

# **Impact of Human Resource Information Systems (HRIS) on Organizational Effectiveness: A Conceptual Framework**

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## **Abstract**

After conducting a thorough literature review on the relationship between HRIS and organizational effectiveness, this paper presents a conceptual model for assessing the impact of HRIS on organizational effectiveness. The model is based on a review of existing research on the subject, and identifies several key variables that are critical to understanding this relationship, including effective succession planning, performance management, cost and time savings, information effects, and improved decision making. By effectively managing these variables, organizations can enhance their overall effectiveness and achieve their strategic goals.

**Keywords:** Human Resource Information System (HRIS), Organizational Effectiveness, Conceptual Model on HRIS, Performance Management, Cost Savings, Decision-Making, Succession Planning, Information Effects, Competitive Advantage.

## **Introduction**

Human Resources Information Systems (HRIS) have become increasingly essential for organizations to meet their HR needs, improve productivity, and remain competitive in the market. By automating HR functions such as talent acquisition, compensation management, and payroll, HRIS can reduce redundancies, provide reliable information, and enhance decision-making. Despite its benefits, implementing HRIS can be challenging for businesses. However, it has become a necessary step to achieve organizational goals. This paper aims to review studies that examine the relationship between HRIS and organizational performance. The paper also discusses the key features of HRIS, including employee data management, reports and analytics, and leave management, among others. By exploring the literature on HRIS and organizational performance, this paper seeks to provide insights into how HRIS can contribute to organizational success.

## **Meaning and definition of HRIS:**

HRIS uses information technology to optimise HR management applications and functions. HRIS is a computerized system which comprises an interrelated repository or repository which tracks workers and their employment-related information (Gill & Johnson, 2010).

HRIS is considered to be a system which is utilized to “obtain, accumulate, manoeuvre, explore, reclaim and allocate the information about the human resources of an organization”. An HRIS could have a huge scope of uses and could range from simple to difficult calculations (**Torres et al, 2008**).

It is a logical procedure for gathering, accumulating, maintaining, recovering, and corroborating, data and information required about the Human Resources by the organization. it is regarded as part of a larger MIS. It is an amalgamation of HRM discipline, HR processes and activities related to the field of IT. The ERP systems also have their source in software which incorporates data and information from various applications into one global database (**Zaidi, 2009**).

### **Meaning and definition of organizational effectiveness:**

Organizational effectiveness aims on the long-term capability of an organization to attain constantly its operational and strategic objectives and goals. organizational effectiveness could be determined by the capability of an organization to obtain the required capital to achieve its desired objectives and goals. Organizations are perceived to be successful when they are capable to acquire the quality and quantity of capital suitable, that can incorporate material, financial and human resources (**Gilley and Gilly, 2009**). Organizational effectiveness is stated as the goal-oriented analyst searching to describe the success of an organization or lack of success will soon have to examine the variables of the system, if the natural systems analyst marvels at how several systems feature influence performance, that one can recognize tasks on which performance must be considered. Organizational effectiveness could be judged by the individual and it does not reflect a systematic or overall measurement of an action or an organization being estimated. It explains the fortitude of effectiveness made by an individual, no matter who that individual may be. However, what might be desired in a condition could alter as an individual gets the data and information on what results or effects an action could or would generate (**Zammuto, 1982**).

### **Role of HRIS on organizational effectiveness:**

According to **Aggarwal and Kapoor (2012)**, the role of HRIS has become increasingly important in the IT industry. In today's revolutionary world, information technology has become the backbone of many business activities. HRIS has emerged as a critical tool for collecting, recording, storing, managing, delivering, and presenting integrated information for humans. The authors note that human resource technology has created a connection between human resource management and information technology, enabling businesses to leverage technology to streamline their HR processes and enhance their overall productivity.

The authors **Karikari et al (2015)** researched about the role of HRIS with the activities of manpower and explain the points like information system, HRIS and HRM. The manpower has now been used by the new evolution of HRIS with the growing scope in technology development. The identification of the HRIS have the activities provided as unfilled positions in the job, each job is accurately managed, the organisation given title for each job, providing training necessity in the organisation, right time with the right person to be trained, effective and productive training programs and fast decision making with winning ranks.

