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Exploring The Role of Human Resources Information System in Employee Performance Management: A Systematic Literature Review

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Abstract. This study aims to explore the role of Human Resource Information Systems (HRIS) on managing employee performance management employee performance by conducting a systematic literature review. In the ever-evolving digital age, HRIS has become an essential tool for many organizations to manage their human resources more efficiently and effectively. This review collects and analyzes previous studies that evaluate the impact of HRIS on various aspects of employee performance management, including performance appraisal, feedback, career development, and employee retention. The study findings indicate that the implementation of HRIS positively affects the management of employee performance. HRIS was shown to improve accuracy and efficiency in the performance appraisal process, enable more structured and continuous feedback, and facilitate more effective career development planning. In addition, the use of HRIS is also associated with increased employee satisfaction and higher retention rates. The study concluded that HRIS not only helps in streamlining administrative processes, but also contributes directly to the improvement of employee performance and the achievement of organizational goals. Therefore, investment in HRIS can be considered an important strategy for organizations that want to improve performance management and retain their top talent. Recommendations for future research include a more in-depth investigation of HRIS implementation in various industry contexts and organizational sizes.

Keywords: HRIS; Employee Performance; Performance Management; Systematic Review; Human Resources

A. INTRODUCTION

In the rapidly evolving digital age, information technology is playing an increasingly vital role in various aspects of organizational management. One area that has garnered significant attention is human resource management (HRM). Amidst global competition and dynamic business demands, organizations are required to manage employee performance effectively to achieve their strategic objectives. Human Resources Information Systems (HRIS) have emerged as an innovative solution to support more efficient and measurable employee performance management (Prasetyo & Ariawan, 2023).

HRIS are systems using technology to gather, store, control, and examine human resources data within a company. The primary functions of HRIS include recruitment, training, development, performance management, and employee administration. In the context of performance management, HRIS provide various tools and platforms that enable organizations to set, monitor, and evaluate employee performance in real-time and on a data-driven basis.

Studies on HRIS impact on employee performance management show various important advantages. These include improved accuracy and efficiency in performance appraisals, reduction of bias in evaluations, and the ability to provide faster and more relevant feedback to employees. Thus, HRIS not only aid in the administrative management of employees but also directly contribute to increased productivity and employee engagement.

Despite the clear potential benefits, the implementation and utilization of HRIS face several challenges. These include resistance to change, budget constraints, and a lack of technical skills among HR staff. Additionally, issues related to data privacy and security must be addressed to ensure that employee information is adequately protected (Maryani et al., 2023).

Given this background, (Siraj & Hågen, 2023) a systematic literature review is essential to gain a deeper understanding of the role and contributions of HRIS in employee performance management. By conducting a comprehensive review and analysis of the literature, this research aims to identify trends, best practices, challenges, and opportunities associated with the use of HRIS in the context of performance management. Consequently, the findings of this review are expected to provide valuable insights for HR practitioners, academics, and policymakers in optimizing the use of information technology to support organizational strategic goals.

Understanding how HRIS can be effectively applied in employee performance management will better equip organizations to face future business challenges and create a more productive, performance-oriented work environment.

Human Resources Information Systems (HRIS) have been recognized as crucial tools in enhancing employee performance within organizations. The literature suggests that HRIS implementation can positively influence various aspects of employee performance. (Almutairi Arabiat, 2021) found that human resource management practices significantly impact employee performance, with job satisfaction playing a mediating role. (Maamari & Osta, 2021) further support this by highlighting that successful HRIS implementation can lead to increased job involvement, satisfaction, and work engagement, ultimately improving employee performance. Additionally, (Susalit, 2021) discusses how HRIS intersects human resource management with information and communication technology systems, indicating the importance of leveraging technology to support employees' career planning. This integration of HR practices with technology through HRIS can streamline processes and provide employees with the necessary tools for career development. Ling and Amponstira (2021) also highlight the significance of high-commitment human resource management practices in improving employee performance by fostering a culture of fairness, employee involvement, and organizational commitment.

In conclusion, the systematic literature review indicates that HRIS plays a vital role in enhancing employee performance by facilitating effective human resource management practices, promoting job satisfaction, reducing turnover intention, and supporting career planning. Organizations that strategically implement HRIS can create a conducive environment for employees to thrive, leading to improved overall performance and organizational success.

