

**Role of Human Resource Information System (HRIS) – as a Strategic & Self-development tool in Organizations.
(Study is based on various small & medium size organizations of India)****Shama Parween^{1*}, Dr. Aanchal Dwivedi²**¹Research Scholar, Department of Management and commerce, Nims School of Business, Nims University Rajasthan, Jaipur, India²Assistant Professor, Department of Management and commerce, Nims School of Business, Nims University Rajasthan, Jaipur, India***Corresponding Author:-Email: shamap2080@gmail.com,****ABSTRACT:**

This study investigates the utilization of HRIS in various HR departments, focusing its role in supporting strategic management practices and facilitating self-development of HR professionals. Using a descriptive research approach across small and medium-sized organizations, the study seeks to deeply explore HR managers, recruiters, and senior HR executives' views on how HRIS contributes to strategic management and HR professional development. It examines challenges faced by companies in effectively utilizing HRIS for these purposes, aiming to gain a thorough understanding of its impact and limitations in enhancing organizational strategies and supporting HR personnel growth. Out of 50 participants, 26 responses from a Likert scale questionnaire show that HRIS improves strategic management and HR professional development. However, limited training resources hinder its potential. Addressing these challenges is essential to fully optimize HRIS and align it with organizational goals for HR growth.

KEYWORDS: HRIS, Strategic Management, Self-development, Organization.**INTRODUCTION**

Human Resource Information Systems (HRIS) have emerged as key tools in modern organizational management, streamlining human resources processes and enhancing overall efficiency. An HRIS integrates multiple HR functions, providing a comprehensive solution for managing employee data, payroll, recruitment, benefits administration, and compliance with regulatory requirements. The increasing complexity of HR tasks necessitates a system that can manage vast amounts of data efficiently. As Stone and Dulebohn (2013) assert, HRIS "provides a centralized repository for HR data, allowing for more efficient data management and retrieval." This centralization not only reduces administrative burden but also improves data accuracy and consistency, essential for strategic decision-making. Moreover, HRIS facilitates better resource allocation by automating routine tasks. According to Tansley and Newell (2007), "automation of HR processes frees up HR professionals to focus on more strategic activities, such as talent management and organizational development." This shift from administrative to strategic roles enhances the overall value of the HR department within the organization. The need for efficient data management has grown alongside the complexity of HR tasks. According to Stone and Dulebohn (2013), HRIS "offers a centralized repository for HR data, facilitating efficient data management and retrieval." This centralization improves data accuracy and consistency, which are critical for making informed strategic decisions. It allows organizations to manage vast amounts of data more effectively, reducing the administrative burden on HR professionals. Additionally, HRIS significantly improves resource allocation by automating routine HR tasks. Tansley and Newell (2007) emphasize that "the automation of HR processes enables HR professionals to focus on more strategic activities, such as talent management and organizational development." This transition from administrative to strategic roles enhances the overall contribution of the HR department to the organization's success. The strategic benefits of HRIS extend beyond operational efficiencies. In today's era of data-driven decision-making, the analytical capabilities of HRIS cannot be overstated. Bondarouk and Ruël (2009) highlight that "HRIS offers advanced analytics and reporting tools that enable organizations to gain insights into workforce trends, employee performance, and productivity." These insights are crucial for informed decision-making and strategic planning. As highlighted by DeSanctis (1986), HRIS can "support strategic HRM by aligning HR activities with organizational goals and facilitating better decision-making." By providing a comprehensive view of the workforce, HRIS helps in aligning human resource strategies with broader business objectives, ensuring that HR practices contribute to the organization's strategic goals. Furthermore, HRIS have become essential tools in modern organizations, offering significant benefits for self-improvement among HR professionals. HRIS enhances efficiency and accuracy in HR processes, thereby allowing HR professionals to focus on strategic and developmental activities. According to Kavanagh et al. (2015), HRIS provides a platform for continuous learning and development by offering access to a wealth of data and analytics, which can be used for informed decision-making and strategic planning. Lengnick-Hall and Moritz (2003) argue that HRIS supports professional growth by automating routine tasks, freeing up time for HR professionals to engage in more complex and value-adding activities. This shift from administrative to strategic roles enables HR professionals to develop new skills and competencies. Similarly, Ball (2001) highlights that HRIS facilitates better workforce planning and talent management, which are crucial for personal development and career advancement in HR. Therefore, HRIS not only enhances organizational efficiency by streamlining and automating HR processes but also acts as a vital tool for strategic management and personal development within the organization. By providing accurate and timely data, HRIS supports strategic decision-making, enabling HR professionals to focus on long-term planning and organizational goals. Additionally, HRIS facilitates self-development by offering opportunities for HR professionals to engage in more complex tasks, develop new skills, and gain insights through data analytics. This dual role of improving operational efficiency and fostering strategic growth and personal development makes HRIS an indispensable asset in modern organizations. As organizations continue to navigate the challenges of the modern business landscape, the adoption of HRIS is becoming increasingly essential for maintaining competitive advantage and operational efficiency.