In **Gupta's (2013)** view, HRIS, or the Human Resource Information System, is often referred to as the Human Resource Management System, and plays a crucial role in establishing a relationship between human resources and information technology through software solutions. The author describes HRIS as a software tool that encompasses a range of tasks, including data entry and management, data tracking,

payroll, accounting, and information management for human resources. Effective human resource management through HRIS can help organizations contain human resource costs and facilitate efficient decision-making processes, thereby enhancing employee productivity, managerial outcomes, and overall organizational effectiveness. Gupta emphasizes that improving productivity and efficiency across an organization requires effective human resource management.

**Shiri (2012)** studied that the HRIS is based on the effective functions of an organisation. In day today economy and technology a human systems with abundant of knowledge and innovative skills and creativeness in work is needed to build a good value added information systems. The software for HRISs is used in an effective way to do organisational data work, gathering information, storing it, and analysing the each bit of information provided. The author studied the effectiveness and sophistications needed for the business functions of the human resource and also HRIS, for all professionals to participate in the program of system software. These professionals can able to manage the HR functions with increasing opportunities to the strategic partners of the firm.

The authors **Bal et al (2012)**, researches about the HRISs and determines the effects of it in globalization. In the last era, the functions of information system are used in various technologies. The author says the main activities of the HRISs were selecting a potential employee, performing record management for the employees' activities and creating software based programs for developing employees' skills and capabilities. Senior management leaders of the organisation should identify the man power content and requirements in an information system to attain the strategic business goals. The management lower than seniors' manager analyses the job employee, tracks the human resource system of employee and allocate the work schedule. The various human resource system practices of an organisation are planning workforce, staffs maintenances, programs, salary allocation, budget payment and labour value.

**A. Boateng (2007)** notes that the use of HRIS has revolutionized strategic human resource management, and has given rise to the next level of information technology in the field. The author argues that the transformation of human resource functions has led to the emergence of highly skilled and intellectually capable HR professionals. Through an investigation of HRISs and their impact on strategic human resource management, the author examines the different roles and tasks that HR professionals and senior managers perform in various organizations. The study aims to uncover any significant differences between the use of HRIS in small-scale and large-scale companies. However, the author's research indicates that there is no substantial difference in the use of HRIS across organizations of different sizes.

The authors **Benfatto, M. C. et al (2010)**, researched about the HRISs over the measure of performance in human resource function. The author studied and examined about the level of the HRISs and finds the competencies of the integrated human resource to individual management systems. On the basis of the companies competitiveness over the service centre's capacity of time management and HR functions for the cost cutting services ability to be integrated. The implementation HRIS should follow the variables such as attitude, behaviour and beliefs by consultation. The author created two models and studied about the integration of the models about the environmental concept, values of human resource and HR performance measurement.

According to the authors **Kumar et al (2013)** the main concept of the managerial perceptions and organizational efficiency of HRIS were HRMS, human resource functions, managerial satisfaction of organisation, management of time, cost management, and efficient working of organisation. The author analysed the data with self developed sample, questionnaire comprising and properties of psychometric properties and points out that HRIS made an impact on time management, confidence ranking, human

resource functions and effectiveness of an organisation. The HR strategy is enhanced by the HRIS with greater knowledge, speed and decision making process.

### **Benefits of HRIS on organizational effectiveness**

**Nisha and Mona (2012)** stated that the evolution in IT is defining the methods in which things are being accomplished and executed in domain of human activity. Human resources and IT are two features that most of the organizations intend to use them as tactical elements in order to sustain in this competitive world. Information systems are being established for HR management stated as HRIS is an incorporated structure required to gather, collection, succeed, supply and current data for HR and henceforth endorses efficiency of HR system. HR technology or HRIS forms an interface and communication between human resource management (HRM) and information technology.