B. LITERATURE REVIEW

A Human Resources Information System is a technology-based system that manages human resources data in an organization, improving efficiency and effectiveness of management by providing timely and accurate information to decision makers. (Muriithi et al., 2023). The components include:

1. **Human Resource Database:**
Stores all employee data, such as personal data, employment history, qualifications, and contact information. This database is the core of SISDM that allows quick and easy access to employee information.
2. **Recruitment Management:**
Assists in the recruitment process by managing job vacancies, applicants, and the selection process. This includes vacancy announcements, receipt of applications, screening, interviews, and job offers.
3. **Training and Development Management:**
Managing employee training and development programs. This component includes identifying training needs, planning training programs, recording training completed, and evaluating training results.
4. **Performance Management:**
Facilitates the assessment of employee performance, including goal setting, performance evaluation, feedback, and career development. The system helps in identifying employee strengths and weaknesses and developing performance improvement plans.
5. **Compensation and Benefits Management:**
Managing the system of salaries, allowances, bonuses, and other incentives. This includes salary calculation, management of health benefits, insurance, pension, and other compensation that forms part of the employee's remuneration package.
6. **Attendance and Leave Management:**
Track employee attendance, including working hours, overtime, leave, and absenteeism. The system helps in managing work schedules and calculating leave taken by employees.
7. **Employee Self-service:**
Provides access to employees to manage their own personal information, such as updating personal data, applying for leave, viewing pay slips, and attending training offered. This increases employee independence and engagement.
8. **Reporting and Analytics:**
Provides tools to generate reports and analysis related to HR data. This component aids management in data-driven decision-making by offering detailed insights on different areas of human resource management.

Organizations can enhance their efficiency, reduce their costs, and improve their decision-making processes through the implementation of human resource information systems. Furthermore, the system assists in maintaining compliance with labor-related regulations and policies.

A human resource information system (HRIS) is a systematic approach to the management of human resources data within an organization. The process entails the collection, storage, maintenance, retrieval, and validation of data pertaining to human resources, personnel activities, and work unit characteristics (Panjaitan, 2023). The intersection between human resource management and information and communication technology systems is served by the HRIS, which enhances processes such as career

planning for employees (Susalit, 2021). The relationship between HRIS and human resource accounting is of great importance in strategic human resource management, as both components have undergone significant evolution over time (Asfahani, 2021).

The field of research has resulted in the development of data-driven HRIS architectures that address various aspects of human resource management outsourcing. These architectures include comprehensive technical implementation methods, program flows, and subsystems for the management of employee data, information, rewards, punishments, salaries, and services (Liu, 2022). The implementation of HRIS has been demonstrated to enhance the efficiency, effectiveness, and timeliness of human resource functions, thereby enabling more informed decision-making within organizations, such as commercial banks (Bah et al., 2022).

In conclusion, HRIS plays a pivotal role in contemporary organizations by streamlining human resource management processes, integrating technology with HR practices, and enhancing decision-making through efficient data management.

Employee Performance Management

Performance management entails identifying, measuring, and enhancing the performance of individuals and groups within an organization in an ongoing process. It aims to align individual performance with the organization's strategic goals by setting goals, giving feedback, measuring performance, and creating development plans. (Rosadi & Purnomo, 2020).

The importance of Performance Management includes: Increased Productivity, Improved Quality of Work, Employee Development, Improved Employee Motivation and Satisfaction, Transparency and Accountability, Better Decision Making, Alignment with Organizational Goals, and Identification and Mitigation of Performance Issues.

Effective human resources management practices, such as strategic planning, investment in employee development, and fair compensation, are crucial in enhancing employee performance. These practices create a supportive work environment that fosters learning, talent retention, and motivation (Waliyati & Supratikta, 2024).

Employee performance management is a crucial component of organizational success. It involves setting performance standards, evaluating outcomes, and recognizing achievements to improve employee performance (Maake, 2024). Effective performance management is associated with a number of factors, including knowledge management, talent management, employee engagement, and feedback mechanisms (Cesário et al., 2022; Andini & Ekhsan, 2024; Mantow & Nilasari, 2022). Organizations seeking to enhance employee performance should prioritize improving employee engagement, providing constructive feedback, and cultivating a positive leader-member exchange relationship (Cesário et al., 2022; Andini & Ekhsan, 2024). The impact of knowledge management and talent management on employee performance underscores the importance of employee development as a mediator in this relationship (Mantow & Nilasari, 2022). Moreover, performance appraisal processes are crucial for identifying employees' strengths and weaknesses, which contributes to job satisfaction and overall workforce effectiveness (Dasanayaka et al., 2021).