LITERATURE REVIEW

Human Resource Information Systems (HRIS) have been extensively studied, with researchers highlighting their transformative impact on HR management. DeSanctis (1986) laid the groundwork for understanding HRIS as a tool for enhancing HR tasks and decision-making. Kovach and Cathcart (1999) later emphasized that HRIS maintains updated employee records, crucial for performance appraisals, promotions, and succession planning. Stone and Dulebohn (2013) reinforced this by noting HRIS's ability to centralize HR data, improving data accuracy and consistency. The automation capabilities of HRIS are significant, as highlighted by Tansley and Newell (2007), who argued that automation allows HR professionals to focus on strategic activities like talent management. Similarly, Ruta (2005) discussed HRIS's role in aligning HR activities with organizational goals, enhancing decision-making and performance. The strategic potential of HRIS is further supported by Hendrickson (2003), who emphasized real-time data analytics in proactive HR management.

Bondarouk and Ruël (2009) highlighted the advanced analytics and reporting tools within HRIS that provide insights into workforce trends and productivity, essential for strategic planning. Ngai and Wat (2006) found that HRIS implementation in Hong Kong improved HR service delivery and decision-making processes, underscoring its strategic value. Moreover, Panayotopoulou, Vakola, and Galanaki (2007) explored HRIS's role in compliance management, reducing litigation risks by ensuring adherence to legal requirements. Kavanagh, Thite, and Johnson (2015) noted HRIS's importance in maintaining compliance with labour laws through accurate record-keeping and reporting. This sentiment is echoed by Lengnick-Hall and Moritz (2003), who discussed HRIS's role in supporting strategic HRM by facilitating better decision-making. Similarly, Ball (2001) emphasized HRIS's ability to streamline HR processes, contributing to more efficient HR operations.

Lee (2008) explored the role of HRIS in talent management, highlighting its ability to track employee development and performance. Martinsons (1994) discussed the integration of HRIS with other business systems, enhancing overall organizational efficiency. Lippert and Swiercz (2005) examined the impact of HRIS on organizational learning, suggesting that it supports knowledge management and employee development. Teo, Lim, and Fedric (2007) analyzed the adoption of HRIS in SMEs, finding that HRIS improved operational efficiency and employee satisfaction. Similarly, Hussain, Wallace, and Cornelius (2007) explored HRIS's impact on organizational performance, noting improvements in HR service delivery and decision-making. Beckers and Bsot (2002) discussed the cost-benefit analysis of HRIS implementation, emphasizing its long-term benefits despite initial costs.

Lengnick-Hall and Beck (2005) highlighted HRIS's role in strategic HRM, suggesting that it supports organizational agility and adaptability. Human Resource Information Systems (HRIS) have evolved into crucial strategic and decision-making tools within organizations. According to Kavanagh et al. (2015), HRIS facilitates strategic decision-making by providing timely and accurate information that supports planning and operational activities. Hendrickson (2003) highlights the role of HRIS in enhancing organizational efficiency and effectiveness, underscoring its importance in decision-making processes.

Ball (2001) argues that HRIS helps organizations streamline HR functions, thereby enabling managers to focus on strategic issues rather than administrative tasks. Similarly, Lengnick-Hall and Moritz (2003) assert that HRIS supports strategic HRM by integrating HR functions and aligning them with organizational goals. Tansley and Watson (2000) emphasize that HRIS can improve decision quality by offering comprehensive data analytics capabilities. Stone et al. (2015) echo this view, stating that HRIS enables data-driven decision-making, which is essential for maintaining competitive advantage. Mayfield et al. (2003) highlight the strategic potential of HRIS in talent management and workforce planning, while Beckers and Bsat

