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Human contact is dead in Human Resources:
Is a Human Resources Information System tool
going to replace human contact in a company?

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Abstratct

This thesis explores the implementation of a Human Resource Information System (HRIS) and its impact on human contact within a company. As technology continues to shape HR practices, organizations are increasingly adopting HRIS systems to streamline operations and improve efficiency. However, concerns have emerged regarding the potential implications for human contact and interpersonal relationships in the workplace. This study aims to examine the effects of an HRIS system on human contact by investigating the benefits, challenges, and strategies for maintaining and enhancing HR processes within the organization. Through a comprehensive analysis of existing literature, case studies, and empirical research, this thesis provides insights into how an HRIS system can optimize HR processes while preserving and strengthening human connections. The findings contribute to a deeper understanding of the dynamic relationship between technology and human contact within the workplace, offering practical recommendations for organizations considering or currently implementing an HRIS system. By striking a balance between technological efficiency and maintaining meaningful human interactions, companies can effectively leverage an HRIS system to foster collaboration, communication, and employee engagement.

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I. Introduction

In the era of rapid technological advancements, organizations are constantly seeking ways to leverage digital solutions to optimize their business processes. Within the realm of human resources (HR), the implementation of a Human Resource Information System (HRIS) has emerged as a transformative solution. An HRIS system is a comprehensive software platform designed to automate and streamline various HR functions, such as employee data management, recruitment, performance evaluation, payroll processing, and more. While the adoption of an HRIS system offers immense potential to enhance efficiency and accuracy in HR operations, it is essential to consider its impact on human contact within the organization.

The implementation of an HRIS system introduces a new dynamic in the workplace, where technology becomes intertwined with the traditionally human-centric aspects of HR. Concerns arise about the potential loss of personal connection and reduced human interaction that may result from relying heavily on automated systems. However, it is crucial to delve deeper into the subject to understand how an HRIS system can optimize HR processes while maintaining and even enhancing human contact within the company.

This thesis aims to explore the implementation of an HRIS system and its impact on human contact within the organization. By examining the benefits, challenges, and potential strategies to preserve and strengthen human interaction, collaboration, and communication, this study seeks to shed light on how an HRIS system can be effectively integrated without compromising the vital human relationships that underpin a thriving organizational culture.

Through a comprehensive analysis of existing literature, case studies, and empirical research, this thesis will examine how an HRIS system can positively influence the HR processes within the company. It will explore the potential benefits, such as improved data accessibility, streamlined communication channels, enhanced collaboration, and more personalized employee interactions. Additionally, this study will address potential challenges, including resistance to change, the need for proper training and support, and strategies to strike a balance between automation and human touch.

By gaining a deeper understanding of the implementation of an HRIS system and its impact on human contact, organizations can make informed decisions about adopting and integrating such technology. Ultimately, the aim is to leverage the advantages of an HRIS system while nurturing a workplace environment that values human connection, fosters collaboration, and supports the well-being and engagement of employees.

Human resource management has captivated my interest ever since I discovered my affinity for it in 2020, while working as a Talent Management manager at an NGO. Recognizing my natural inclination towards serving and working for the benefit of others, I found that I am truly in my element when engaging with people. Additionally, during my undergraduate studies in business analytics, I took several data-related courses, including one on data analytics. It was during this time that I merged my passion for HR with my data-driven studies to develop new tools for optimizing the performance of our organization's extensive membership, which exceeded 100 individuals at the time. The outcome was fruitful, successfully striking a balance between utilizing data-driven approaches and maintaining essential human interactions.

Inspired by this background, my research idea was born. I have long desired to combine my data-focused education with my interest in HRM. This led me to contemplate the utilization of a human resource information system (HRIS) to enhance HR processes and drive organizational success while ensuring that human contact remains a vital component. In today's world, the significance of artificial intelligence (AI) and data-driven decision-making cannot be overstated. Implementing an HRIS has become increasingly crucial for businesses to adapt to the dynamic landscape and effectively monitor employees.

I believe that implementing an HRIS system within a company is beneficial for both, the company and the employees, and has mostly a positive impact on the human contact, and this is what I want to prove through this study.