**Anthony, (2003)** specified that the Human Resource in an establishment is transforming promptly, responding to an improving societal and structural environment and precipitously developing IT. Societal and structural fluctuations put forth pressure on HR experts to offer extended facilities and services, of a developed quality, closer and impeccably connected with other existing business purposes. Information technology which offer supporting skills to support HR experts in the service delivery, have also concurrently improved the prospects and potentials that workforces, directors, consumers, dealers and officials have for the role of HR. When every single practice of HR has an effect on human resource information system and IT and HRIS management include a diverse, sustaining purpose of HR. As technology has infused the function of HR, some misperception has risen in the description of what establishes an information system.

According to **Ritesh (2014)**, the use of information systems to support human resource functions is a critical element that enhances the overall purpose of human resources in organizations. HRIS is a process that enables the acquisition, storage, analysis, and use of data by multiple stakeholders. It also facilitates the improvement of traditional processes and enhances the strategic decision-making process. This paper focuses on the role of HRIS in human resource management and its effectiveness in organizations. The study examines the use of HRIS in an organization and presents progress reports on how it reinforces the organization's practices under each main procedure. The findings of this research may encourage other similar organizations to implement HRIS as its use becomes more widespread.

**Ama, et al (2015)** argue that the advancement of technology has led organizations to adopt HRIS, which is believed to enhance the effectiveness of human resource management. The authors note that HRIS can identify vacant positions, evaluate job profiles, provide insights into training needs, select the right candidates for training, assess the effectiveness of training programs, and facilitate quicker and better decision-making. To enable prompt decision-making, organizations need to integrate HRIS with other existing structures within the organization.

**Krishna and Megharaj (2012)** stated that the possibility of data handling within the structure is being a predictable issue area for the last few years, therefore it is being graded as a central point for research in both organisation and scholars. This paper intends to examine the organization sign of well-suited statistics model which help to arrangement and complete outline related to performance of an organization. The influence here directs towards the problematic area is double segment. First, position of various features which are being used in assessment are conversed and well-defined intently, following that estimation toward restraints in procedure of practise is also measured. The indications of this result shows that data network in organization is not a stable stride but will replicate to dynamic forces of change occurrences.

**Ebenezer and Evans (2012)** stated that the objective of this study is to classify precisely, how the practice of HRIS improves the functioning of management and to observe the tactical significance of using HRIS at the place of work. Basically, organizations which distract intensive and strenuous determinations towards HRIS implementation and usage have a great probability of reducing the amount and redeemable time, and even assure enhanced assistances to premeditated decision making process. HRIS supports HR experts and directors to accomplish compound information objects and to formulate HR competently, corporate that plan to use HRIS ought to systematically instruct its workforces not only HR experts so that core attentiveness can assist the recognition of the structure.

**Slavic and Berber (2014)** specified that human resource management plays an important role in an organization in order to enhance the effectiveness of an organization and to develop the current initiatives. Organisations that aware of the significance of human capital utilize very vague systems for handling people. One of the foremost system is HRIS which assures methodical procedure for assembling, storing, retaining, and retrieving facts needed by the management about their HR process, their deeds and organisational features. This article intend to examine the exploration of HRIS from theoretic viewpoint, along with experimental data examination.

**Arup, (2012)** opine that scholars have striven for periods and made an attempt in order to improve phases of growth replicas which are both academically established and authorised experimentally. As the central and essential part of this research study deals with the models of HRIS that practice the substance for all application of planned importance. The research is therefore has extensive scope in implication and importance to all industries executing HRIS regardless of their dimension and gross revenue. The discoveries of this research are supposed to their important influence on scholars and industry correspondingly. It is also depends on a progression view of calculating evolution is recommended by dint of refining models of processing in organizations.

**Margaret, (2015)** stated that the purpose of this research study is to ascertain the benefits and impact of HRIS on competitive edge of organisations itemized on Nairobi administrations. Data has been collected using inquiry of multiple regressions in order to check the outcome of HRIS on each one module of competitive edge which includes shares in market, effectiveness, public image. The outcomes display that HRIS has an effect on effectiveness, popularity and general competitive edge and no inspiration on shares in market. Precisely, the outcomes show human resource exploration explicated effectiveness, popularity and complete competitive edge. In the recent period administrations have installed information's systems in order to accomplish competence, efficiency, improving value and gaining competitive edge. HR department is implementing HRIS in all the organizations in order to accomplish the same goals and purposes.