(2002) focus on its role in enhancing HR service delivery and strategic planning. Parry and Tyson (2011) discuss the transformation of HR through technology, noting that HRIS facilitates strategic decision-making by providing actionable insights. Lippert and Swiercz (2005) argue that HRIS contributes to strategic alignment by ensuring that HR practices are consistent with organizational objectives. Wright and McMahan (2011) conclude that HRIS is essential for strategic HRM, enabling organizations to respond proactively to market changes and internal dynamics. Furthermore, Human Resource Information Systems (HRIS) play a crucial role in the self-development of HR professionals. Kavanagh et al. (2015) argue that HRIS provides access to comprehensive data and analytics, which supports informed decision-making and strategic planning, thereby enhancing professional growth. Lengnick-Hall and Moritz (2003) highlight that by automating routine tasks, HRIS frees up time for HR professionals to engage in complex and strategic activities, fostering skill development and career advancement. According to Ball (2001), HRIS facilitates better workforce planning and talent management, enabling HR professionals to develop new competencies. Parry and Tyson (2011) emphasize that HRIS improves communication and collaboration within HR departments, promoting a culture of continuous learning and improvement. Stone et al. (2015) note that the insights provided by HRIS help HR professionals identify skill gaps and focus on targeted self-improvement efforts.

Thus, the literature consistently portrays HRIS not only plays a vital role in strategic and decision-making tool but also enhances self-development of HR professionals by enabling them to undertake strategic roles and continuous learning. Ball (2000) noted HRIS's potential in enhancing employee engagement by providing self-service options for HR tasks. Hendrickson (2003) explored HRIS's impact on HR metrics, suggesting that it improves the accuracy and reliability of HR data. Furthermore, Ngai, Law, and Wat (2008) investigated the critical success factors for HRIS implementation, emphasizing the importance of top management support and user training. Troshani, Jerram, and Hill (2011) explored the challenges of HRIS adoption, noting resistance to change and the need for effective change management strategies.

OBJECTIVES

- To study the usage of HRIS in HR department of various organization.
- To examine how HRIS supports strategic management practices in the HR departments
- To evaluate the self-development progress following the implementation of HRIS.
- To examine challenges encountered by HRIS in supporting strategic management practices
- To examine challenges encountered by HRIS in supporting self-development practices

RESEARCH METHODOLOGY:

Research Design: This study adopts a descriptive research design to explore the usage of HRIS in the various small & medium size organization. Descriptive research is employed to gain a comprehensive understanding of the current situation, attitudes, and experiences of the HR Manager, HR Recruiter, and HR specialist in the organization regarding E-Recruitment.

Participant: The study focuses on different small & medium size organizations, specifically targeting the HR Manager, HR Recruiter, and Sr. HR Executives.

Sample Size and Response Rate: Out of the 50 selected candidates, 26 responses were obtained, representing a response rate of approx. 50%.

Data Collection: The primary data collection process applied for this research is a structured questionnaire in Likert scale format. The questionnaire was carefully designed to assess the experience of the HR professionals related to HRIS.

Questionnaire Development: The questionnaire was developed after an extensive literature review and consultation with experts in the field of HR and HRIS. It consists of both open & closed-ended Likert scale questions, allowing participants to express their opinions and perceptions clearly.

DATA ANALYSIS & INTERPRETATION

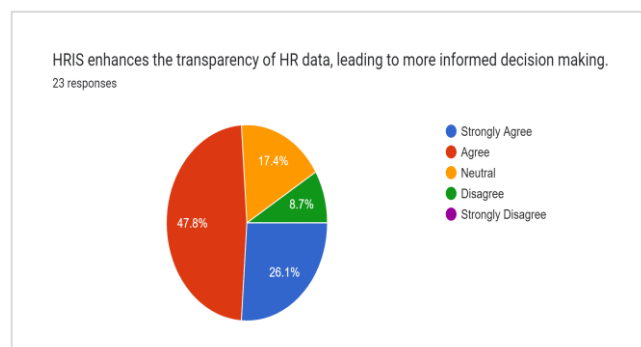
The study focuses on assessing how HRIS enhances strategic management and personal development, as well as identifying challenges that may hinder these benefits within the system. Questionnaires were created using Google Forms and distributed them to 50 individuals. Out of these 50 respondents, 23 people properly completed the questionnaires and provided their responses. The study then used these responses to create a graph or chart, which displays the data gathered from these participants. The study uses Figure 1 to Figure 5 to illustrate and explain how effective the system has been for improving the efficiency in strategic management. The figure 6 to 10 shows how effective the system has been for HR professional's self-development. And figure 11 to 13 indicates the challenges and improvement areas related to HRIS.

