883

Azizi, M. R. Atlasi, R. Ziapour, A. Abbas, J. & Naemi, R. (2021). Innovative Human Resource Management Strategies during the COVID-19 Pandemic: A systematic narrative review approach. Heliyon, 7(6), e07233. https://doi.org/10.1016/j.heliyon.2021.e07233

Bal, Y. Bozkurt, S. and Ertemsir, E. (2012) The Importance of Using Human Resources Information Systems (HRIS) and Research on Determining the Success of HRIS. Proceedings of the International Conference on Management, Knowledge and Learning, Celje, 20-22 June 2012, 53-62. https://www.scirp.org/reference/ReferencesPapers?ReferenceID=1565548

Baloh, P. & Trkman, P. (2003). Influence of Internet and Information Technology on Work and Human Resource Management. Informing Science, 498-505. https://doi.org/10.28945/2642

Basu, S. Majumdar, B. Mukherjee, K. Munjal, S. & Palaksha, C. (2022). The Role of Artificial Intelligence in HRM: a systematic review and future research direction. Human Resource Management Review, 100893 https://scholar.google.com/scholar?cluster=8318707992938243491&hl=en&oi=scholarr

Bothma, M. & Mostert, L. (2023). Adopting the Technology Acceptance Model: A Namibian perspective. South African Journal of Information Management, 25(1), 10 doi: https://doi.org/10.4102/sajim.v25i1.1624

Behera, M.K. (2016) Emerging Issues and Challenges of HRIS: A Review SSRG International Journal of Economics and Management Studies (SSRG – IJEMS) – 3 (9) https://www.internationaljournalssrg.org/IJEMS/2016/Volume3-Issue9/IJEMS-V3I5P114.pdf

BELEDA, M.M. (2023) AN ASSESSMENT ON THE PRACTICES AND CHALLENGES OF HUMAN RESOURCE INFORMATION SYSTEMS (HRIS) IN COMMERCIAL BANK ETHIOPIA MBA THESIS, ST. MARY'S UNIVERSITY http://repository.smuc.edu.et/bitstream.pdf

Chabani, Z. (2020). The Challenges facing Public Organizations to Implement Human Resources Information Systems: A case study of Algeria. Retrieved from https://www.abacademies.org/articles/

HENDRICKSON, A. (2003). Human Resource Information Systems: Backbone Technology of Contemporary Human Resources. Journal of Labor Research. http://dx.doi.org/10.1007/s12122-003-1002-5

Davis, F.D. (1989) Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology MIS Quarterly, 13, (3),319-340 http://www.jstor.org/stable/249008

Ferdous, F.A. Chowdhury, M.M., & Bhuiyan, F. (2015). Barriers to the Implementation of Human Resource Information Systems. Asian Journal of Management Sciences & Education, 4, 33-42. http://www.ajmse.leena-luna.co.jp/AJMSEPDFs/Vol.4(1)/AJMSE2015(4.1-04).pdf

HUSSEIN, R.Y. and GHORBEL,A. (2024) Impact Of Human Resources Information Systems On Job Performance Quality: A Field Study In Health Administration In Dhi Qar Webology (ISSN: 1735-188X) 21, (1) https://www.webology.org/data

Irum, A. and Yadav, R.S. (2019), "Human Resource Information Systems: A Strategic Contribution to HRM", Strategic Direction, 35 (10),4-6. https://doi.org/10.1108/SD-02-2019- 0043

Islam, M. (2023) THE IMPACT OF HUMAN RESOURCE INFORMATION SYSTEMS ON ORGANISATIONAL EFFICIENCY A Case Study of X Company, Finland CENTRIA UNIVERSITY OF APPLIED SCIENCES MBA, https://www.theseus.fi/bitstream/handle/10024/812241/Islam_Mohammad.pdf?sequence=2&i

Kakade, K.S Dr & Godbole, T.B. Ms. (2023) AN EXPLORATORY STUDY OF THE ROLE OF HRIS IN HUMAN RESOURCE MANAGEMENT Sansmaran Research Journal; Mumbai 13 (1), 76-88. https://www.proquest.com/docview/2918788659?pqorigsite=

Kavanagh, M. J. Thite, M. & Johnson, R. D. (Eds.). (2015). Human Resource Information Systems: Basics, applications, and future directions (3rd ed.). Thousand Oaks, CA: Sage Publishing.

Lengnick-Hall, M.L. and Moritz, S. (2003) The Impact of E-HR on the Human Resource Management Function. Journal of Labor Research, 24, 365-379. http://dx.doi.org/10.1007/s12122-003-1001-6

Mjomba, S.H. and Oyagi, B.N. Dr (2021) The Influence of Human Resource Information System on Organisational Performance in Tanzania; A case of Zanzibar Ports Corporation American Journal of Humanities and Social Sciences Research (AJHSSR) e-ISSN:2378-703X 5, (1), 473-480 www.ajhssr.com

Nardi, B. A., and O'Day, V. L. (1999). Information Ecologies: Using Technologies with Heart. Cambridge, MA: MIT Press.

Ngwenya, L., Aigbavboa, C.O., & Thwala, W.D. (2019). Benefits of Human Resource Information Systems in a South African Construction Organisation. IOP Conference Series: Materials Science and Engineering, 640. https://iopscience.iop.org/article/10.1088/1757- 899X/640/1/012007

Panthangi, M. and Murthy, Y.S. (2023) EXPLORING HRIS ADOPTION AND PERFORMANCE OUTCOMES IN HYDERABAD-BASED IT ENTERPRISES: A CASE STUDY APPROACH EPRA International Journal of Economics, Business and Management Studies (EBMS) Volume: 10 | Issue: 12| ISSN: 2347-4378 https://eprajournals.com/IJHS/article/12047/abstract

Rosegrant, J. (2023). " The Northern Suburbs Seem to be Quite Frequently Afflicted by Raging Elephants": Identity Fluidity in Beatrix Potter's Tales and Life. American Imago, 80(1), 129- 153. https://ijsoc.goacademica.com/index.php/ijsoc/article/view/676

Sadri, J. and Chatterjee, V. (2003) Building Organisational Character through HRIS. International Journal of Human Resources Development and Management, 3, 84-98. http://dx.doi.org/10.1504/IJHRDM.2003.001048

Sekhar, G., & Kalwala, S. (2019). Effectiveness of Human Resource Information System: A Review of Literature. International Journal of Scientific Research and Review, 7, 2686 2695. https://www.scirp.org/reference/referencespapers?referenceid=2975019

Senalasari, W., Setiawati, L., & Wibisono, N. (2022). The Role of Technology Acceptance and Readiness on Intention to Adopt Virtual Tourism Technology during The New Normal Era. https://doi.org/10.2991/978-2-494069-83-1_38

Thite, M. Kavanagh, M.J.& Johnson, R. D. (2012). Evolution of Human Resource Management & Human Resource Information Systems: The role of information technology. In Kavanagh, M.J., Thite, M. & Johnson, R. D (Eds.). Human Resource Information Systems: Basics, Applications & Directions. Thousand Oaks, CA: Sage. P.2-34

Udekwe, E. & De la Harpe, A.C. (2017). The Use of Human Resource Information Systems in Two Retail Organisations in the Western Cape, South Africa. SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur, 15(0), 827. https://doi.org/10.4102/sajhrm.v15i0.827.