II. Literature Review

1) Definition of HRIS, its evolution and its functions

1. Definition of HRIS :

Human resource management is a field that is always changing, and in the current environment, HR plays a strategic role rather than just serving as a support system. The primary focus of the human resource function is on all parties involved in the organization, including employees, employers, and other stakeholders. It is intended to increase worker performance and productivity while also better aligning the employees with the company.

The HRM functions in an organization deal with people-related issues like recruitment and selection, compensation, general administration, employee welfare and involvement, communication, organizational development, performance management, employee motivation, rewards & recognitions, and training & development.

An organization's HR, payroll, management, and accounting tasks can be automated and managed with the support of a software program called an HRIS, or human resource information system. By automating key HR operations including recruitment, training, manpower planning, performance evaluation, and job analysis & design, HRIS has an impact on the performance of the people, processes, and important organizational strategies. The daily general and administrative tasks carried out by the HR department are automated by HR software, which improves overall employee performance and efficiency. Applications for human resource management (HRM) can be used to update and record personnel information, and their use can strengthen and improve the process of recruiting.

The candidate tracking, interviewing, and confirmation processes are made smoother with HRMS. In addition, by optimizing various functional procedures, workforce administration techniques can be simplified and produce various cost benefits for the organizations. The tracking of employee performance and participation (performance management system), payroll management and accounting, benefits and leave administration are all procedures that might use a human resource management system, also known as an HR Package (HR solutions).

In a word, HRMS provides organizations with unique benefits by automating numerous HRM operations, which lowers the workload of the HR department and boosts its productivity by standardizing important HR processes.

According to Parry (2010), HRIS can be a critical strategic tool since it provides management with important information on recruitment and retention tactics that can be coordinated with the overall business strategy to achieve the organizational growth goals. A corporation can

also analyze the total costs incurred per employee and their influence on the organization as a whole by employing HR apps. (DeSanctis, 1986).

2. Evolution of HRM and HRIS

According to historical data, the first automated systems (payroll systems) were introduced in the 1950s and 1960s, which is when HRIS began to develop (Martinsons 1997). By outlining the historical eras in human resource from the years before World War II to the 1980s and discussing how changing HR practices had an impact on the HRIS, Kavanagh et al. (1990) provided their perspectives on the historical evolution of HRIS.

The HR department's role has changed dramatically from being limited to administrative and support duties to being a more active player in the strategic decisions made by the company as a result of the growing significance of IT applications in HR.

Era	Emphasis in HR
Pre-World War II	Reactive, caretaker activity; not part of the mainstream of business; record keeping and caretaker of employees.
Postwar: 1945–1960	Importance of employee morale; personnel is part of operating costs but not yet in mainstream of operations; research and development (R&D) in selection of employees; payroll automation; early applications of mainframe computers for personnel are used in defence industry.
Social issues era: 1963–1980	Social issues legislation changes HR; increased paperwork and reporting requirements; protector of employees; advent of MIS in computer world; introduction of IBM/360; HR now more in mainstream of operations.
Cost-effectiveness era: the 1980s	HR expected to cost justify activities; the increased government regulation of the 1980s increases HR role and paperwork; advent of microcomputers and HR software explosion; HRIS capabilities lower in cost, thus affordable by smaller firms; HR becomes part of the business strategy process; increased emphasis on R&D for HR, particularly utility analysis

Figure 1 Historical eras in HR (Source: Kavanagh et al. 1990, Pp: 7)

Numerous studies on the benefits of implementing HRIS in the organization and its impact on overall human resource strategy and business planning were conducted in the 1990s. Many researchers supported the use of HRIS, and it was thought that firms would be more competitive if they had an effective HRIS to support HR activities.