Role of HRIS as a Strategic Management Tool:

Figure 1:



Figure 2:



In figure 1 data shows that 47.8% agree and 21.7% strongly agree that HRIS helps align HR strategies with organizational goals, totalling 69.5%. Meanwhile, 13% are neutral. A negligible number disagree, but 8.7% strongly disagree. This indicates a generally positive insight of HRIS, though a small minority remains unconvinced of its effectiveness. In figure 2 data shows that 47.8% agree and 26.1% strongly agree that HRIS enhances HR data transparency, supporting decision-making, totalling 73.9%. Meanwhile, 17.4% are neutral & 8.7% disagree. This suggests a largely positive view of HRIS's role in improving data transparency and decision-making, despite some neutrality and minimal disagreement.

Figure 3:

Figure 4:

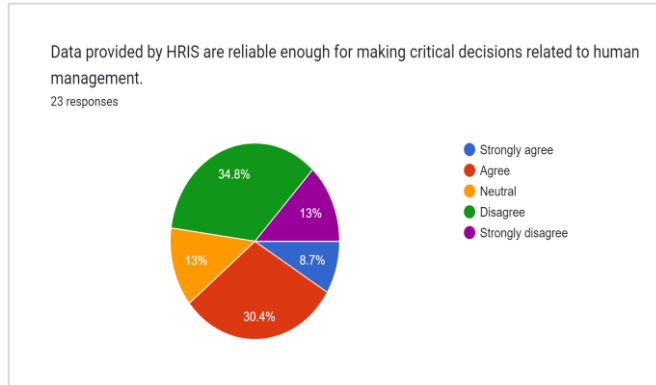
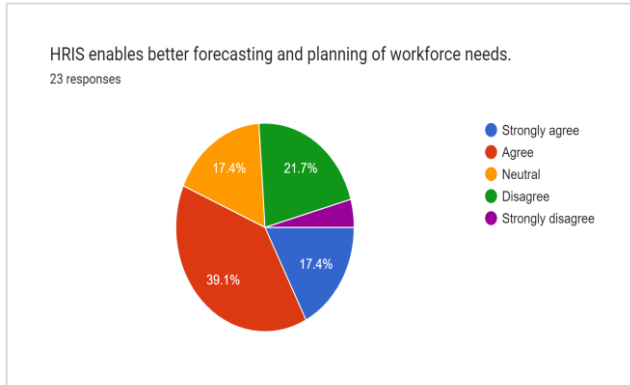


Figure 3 data indicates that 39.1% agree and 17.4% strongly agree that HRIS enables better workforce forecasting and planning, totalling 56.5%. Meanwhile, 17.4% are neutral. Notably, 21.7% disagree, and a negligible number strongly disagree. This suggests a moderate overall positive view of HRIS's effectiveness in workforce planning, with significant neutral and disagree opinions.

Whereas, Figure 4 data reveals that 30.4% agree and 8.7% strongly agree that HRIS data is reliable for critical human capital management decisions, totalling 39.1%. Meanwhile, 13% are neutral. However, a significant portion disagrees, with 34.8% disagreeing and 13% strongly disagreeing. This shows mixed views on HRIS: some find it helpful for critical decisions, while others believe it isn't so helpful enough for critical decision-making process.

Figure 5:

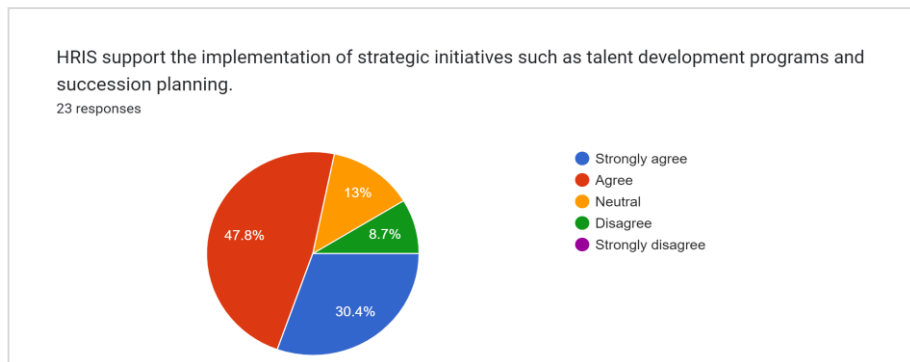


Figure 5 data indicates strong support for HRIS in implementing strategic initiatives like talent development and succession planning, with 47.8% agreeing and 30.4% strongly agreeing, totalling 78.2%. Meanwhile, 13% are neutral. Only 8.7% disagree, and there is negligible strong disagreement. This suggests a extensive belief in HRIS's effectiveness in driving strategic HR programs, with minimal disagreement.