**Catherine, et al (2015)** proclaimed that both HR and IT are the two core components that most of the organizations intend to implement as a tactical procedure in order to strive. Vision 2030 of Kenyan government includes ICT as a societal profitable strength under the cost-effective support for motivating growth among other existing segments. To exploit on the interaction among these two possessions, HRIS is a developing zone which may direct human resource sector into a new period. The implementation of HRIS in an organization can be more effective and in result shrink the sum of correspondences and users call on the instruction at any particular time.

**Swathi Kalwala and Chandra Sekhar (2019)** study the efficiency of HRIS in relation to HR's perception of HRIS activities in organisations. The recognisable proof of HR staff's job in preparing helpful and specialised faculty in the adoption of new technologies in small or large firms is crucial. HR manages a



company's most valuable asset: its people. Each hiring, promotion, and termination affects the company's success

### **Impacts of HRIS on organizational effectiveness**

**Farzana, et al (2015)** expressed that success of an organization completely rely on the effective use and implementation of its treasured human resource functions. Currently, HR is being consider as strategic resources essential to attain constant competitive edge and overtake the competitors. So organizations intend to execute HRIS process for assuring the customization of their HR. However many demanding problems keep the establishments failed to get pleasure from the benefits of this process. This study identified management disinclination, privacy problems of an employee, organizational struggle, and transformation cost are the most possible that obstruct the operative execution of HRIS. And some assessable deeds need to expand and develop the effective implementation of this process are proposed.

**Gergana, (2012)**specified that the intention of this research is to examine HRIS and how it will create an impact on effectiveness of the organization. Specifically, the research also suggests that an HRIS is a basic aspect and element in creating effective competences through adopting systematisation and distribution of path-dependent procedures and reassuring that the organization can retain its accomplishments. By assessing the HRIS as a tool for the distinctive and incomparable processes of an organization, the research encompasses the explanation of HRIS. Though, such an allowance is achievable within several restrictions. Initially, the statement has to be sustained that an HRIS can redirect distinctive customs and procedures, and later, it has to be acknowledged that path-dependent customs may reduce organizational suppleness essential for effectiveness in a fluctuating environment.

### **Relationship between HRIS and organizational performance**

In recent decades, there has been a significant increase in the number of organizations that use HRIS programming or other types of software that incorporate HRIS functionality to collect and process data related to human resources (**Barron et al., 2004; Hussain et al., 2007**). HRIS refers to a precise method for collecting, storing, maintaining, and retrieving information about an organization's HR, personnel activities, and organizational characteristics (**Kovach et al., 2002**). An integrated HRIS can have a wide range of applications, from simple spreadsheets to complex calculations performed with ease (**Parry, 2010**). The reasons for implementing HRIS vary among organizations. Some use it to reduce costs, others to facilitate better communication, and some to reposition HR activities to increase the department's strategic contribution (**Parry et al., 2007**).

HRM has seen a series of continuous and diverse technological advancements. Human resource information systems (HRIS), virtual human resource management (VHRM), and electronic human resource management (e-HRM) are some of the terms used to describe these advancements (**Ngai et al., 2008**). HRIS is a system that is used to acquire, store, control, analyse, retrieve, and distribute HR-related information. HRIS is defined as a system that is used to acquire, store, control, analyse, retrieve, and distribute information related to an organization's human resources (**Kavanagh et al., 1990**). HRIS is the combination of human resource management and information technology (**DeSanctis, 1986**). It is a collection of database, hardware, and software that is used to store data from all departments of the firm in the database and generate demand information for human resource personnel (**Broderick & Boudreau, 1992**).

**Troshani et al. (2011)** stated that the adoption of HRIS is influenced by various organizational factors, including the size of the company, top-level management support, and a skilled workforce. These factors are crucial for the successful implementation of HRIS. On the other hand, **Yang et al. (2007)** highlighted that technology factors, such as the technological features of HRIS, can also affect the selection of HRIS in an organization.