3. HRIS functions :

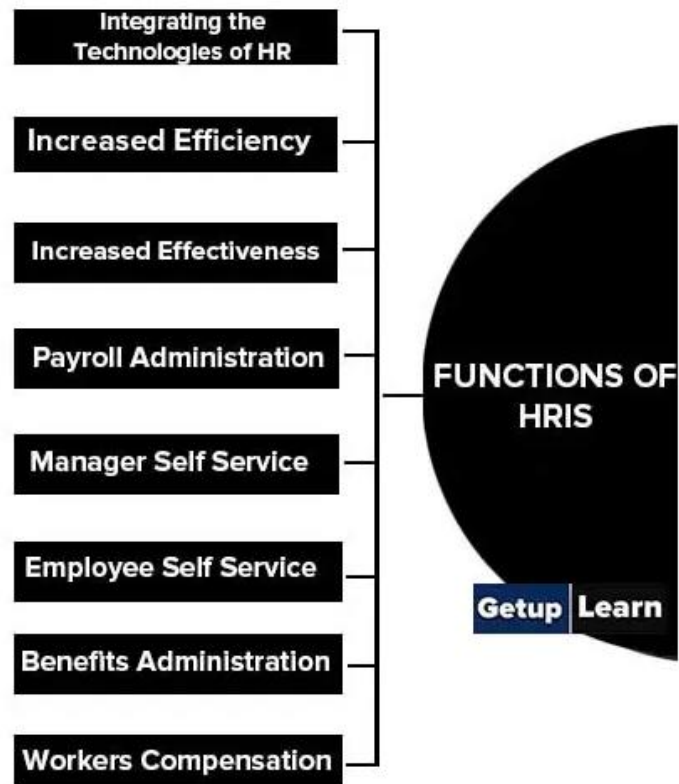


Figure 2 Functions of HRIS

a) Integrating the Technologies of HR

It is true that advancements in information technology have had a significant impact on traditional HR tasks, with almost every HR function—including compensation, personnel, and training—having undergone some type of process reengineering.

However, this process of change has posed serious difficulties for HR experts, which has led to the conversion of offline procedures into online procedures.

b) Increased Efficiency

Rapid computing has made it possible to handle more transactions with less fixed resources. Payroll, managing flexible benefits, and processing health benefits are typical examples. The difference is that record processing efficiencies that were previously exclusively available to large corporations are now easily accessible to all sizes of organizations, even if early mainframe systems delivered significant efficiencies in many areas.

c) Increased Effectiveness

Computer technology is typically created to increase effectiveness in one of two ways: either by leveraging the technology to streamline the process or by increasing the accuracy of the information. This is particularly true when big data sets need to be reconciled.

However, employing automated technologies, costly human reconciliation processes may not only be carried out more quickly but also with nearly flawless accuracy. Applications for pension and profit-sharing, benefits management, and employee activities are only a few examples. In comparison to human processing, using computer technology in these operations provides correct outcomes and offers significant simplification and timeliness.

In order to increase efficiency and effectiveness, the great majority of HR operations have been automated to some extent. The HRIS system not only stores data but also makes it easier to do some jobs than it would be to do them by hand and minimizes the amount of paper that HR departments need to store.

d) Payroll Administration

In the past, before a business used an HRIS, processing payroll could be a very time-consuming and laborious process with a high risk of error as employers determined the number of hours worked, calculated the pay due to an employee, and determined the percentages and rates of deductions that needed to be subtracted from a paycheck.

The use of an HRIS can make this process much easier, as the payroll staff member may only need to enter the hours worked (or possibly not even that for businesses that use an electronic time clock that integrates with the HRIS), and the system will then use a series of steps and procedures to perform all of the calculations for the employer. Following that, checks are rapidly printed and distributed.

e) Manager Self Service

Managers are frequently expected by businesses to take on more responsibility for managing employee and corporate data. Both the management and the business that must grant access to necessary information may find this process to be made easier with the usage of an HRIS.

The manager can have access to HRIS sections that may contain employee data, including contact details, job title and pay, benefit options, and other important details. Managers can be given the option of viewing the data only or being permitted to make modifications that will first be verified by HR before being added to the employee's file.

