

The Use and Effect of Human Resource Information Systems on Human Resource Management Productivity

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Abstract

This study aims to investigate the effect of Information and Communication Technology (ICT) implementation on Business Process Management (BPM) through examining the relationship among influences of Human Resource Information Systems (HRIS) on HRM productivity. The current study developed a conceptual model and examined collected data from 187 HR specialists who have access to HRIS in their organizations. Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis was used to test hypotheses and examined data set. The results of this research showed that, applied properly, HRIS-provide HR transformational, transactional and traditional exercise has an important influence on the HRM performance. These results are suitable for competitive organizations in the marketplace that seek enhancement in HRM productivity by HRIS-empowered HR exercise. Consequently, the companies aimed to reconsider and renovate their business methods based on HRM are encouraged by this research to adopt a suitable HRIS, particularly a performance management system (PMS), which is a serious factor in their achievement.

Keywords: Human Resource Management (HRM), Human Resource Information System (HRIS), Business Process Management (BPM).

1. Introduction

Although Business Process Management (BPM) can be considered a critical factor in effective organizational management, ICT has changed the way that organizations achieve their BPM exercise. BPM can be defined as a modern management approach that concentrates on managing the entire business procedure of an organization to achieve its purposes based on the modern ICT systems. According to Ravesteyn and Batenburg (2010), BPM Systems are ICT systems that are related to BPM. The organizations' BPM outcome is maximized through approaches that are qualified by ICT process along with the other key factors. This study attempts to explore the effect of ICT contribution on BPM through examining the relationship among Human Resource Information System (HRIS) effects on Human Resource Management (HRM) efficiency. According to Vuksic et al. (2013), BPM can be defined as an approach that implements procedure as the essential idea to understand and manage business operations. On the other hand, Jeston (2014) defined BPM as various methods of handling business by the management and continuing enhancement of its procedures. HR management is an organizational function that is focused on the total management of employee in the organization. The origins of HRM trace back to the employment exercise related to "welfare capitalist

employers" during the 1930s in the United States (Boxall and Purcell, 2011). Additionally, Huselid (1995) defines HRM as a collection of policies that are planned to maximize employee commitment. HR exercise or HR activities refer to the HR management tasks, such as recruitment, selection, compensation, knowledge management, performance management, routine bookkeeping activities, benefits administration, training programs, organizational development (Bamberger et al., 2014; Cascio, 2015; Greer et al., 1999; Huselid, 1995; Kavanagh and Johnson, 2017; Noe et al., 2017; Shahreki, 2019; Shahreki and Nakanishi, 2016). According to Bratton and Gold (2017), human resource exercise affect organization performances. Therefore, the present study aims to investigate the effect of ICT-empowered business process on business process management performance, or more precisely, human resource information system empowered HR exercise on HRM productivity. In this sense, a conceptual HRIS-empowered HRM productivity model developed to examine the main constructs of this research according to the research model of Paauwe and Richardson (1997) and Lee et al. (2012). Hence, in the next section, a review of literature related to the role of 'HRIS-empowered HR exercise on HRM productivity' will be discussed. In this sense, a conceptual framework is designed and developed for further examination. The following sections revealed the methodological details and