**Teo et al. (2007)** suggested that effective management of human resources, with a focus on improving the quality of the organization, is crucial for companies to remain competitive. The adoption and implementation of HRIS are greatly influenced by various environmental factors such as industry characteristics, government regulations, and infrastructure. The success or failure of HRIS implementation is largely dependent on these factors, as noted by **Oliveira and Martins (2010)**. Additionally, after implementation, it is important to provide training to users or employees to ensure they can utilize the system effectively, thereby improving work efficiency and business operations.

The Information Systems unit plays a crucial role in facilitating the automation of the HR function in both the planning and development stages of HRIS implementation. To achieve HRIS effectiveness, it is important to provide computer training to employees involved in HR activities. The lack of technical training in information management has been identified as a major issue in HR management (**Denton, 1987**). It is imperative to offer comprehensive training to all personnel, including line managers and operational-level employees. Access to technical personnel is critical to ensure optimal utilization of HRIS, and the triumphant execution of HRIS hinges on the availability of skilled human resources.

**Zahari et al. (2018)** conducted a study to assess the impact of Human Resource Management System (HRMS) deployment on employee productivity and satisfaction in the Malaysian Police Contingent of Terengganu. They collected information from 191 employees across different departments using a survey approach, with commitment to the organization and work motivation serving as key indicators of employee satisfaction. The study found that the use of Human Resource Management Information (HRMI) and organizational support had a positive impact on employee satisfaction. The researchers recommended corrective measures such as providing hands-on training and updating IT infrastructure to further enhance the performance of the HRMI application. However, the study's main limitation was its focus on a single state, Terengganu, which means the findings may not be applicable to other regions.

**Masum et al. (2018)** investigated the impact of intelligent HRIS (I- HRIS) on HRM efficiency in an organisation. AI processes such as machine learning and knowledge-based learning are used to identify I-HRIS characteristics. The study has provided a three-part framework for the intelligence-based HRIS model, which are input, decision-making, and output subsystems. According to the study, I-HRIS is being used in a variety of HR domains, including recruitment and selection, performance evaluation, and talent management. Researchers have emphasised the importance of using hybrid intelligence systems to improve the efficiency of semi-structured and unstructured decision-making in the HR process.

**Bah et al. (2022)** noted that HRIS is a valuable asset in supporting HR strategies. The operations, components, and features of HRIS contribute significantly to the design and execution of HR strategies. These techniques enable the HR department to accomplish its strategic objectives and become a strategic partner within commercial banks. The positive impact of HRIS on HR strategies is evident through its ability to provide a tool that reduces costs, saves time, and facilitates informed decision-making for the effective management of employees within an organization. The implementation of HRIS enables the HR department to complete tasks with minimal paperwork, in a timely manner, and in a cost-effective way.

**Sayem et al. (2022)** studied HRIS usage in Bangladesh and its impact on organisation performance. This study shows that using HRIS to its full extent improves organisational effectiveness. When used to its full potential, HRIS provides more benefits to businesses. In Bangladesh, organisations should fully deploy HRIS. HRIS ensures competitive advantage and sustainability by making HR efficient, real-time, and cost-effective.

According to **(Kiran et al, 2019)**, the introduction of a different information framework—such as a human resource information system—will alter how people work. The platform is brand-new, and there are several interfaces, a revised information section, and amazing report designs. Clients frequently find these developments redundant and refuse to accept them as such. One strategy for dealing with and reducing the impact of these advancements is to alter the executives' perspective and encourage client interest in using the framework for human resource information.

### **Existing studies:**

**Ali et al. (2015)** investigated the relationship between human resource management practices, organizational performance, and HRIS in complex and large firms that utilize ERP systems. The study found that HRIS, as a core function of ERP, offers tangible solutions for efficient and innovative HRM practices. Small and medium enterprises are also acquiring such solutions due to the strategic significance of HRIS. However, previous studies have not examined the moderating role of HRIS in the relationship between organizational performance and HRM practices. This study investigated the influence of compensation and selection HRM practices on perceived organizational performance, with HRIS acting as a moderator. The study utilized AMO and RBV theories to show that motivating and strengthening human capital can lead to sustained competitive advantages and improved organizational performance. The results indicate that HRIS and HRM practices have a significant influence on organizational performance, with HRIS moderating the relationship between compensation, selection, and organizational performance.