Through the HRIS, managers can also have access to business information tools, task/project management tools, performance evaluation forms and training, and recruiting tools. The quantity of paper that needs to be sent back and forth from the department to HR can be decreased or perhaps completely eliminated using all of this information.

f) Employee Self Service

Additionally, increasing emphasis is being placed on getting employees to understand, access, and update their HR data. Employees can access forms, benefit and salary information, performance reviews, employee handbooks and other company documentation, among other things, using an HRIS.

Once more, employees can be given the option simply view information or to submit change requests by completing an HRIS form that is then forwarded to HR managers.

g) Benefits Administration

An HRIS can help with better management of the paperwork and data generated by the administration of employee benefit schemes. The system can keep track of benefit eligibility dates, set off reports to remind HR to alert employees, enable easy benefit selection, and set off payroll deductions.

All of these factors minimize communication and paper flow between HR and payroll personnel, which also lowers the risk of errors occurring at any stage of the procedure.

h) Workers Compensation

A lot of data needs to be gathered and managed in this area, including information regarding the illness or injury, the personnel involved or any witnesses, the results of any examinations by medical personnel, any limits placed on the employee, and government reporting, to name a few.

The HRIS makes it simple to handle all of this data and allows for safe data storage and retrieval as needed. The foundation of a successful HR department is an HRIS, which enables the efficient and economical processing and storage of the data that HR must manage in order for a business to succeed.

An organization that does not use an HRIS runs the risk of making expensive mistakes and having HR staff employees who spend too much time on paperwork and inefficiently track data.

2) Market analysis about HRIS tools

HRIS software is a valuable tool that aids businesses, regardless of their scope and scale, in efficiently handling payroll, employee information, legal requirements, and benefit administration.

Effectively managing a workforce can be daunting, particularly when there are numerous employees to oversee. Fortunately, HRIS software can simplify and optimize this task. With options available for both on-premise and cloud-based solutions, businesses of various sizes and budgets can find a suitable fit that caters to their requirements.

4. What to look for when choosing HRIS software

When choosing their HRIS software, businesses focus mostly on these factors :

a) Ease of use :

To successfully introduce an HRIS software in the company, it's important to choose one that is user-friendly and easy to learn. Difficult and complicated software can lead to time-consuming implementation and limit the number of employees who can use it effectively.

i) Time and scheduling

The HR software must have functions related to scheduling and time management. These capabilities enable the HR department to design and modify work schedules, keep track of employees' activities in real-time, notify them of any changes in their schedules, and manage their paid time off requests.

j) Recruiting and applicant tracking

An HRIS that has an integrated ATS (applicant tracking system) can streamline and standardize the process of posting job openings on top job websites. The software can also handle candidate applications and manage their information, such as the responses to questionnaires and comments from interviewers, which is used to evaluate their qualifications.

k) Payroll management

The HR software should provide convenient and trustworthy support for managing payroll. With the system, payroll management becomes effortless, and it seamlessly integrates with the entire HR system. This allows you to monitor direct deposits, wage deductions, multiple payment schedules, contractor payments, and the general ledger. Additionally, the system generates reports that provide details about the number of hours worked by each employee.

l) Employee interface

The HRIS software must provide employees with entry-level access to their HR-related information. This function allows the staff to modify essential personal details, download payment receipts, request time off, fill in time sheets, and view performance data by directly communicating with the HR department.

m) Reporting

The HR software should facilitate effortless creation of reports, which can be utilized to examine essential workforce metrics such as employee turnover, salary history, performance data, compliance, and training history. It should also offer sophisticated and automated data analysis tools to enable HR managers to retain valuable employees and make informed decisions based on data.

n) Mobile application

The HR software must have a mobile application that permits users to access HR functions from anywhere and at any time. This enables employees to submit reports and managers to approve them promptly.

5. HRIS Softwares in 2023 :

Here is a list of some well know HRIS softwares in 2023 :

a) ADP workforce :

ADP customizes pricing for each client based on their specific requirements, and it varies based on factors such as the number of users and features required. The cost includes a base fee and a per-employee fee, and the vendor offers three pricing plans: Essential, Enhanced and Complete. ADP is Startup-friendly and can be implemented easily.