Role of HRIS as a Self-Development Tool:

Figure 6:

Figure 7:

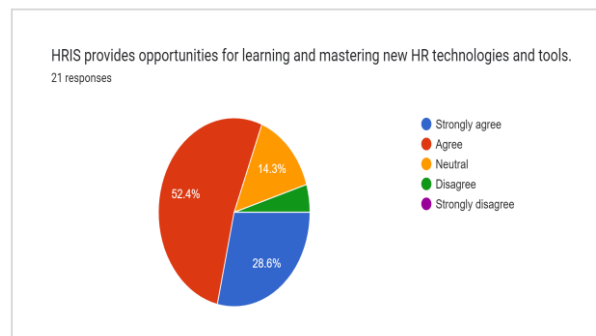
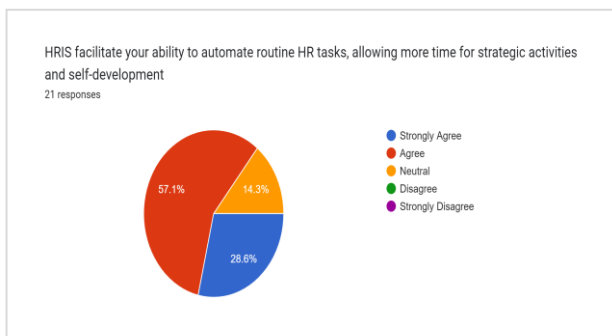


Figure 6 data indicates strong agreement that HRIS facilitates automation of routine HR tasks, with 57.1% agreeing and 28.6% strongly agreeing, totalling 85.7%. Meanwhile, 14.3% are neutral. This indicates extensive acceptance in HRIS's ability to free up time for strategic activities and personal development, highlighting its perceived role in enhancing efficiency within HR functions. Figure 7 data indicates strong agreement that HRIS offers opportunities for learning new HR technologies and tools, with 52.4% agreeing and 28.6% strongly agreeing, totalling 81%. Meanwhile, 14.3% are neutral & negligible disagreement suggests a widespread perception that HRIS enhances skills in HR technology, reflecting its role in professional development within the HR field.

Figure 8:

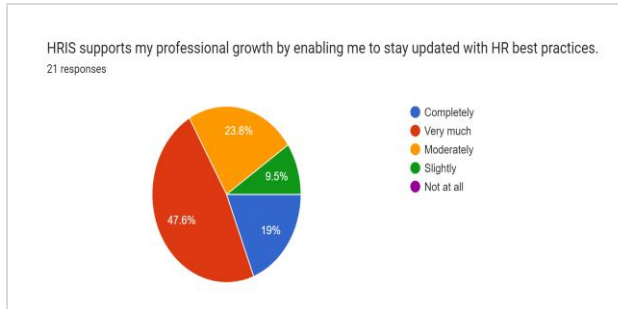


Figure 9:

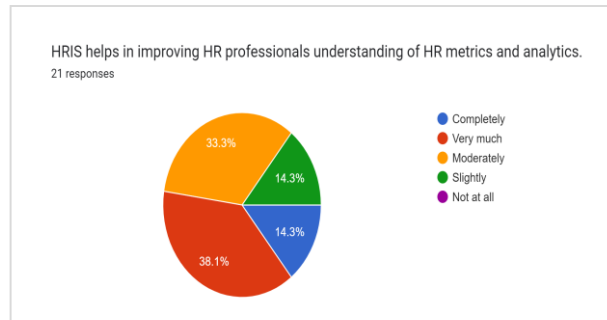


Figure 8 data shows strong support for HRIS in facilitating professional growth by keeping professionals updated with HR best practices, with 47.6% strongly agreeing and 19% completely agreeing, totalling 66.6%. Additionally, 23.8% agree moderately, indicating a majority who see HRIS as beneficial for staying current. Only 9.5% slightly agree, suggesting minimal hesitation about its role in professional development within HR. Figure 9 data reveals that HRIS significantly enhances HR professionals' understanding of metrics and analytics, with 38.1% strongly agreeing and 14.3% completely agreeing, totalling 52.4%. Additionally, 33.3% agree moderately, indicating a majority who perceive HRIS as beneficial in this aspect. A smaller portion, 14.3%, slightly agrees, suggesting some room for improvement in leveraging HRIS for deeper analytics understanding among professionals.