In conclusion, a comprehensive approach to employee performance management that integrates elements such as talent management, knowledge management, feedback mechanisms, and performance appraisal processes is essential for organizations to optimize employee performance and improve organizational effectiveness..

The Role of HRIS in Employee Performance Management

Human Resource Information Systems are crucial for enhancing the performance appraisal process through various means: Collecting and Storing Performance Data, Facilitating Performance Appraisals, Produce Performance Reports, Monitoring Employee Performance and Improve Communication and Collaboration.

The advantages of utilising a human resource information system for performance appraisal include: The utilization of a human resource information system is conducive to enhanced efficiency and accuracy, improved consistency and objectivity, enhanced communication and collaboration, and optimized decision-making (Arifin & Tajudeen, 2020).

Human resource information systems are invaluable resources for supporting the performance appraisal process. The utilization of human resource information systems enables companies to enhance the efficiency, accuracy, consistency, and objectivity of their performance appraisals. This can assist companies in making more informed decisions regarding human resource development and achieving their strategic objectives.

HRIS (human resource information systems) play a pivotal role in facilitating the enhancement of employee performance management within organizations. These systems provide a centralized platform for a range of human resources functions, including workforce procedures, administration, benefits management, and performance analysis (Quaasar & Rahman, 2021). The utilization of HRIS enables companies to streamline the referral process for prospective employees, track the progress of candidates in a more efficient manner, and optimize the talent acquisition process (Varinia Azkarin et al., 2023). Moreover, HRIS contributes to maintaining employees' work-life balance, which is essential for enhancing job satisfaction and overall productivity (Srivastava & Bajaj, 2022).

Empirical evidence suggests that HRIS is an effective tool for organizations to achieve their strategic objectives and for employees to fulfill performance expectations (R. & A., 2024). Moreover, HRIS is of great importance for a number of HR functions, including recruitment, selection, training, payroll administration, compensation management, performance appraisal, and HR planning (Shahreki & Lee, 2024). By leveraging HRIS, organizations can enhance operational efficiency, data accuracy, and decision-making processes related to employee performance management.

In conclusion, HRIS serves as a valuable tool for organizations to enhance employee performance management by streamlining HR processes, optimizing talent acquisition, and supporting work-life balance.

C. RESEARCH METHODOLOGY

This research utilized a systematic literature review method to ensure comprehensive coverage and in-depth analysis of relevant studies, thereby guaranteeing the highest standards of rigour and objectivity.

The research methodology used by (Ben Moussa & El Arbi, 2020) was to administer questionnaires to SMEs that have implemented HRIS. 120 questionnaires were sent to 28 Tunisian SMEs using HRIS. Only 12 SMEs responded, totaling 46 respondents from the HR department. 4 questionnaires were unusable due to high omission rates, leaving 42 valid responses with a 35% return rate. A five-point Likert scale was employed to assess the research model. SPSS and PLS software were utilized for scale validation.

In the research conducted by (Alqudah et al., 2022) data was collected from bank employees in Jordan between March and September 2020 using a structured questionnaire, with contact made via email, telephone, and personal contact. Out of 1398 questionnaires distributed, 510 valid questionnaires were obtained, giving rise to a 36.48% return rate. The study was conducted with all personnel of the following 25 banks that operate in Jordan: 13 commercial banks in Jordan, 8 foreign commercial banks, 3 Islamic banks in Jordan, and 1 Islamic bank abroad. In addition, 2.3% of respondents declined to identify their bank, and 1.7% of respondents were employed by financial organizations other than banks. The researchers employed the Statistical Package for the Social Sciences (SPSS) and a pre-validated five-point Likert scale (1 = strongly disagree; 5 = strongly agree) to operationalize the variables.

(Abuhantash, 2023) conducted a systematic literature review focusing on the impact of HRIS on organizational performance, emphasizing the significance of HRIS in enhancing overall organizational effectiveness. (Maamari & Osta, 2021) explored the effects of HRIS

implementation success on job involvement, job satisfaction, and work engagement in small and medium enterprises (SMEs), indicating that successful HRIS implementation positively influences employee attitudes and engagement levels.

Furthermore, the study by (Almutairi Arabiat, 2021) emphasized the importance of HRIS in personnel records management, showing that implementing HRIS can lead to improved employee satisfaction and reduced turnover intention. (Almutairi Arabiat, 2021) highlighted the mediating role of job satisfaction between human resource management practices and employee performance, underscoring the critical role HR practices play in enhancing employee performance within organizations.