Key features:

- Payroll processing
- Payment options
- Year-end forms

- Payroll tax
- Accounting integrations

ADP Workforce is ideal for mid-sized businesses as it provides a single dashboard to automate all HR processes. It also allows you to create additional user permissions for your employees to help manage multiple HR functions. You can also manage employee holidays, benefits, and generate insightful reports.

The software includes essential HR functions such as talent management, time and attendance, benefits management, and payroll. It also provides a benefits plan creation wizard that aligns with your company's onboarding procedures. Other capabilities available on the ADP platform include HR management, human capital management, talent management, retirement and insurance services, and benefits administration.

o) Bridge

Bridge offers a pricing plan starting at \$3 per month and a free trial for interested parties to evaluate its suitability for their needs.

The software's key features include :

- Course authoring
- Course catalog or library
- Progress tracking and certifications
- Compliance management
- Learning administration

It is an HRIS solution that supports leadership development, sales enablement, and extended enterprise. The software includes peer-to-peer video, a learning management system (LMS), and performance management tools that help employees stay engaged at work. Bridge provides all the necessary features to support employee development and enables managers and administrators to make informed business decisions based on analytic reports generated by the system.

Bridge's innovative and results-oriented platform elevates employee careers and creates customer-driven solutions to build, grow, and retain a happier workforce. It promotes actionable analytics, forward-thinking strategies, and employee development. The vendor regularly updates the software to incorporate new technologies and user feedback.

p) Built for Teams

Built for Teams offers a free version of their software and three pricing plans: Chart your org plan starts at \$1 per employee per month, Manage your org plan starts at \$3, and Grow your org plan starts at \$5. The vendor encourages potential buyers to contact them for more

information and determine which plan is best for their business needs. The software also comes with a free trial to help prospects explore its main features.

The key features of Built for Teams include :

- personalized onboarding pages
- customizable fields
- customizable reporting
- color coding
- workforce metrics

One of the notable features of this software is that it allows managers to request, review and approve employee time off via a user-friendly self-service portal. Employees can apply for time off, check the status of their request, and view their transaction history. The platform also sends electronic request notifications, updates employee records, and generates automatic company calendars.

Built for Teams streamlines PTO management and enables users to create, format and manage employee organization charts with visualization tools. The org charts provide valuable workforce metrics, such as open positions and staff vacancies, which can be edited through a drag-and-drop interface. The interactive chart navigation and editing tools allow users to maintain data and make informed decisions.

q) Ceridian Dayforce

Ceridian offers custom pricing tailored to each client's specific needs. They don't publish their pricing online, so you'll need to contact their sales team to get a quote.

Key features of Ceridian Dayforce include :

- Single database and source system
- Job and position management
- Dashboards with predictive analytics
- Paid time off (PTO)
- Payroll garnishment

This cloud-based solution provides businesses with real-time access to employee information across all HCM domains, allowing them to effectively manage payroll, benefits, talent, HR, analytics, and document management. Dayforce also simplifies tax management by providing 24/7 tax information and handling quarterly and yearly payroll taxes. With Dayforce, businesses can streamline their human capital needs and avoid the frustrations of using disconnected applications.

r) CommonOffice HRIS

CommonOffice's HRIS software pricing starts at \$4 per user per month, with no free trial available. You can contact the service provider directly to get additional pricing information tailored to your unique business needs. The pricing is on a monthly subscription basis, which includes a one-time implementation fee.

The software provides a range of features for managing employees, including :

- Compensation management
- 360-degree feedback
- Performance management
- Employee database
- Recruitment management

It is available on Android, iPhone/iPad, and SaaS platforms.

Designed for small and medium-sized businesses, CommonOffice offers customizable HRIS solutions that help HR teams and administrators manage every aspect of their employees' lifecycle. The software enables managers and HR professionals to track essential employee information, such as retention and turnover, and generate reports to keep track of historical details. Additionally, the software facilitates employee training through online, documentation, and in-person sessions.

s) Cornerstone

Cornerstone does not provide pricing information to the public, but interested parties can reach out to the vendor directly for a custom quote based on their specific needs. The cost of the software will depend on factors such as business size, features required, and the number of users.