Figure 10:

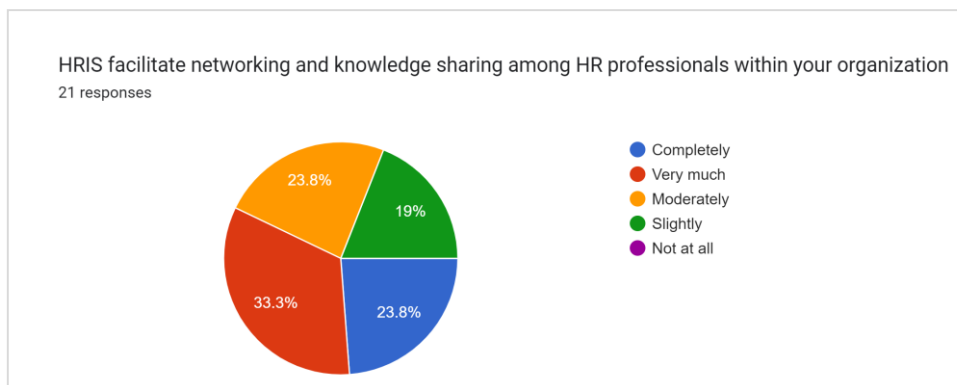


Figure 10 data indicates that HRIS plays a significant role in enabling networking and knowledge sharing among HR professionals within organizations. Specifically, 33.3% strongly agree and 23.8% completely agree, totalling 57.1%. Additionally, 23.8% agree moderately, highlighting its perceived impact on nurturing connections. A smaller percentage, 19%, slightly agrees, suggesting varying degrees of effectiveness in leveraging HRIS for internal networking and knowledge exchange.

Challenges encountered by HRIS in Supporting Strategic Management:

Figure 11:

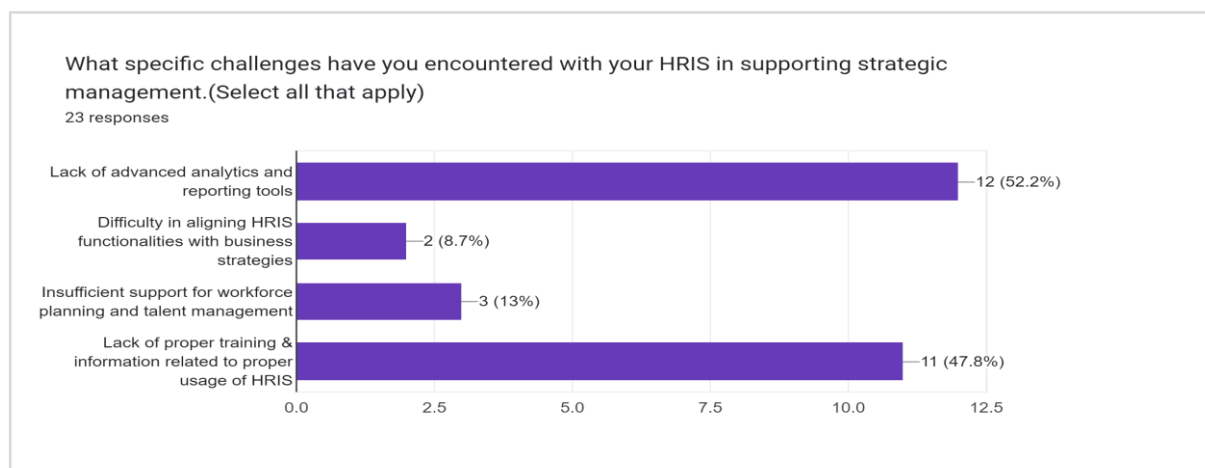


Figure 11 data indicates different challenges with HRIS in supporting strategic management: 52.2% cite a lack of advanced analytics and reporting tools, while 47.8% identify inadequate training and information on HRIS usage. Additionally, 13% note insufficient support for workforce planning and talent management, and 8.7% find difficulty aligning HRIS functions with business strategies. These findings highlight critical areas where improvements in HRIS capabilities and integration with organizational goals are needed to enhance strategic effectiveness.