**Awan and Sarwar (2015)** propose that the advent of computer-based information systems has profoundly transformed the business landscape, completely redefining management styles. In present times, managers are regarded as knowledgeable professionals. The implementation of Strategic Human Resource Information Systems (SHRIS) has brought about revolutionary changes in various HR tasks such as recruitment, training and development, leading to job satisfaction, employee empowerment, and process re-engineering of businesses. SHRIS has also played a significant role in decision-making. The primary objective of this study is to highlight the impact of HRIS and strategic HRM on organizational performance. The study finds that HRIS has a positive effect on strategic HR decisions, which, in turn, enhances the performance of the organization.

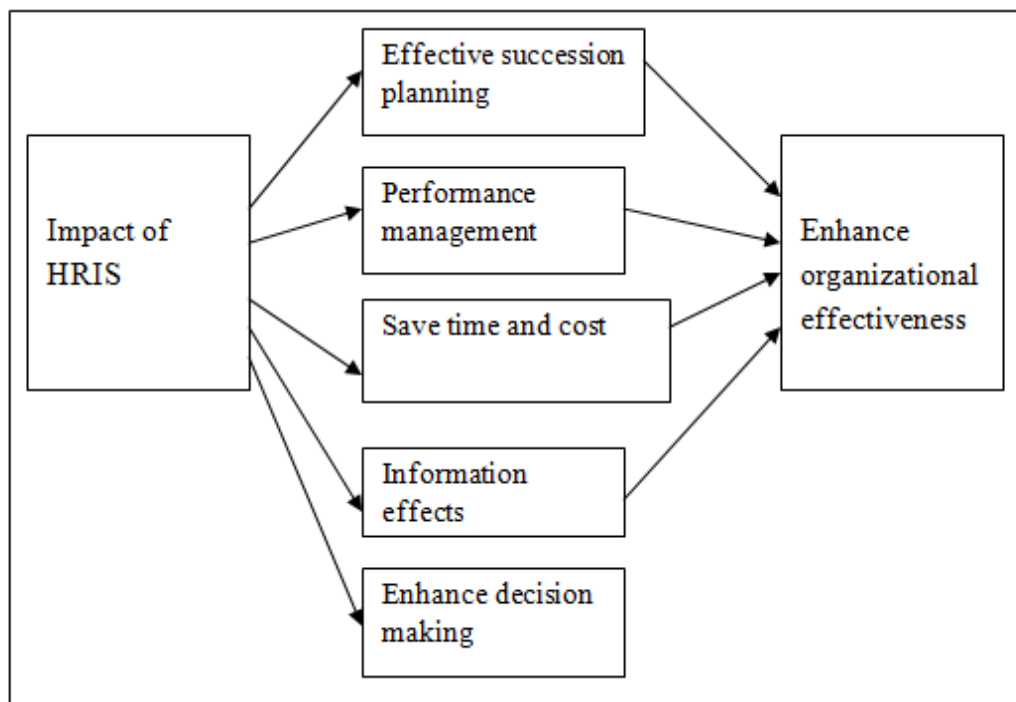
**Ara and Das (2015)** conducted an empirical study to investigate the two-stage impact of HRIS on organizational performance. The study examined the dimensions of HRIS, which included training, general administration, performance evaluation, recruitment, and data management. In the first stage, the study explored the effects of HRIS dimensions on ACP (acceleration of processes), OPE (operational efficiency), and CBN (cost benefits). Organizational performance was evaluated based on both financial and non-financial measures. The findings indicated that only operational efficiency and cost reduction among moderators had a significant impact on organizational performance. HRIS intervention in performance evaluation and training had a substantial impact on operational efficiency and cost reduction. General administration influenced cost reduction and accelerated processes. Performance evaluation had



an impact on accelerated processes and operational efficiency. The study provides recommendations for HR managers on the efficient use of HRIS to enhance organizational performance.