In conclusion, the systematic literature review and empirical studies suggest that HRIS significantly impacts employee performance, job satisfaction, and overall organizational effectiveness. By effectively implementing and utilizing HRIS, organizations can enhance employee engagement, satisfaction, and performance, ultimately leading to improved organizational outcomes.

D. RESULTS AND DISCUSSION

The results of the study (Ben Moussa & El Arbi, 2020) The following outcomes were obtained from using HRIS to improve HR staff members' ability for innovation: On the one hand, the effect's significance is demonstrated by the structural coefficient of 0.569. However, the model is validated by the coefficient of determination (R^2), which is at 0.361. The importance of the link was assessed using the Smart PLS software's Bootstrap process. The t-statistic in Table 2 is $7.917 > 1.96$, indicating that the connection is significant. Significantly, the model accounts for 36% of the variation in the growth of the innovative capacity of HR staff. Subsequently, HR staff members' potential for innovation grows the more they use HRIS capabilities in their day-to-day work.

Table 1. Cronbach's Alpha and Correlations.

	Cronbach Alpha	Innovation Capability	Affective Commitment	HRIS Usage
Innovation Capability	0.905	1.000		
Affective Commitment	0.814	0.195	1.000	
HRIS Usage	0.747	0.576	0.042	1.000

Table 2. PLS Results Before Including Affective Commitment.

	Statistic T	R Square	B
HRIS Usage -> Innovation Capability	7917	0,361	0,569

In fact, the utilization of an HRIS is a cost-effective strategy that can result in long-term savings. By streamlining processes, reducing the time required for task execution, and eliminating the associated paperwork, organizations can significantly reduce their expenditure on human resources. The implementation of this approach facilitates the enhancement of development programs and planning, the promotion of employee communication, and the development of employee knowledge through the establishment of knowledge management streams that feed all divisions within the organization. Furthermore, it offers the potential to enhance organizational performance, facilitate communication between upper management and staff, and generate pertinent data and information that the business can utilize as a foundation for decision-making.

As a result, the HR department is now much more productive thanks to the HRIS installation, which also helps the business as a whole. Top management can also prepare future plans and operational staff for every new project with HRIS. The HRIS automatically generates follow-up dashboards in response to specific requests, allowing for the tracking of the development of working conditions as well as the setting of alarms related to workplace safety and the working environment. When a department or team reports repeated absenteeism, it is promptly identified in order to identify the cause and swiftly develop remedies. In fact, managers and staff may be able to react to changes more quickly if the pertinent information is easily accessible.

The results of the research obtained by (Alqudah et al., 2022) statistical study revealed a favorable correlation between affective commitment and change readiness and a number of high-performance HRM practices. The findings indicated a favorable correlation between affective commitment and adaptability. Furthermore, the study revealed a positive correlation between individual employee performance and transition readiness. The results further imply that the association between affective commitment and high-performance human resource management practices is positively moderated by hierarchical culture.

E. CONCLUSIONS AND SUGGESTIONS

Because they offer a number of features that facilitate employee motivation, development, and assessment, human resource information systems are crucial to employee performance management. Here are some important points regarding the role of SISDM in employee performance management:

1. Provide Accurate and Integrated Performance Data:

- HRIS can collect and store employee performance data from various sources, such as performance appraisals, attendance, training, and performance history.
- This data can be analyzed to identify trends, patterns, and areas for improvement in employee performance.
- This information is important for making the right decisions in performance management, such as rewarding, promoting, and developing employees.

2. Improve Communication and Collaboration:

- During the performance management process, HRIS can help HRD, managers, and staff communicate and work together more effectively.
- Employees have internet access to their own performance information and feedback forms.
- Managers can monitor employee progress and provide necessary guidance and support.

3. Support Employee Development:

- HRIS can be utilized to determine the needs for staff development based on feedback and performance information.
- The system can assist HRD in creating training and development plans that are appropriate for improving employee performance.
- Employees can also access information about development programs and available training opportunities.

4. Improve Employee Motivation:

- HRIS can help employees to understand performance expectations and track their progress.
- Recognition and rewards for good performance can be given through this system.
- This can help improve employee motivation and retention.

The implementation of an HR Information System (HRIS) can prove to be an invaluable asset in the enhancement of employee performance management efficacy. The implementation of HRIS can facilitate more informed decision-making in the domain of employee development and motivation. This is achieved through the provision of reliable data, the automation of procedures, and the enhancement of communication. This can ultimately result in an improvement in organizational performance.

It is imperative to recognize that a multitude of variables, including data quality, system usability, and managerial support, influence the efficacy of HRIS in employee performance management.

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