Challenges encountered by HRIS in Supporting Self-Development of HR professionals:

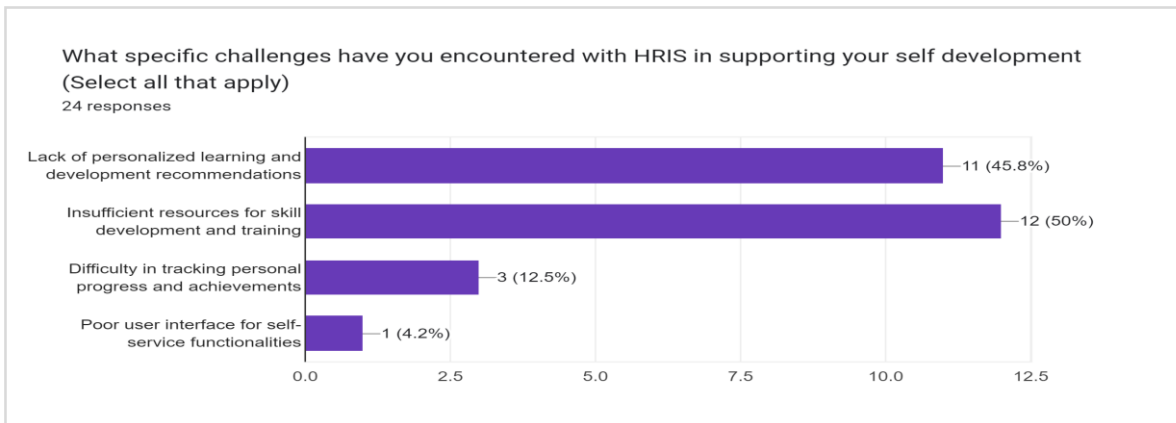


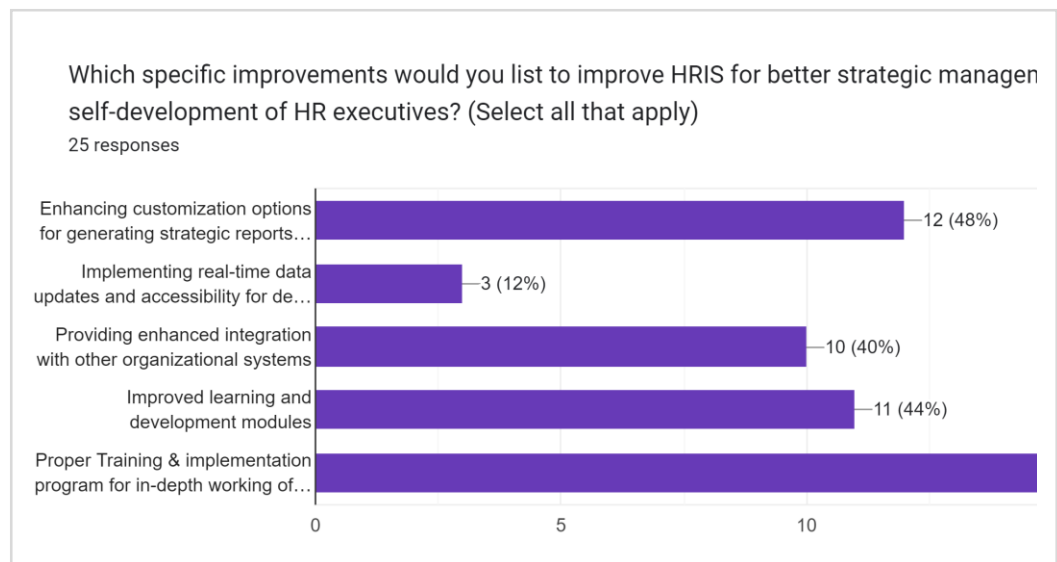
Figure 12:

Figure 12 data indicates different challenges with HRIS in supporting self-development: 50% report insufficient resources for skill development and training, and 45.8% cite a lack of personalized learning and development recommendations. Additionally, 12.5% face difficulty in tracking personal progress and achievements, while only 4.2% mention a poor user interface for self-service functionalities. These results suggest a need for more tailored learning resources, better tracking tools, and enhanced training support within HRIS to effectively facilitate personal growth and skill development.

Improvement areas for better strategic management and self-development tool.

Figure 13

Figure 13 data highlights key enhancements to improve HRIS for strategic management and self-development of HR executives. Priorities include proper training and implementation programs (60%), improved learning and development modules (44%), and enhanced customization options for strategic reports and dashboards (48%). Additionally, 40% emphasize the need for better integration with other organizational systems, while 12% seek real-time data updates and accessibility for agile decision-making. These priorities suggest a focus on comprehensive training, effective learning tools, customizable reporting, and seamless integration to optimize HRIS functionality for strategic and developmental purposes.