The study of **Bhuiyan et al, (2015)** said that HRIS applications influences the financials of an organization also. This study predicted positive and direct relations of HRIS applications with the revenues of an organization. However, the performance of an organization does not differ essentially according to patterns of ownership. Moreover, the study findings may lead stakeholders and HR professionals to develop their intelligence of finance about their business applications which may enhance their understanding of the global market. The financial influence of HRIS applications with its relatively warranted non-financial/intangible advantages will develop professionals of human resource perceived standing within the organization. This study recommends managers, employees and human resource professionals to highlight on successful human resource information system applications in their business to be the strategic companion of the success of a business.

## Conceptual framework:



**Figure 1: Conceptual Framework**

**Figure 1** depicts the conceptual framework to examine about the impact of Human Resource Information Systems on Organizational Effectiveness. Variables selected for the impact of human resource information systems are **effective succession planning**, **performance management**, **save time and cost**, **information effects** and **enhance decision making**.

## Explanation:

The impact of the HRIS in an organization leads to both directions: success and failure. However, it is well explained and experienced by many organizations after the implementation processes; that if the organization focuses upon proper implementation stages the HRIS would bring success and also would enhance the organizational effectiveness. The parameters that would lead an organization to an effective

and enhanced environment are: **1) Effective succession planning; 2) Performance management; 3) Save time and cost; 4) Information effects; and 5) Enhance decision making.**

In a study by the authors **Khera and Gulati (2012)** the HR process along with the impact of implementation HRIS had been analysed and explained in an elaborate manner. The authors have surveyed about 127 respondents who participated from 7 IT companies that had HRIS in their companies. From the study, it was clear that effective succession planning and performance management criteria are the greatest impact that the organizations witnessed. The study also revealed that the companies of the respondents had experienced successful Human Resource Planning and the implemented HRIS has saved a lot of time and cost which was their issue that prevailed during the non-implementation of HRIS. Hence the authors concluded that in order to enhance organizational effectiveness companies and organizations should concentrate on the HRP towards succession planning and performance management also to gain and enhance organizational effectiveness it is necessary to implement the HRIS package that would save time and cost and not in the other way.

### **Research Gap**

There are numerous types of research and studies that are concentrated on HRIS (**Nisha and Mona (2012, Ama et al (2015), Krishna and Megharaj (2012), Ebenezer and Evans (2012) and Slavic and Berber (2014)**). HRIS is a vital concept in developing the firm among the rivals. It is very important to note that competitive advantage is the stealer of the show. Firms must evoke some new information system functions that will lead the firm with a competitive advantage that gives a unique name to the firm. Technology paves way for any business strands in getting on to higher ends and it is up to the firms and the caretakers to utilise the innovations with respect to make their role well played in the market. There are several investigations that study on the role of HRIS and its impact on organization performance but there has been no study that measures the relationship of the role of HRIS and organizational performance with respect to the selected Public Sector Undertakings of Odisha.

### **Conclusion**

In conclusion, this paper has emphasized the crucial role of HRIS in improving organizational performance and gaining a competitive advantage in today's fast-paced business environment. The literature review has provided valuable insights into the various aspects of HRIS, including its features, benefits, challenges, and impact on organizational effectiveness. The review has also identified a research gap in the literature, which highlights the need for further research in this area.

The paper presents a conceptual model that integrates various key variables such as effective succession planning, performance management, cost and time savings, information effects, and improved decision making. By effectively managing these variables, organizations can enhance their overall effectiveness and achieve their strategic goals. The study also highlighted the importance of proper implementation and use of HRIS in order to reap its full benefits.

Overall, this paper aims to provide insights into the relationship between HRIS and organizational performance and to encourage further research in this area. By understanding the benefits and challenges of HRIS and effectively managing its various components, organizations can gain a competitive advantage and succeed in today's rapidly changing business landscape.

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