DISCUSSION & SUGGESTION:

The analysis indicates that HRIS is generally viewed positively as a strategic management tool, though there are areas for improvement. HRIS aligns HR strategies with organizational goals by integrating data-driven insights into strategic planning. It enhances HR data transparency, facilitating informed decision-making processes. HRIS improves workforce planning by providing tools for accurate forecasting and resource allocation. Moreover, HRIS effectively drives strategic HR programs such as talent development and succession planning by centralizing and optimizing HR processes. These functionalities enable HR departments to align their initiatives with broader organizational objectives, fostering efficiency, and supporting long-term business growth strategies. However, some doubt persists regarding its accessibility & in critical decision making which indicates a need to address these concerns to further enhance confidence in HRIS.

The analysis also reveals a strong agreement on HRIS as a pivotal tool for self-development in HR management. It significantly streamlines routine tasks, enabling HR professionals to focus more on strategic activities and personal development. HRIS also plays a crucial role in facilitating continuous learning, providing exposure to new technologies and best practices, which enhances professional growth and keeps practitioners updated. There is widespread recognition of HRIS's effectiveness in improving understanding of HR metrics and analytics, though opportunities exist to fully leverage its capabilities in this area. Moreover, HRIS fosters networking and knowledge sharing among HR professionals within organizations, although with varying degrees of effectiveness reported. Overall, while HRIS is valued for operational efficiency and professional development, optimizing its analytical functionalities and networking capabilities could further elevate its strategic role in HR management. The study also highlights significant challenges in HRIS support for strategic management: inadequate advanced analytics tools and insufficient training on HRIS usage. These gaps emphasize the need for HRIS enhancements aligned with organizational goals. Improvements in analytics capabilities and comprehensive training programs can boost HRIS effectiveness, ensuring better alignment with strategic objectives and fostering improved decision-making processes. Further the analysis underscores key challenges in HRIS support for self-development i.e. insufficient resources for training and skill development, and a lack of personalized learning recommendations. These enhancements can better facilitate personal growth and skill development among HR professionals.

To overcome this challenges & to enhance HRIS for strategic management and HR executive self-development, it's crucial to prioritize comprehensive training programs and implementation strategies. Improving learning modules and offering advanced customization options for reports and dashboards will further optimize HRIS capabilities. Additionally, integrating HRIS seamlessly with other organizational systems can

enhance data accuracy and operational efficiency. These initiatives will empower the HR professionals with essential tools and knowledge. Thus, by investing in comprehensive training, advanced learning modules, and customizable reporting, organizations can strengthen their HRIS capabilities to meet strategic objectives and drive sustainable growth.

CONCLUSION:

Thus, the study reveals that HRIS is widely regarded as a valuable strategic management tool, though improvements are needed. HRIS aligns HR strategies with organizational goals, enhances data transparency, and supports informed decision-making. It improves workforce planning and centralizes HR processes, fostering efficiency and long-term growth. However, concerns about accessibility and critical decision-making persist. HRIS is also crucial for HR self-development, streamlining tasks, promoting continuous learning, and enhancing professional growth. HRIS supports HR professionals to learn new technologies and best practices, enhancing growth and keeping them updated. While HRIS is recognized for improving understanding of HR metrics and analytics, there are opportunities to fully leverage its capabilities in these areas. Additionally, HRIS fosters networking and knowledge sharing among HR professionals, though the effectiveness varies.

The study also highlights key challenges like the lack of advanced analytics tools and insufficient HRIS training. Solving these problems is important for aligning HRIS with organizational goals and better decision-making. Limited training resources and lack of personalized learning also obstruct self-development. Organizations should prioritize comprehensive training and effective implementation strategies. Improving learning modules, offering customizable reports and dashboards, and integrating HRIS with other systems will enhance data accuracy and efficiency. Investing in these areas will empower HR professionals, strengthen HRIS to achieve strategic goals, and promote sustainable growth.

LIMITATION & FUTURE SCOPE:

The study focuses on how HRIS helps in strategic management and HR professionals' self-development. However, future research could explore HRIS's impact on other HR functions. This study is limited to small and medium-sized organizations, but future research could include large organizations. Currently focused on India, future studies might consider HRIS systems in other countries. With only 50 candidates and 26 respondents, future studies could include more participants for broader insights. Additionally, future research could explore deeper into the working, efficiency, and challenges of HRIS across various HR functions and fields. In future studies, specific sectors can be deliberately chosen to gain a deeper understanding of how HRIS functions across different industries and organizations, instead of selecting companies randomly as done in this study.

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