The Cornerstone HR software includes features such as :

- Time off management
- Expense reporting
- User record management
- Personalized data management
- Customizable forms

This solution enables businesses operating across different locations and time zones to manage their employee data in a centralized manner, providing a global view for strategic planning and promoting business growth. The software also comes with robust planning, administration, and visualization capabilities.

Cornerstone HR can help businesses address their needs and move forward by offering affordable and efficient centralized employee data management that increases engagement and improves workforce reporting. Additionally, it supports the linking of HR solutions to various integrations, developer documentation, and APIs.

t) EnterpriseAxis

EnterpriseAxis offers a starting price of \$49 per month and provides a free trial. Interested parties can contact the service provider for negotiation and to get information about the solution that suits their business needs. Online, phone, and email support are available.

The EnterpriseAxis HRIS is a cloud-based HR solution that centralizes employee information, making it easy to share forms within the organization. It also offers integration with Microsoft SharePoint, allowing for independent document version control. The software is designed for small to midsize businesses, offering assistance in managing assets, recruitment, operations, data security, payroll administration, and employee self-service through a visual dashboard.

The platform has several features, including :

- Benefits management
- Applicant tracking
- Onboarding
- Marketing tools
- Skills testing

Users can track applications, resumes, and receive notifications, and the employee self-service portal provides access to W-2 forms, company policies, and pay stubs. The software also comes with modules for recruiting, human resource administration, reporting, training/certifications, skills testing, and payroll distribution. These features are highly configurable and provide strong data security.

u) Homebase

Homebase offers several pricing packages, including a free basic plan. The Essential plan is priced at \$20 per month per location, while the Plus plan is priced at \$50 per month per location. For a quote on the Enterprise plan, interested parties should contact the vendor directly. A free trial of the software is also available. Pricing is based on the number of locations rather than the number of users.

Homebase is a cloud-based HRIS solution that simplifies the management of employee timesheets, schedules, and payroll for HR personnel. It is commonly used in industries such as retail, food and service, software, and healthcare to manage employees. The software features

a drag-and-drop interface that allows users to create employee schedules easily. Schedules can be sent directly to employees through email or text messages.

The software provides insights into labor costing by tracking employee overtime and hours. Homebase integrates with several third-party apps, including Square, Clover, Toast, ADP, and QuickBooks.

Additionally, it offers key features such as :

- Mobile access
- Salaried employee tracking
- Labor, sales, and weather forecasting
- Time off and availability management
- Automatic calculations, and overtime

v) HR.my

HR.my provides a free version of their software for businesses to manage their employees' information at no cost. To get further pricing information, interested parties can contact the vendor and share their specific needs. To sign up for the free version, visit the main homepage.

HR.my simplifies HRIS management for businesses and includes a self-service portal for employees to view their leave entitlements, apply for leave, view application status, and leave records. Managers can plan for workforce availability using the built-in scheduler and planners before approving leave applications. HR.my allows users to transfer existing paper-based documents such as expense claims and timesheets to the platform.

HR.my's connections and communications are encrypted using industry-standard SSL encryption protocol. Employers can add an unlimited number of employees to their accounts and access employee information from anywhere, at any time. The platform also supports daily attendance tracking for all employees. This web-based HR solution manages attendance, payroll, claims, and documents.

Key features include :

- Time and attendance management
- Attendance management
- Reimbursement management
- Email integration
- Employee database

w) HRM Labs

The pricing details for HRM Labs are not publicly available. However, interested customers can contact the vendor through phone, email or live chat to obtain information on pricing. Unfortunately, there is no free version or trial of the software available.

Its key features are :

- Self-service portal
- Time off management
- Time and attendance management
- HR compliance management
- Performance appraisal

HRM LABS is an HR management software that operates in the cloud, enabling businesses to streamline HR workflows, manage employee records, payroll, inventory, and leave and attendance. Additionally, it aids in employee scheduling and ensuring compliance with overtime regulations. It is best suited for small and medium-sized businesses and allows for workflow measurement and notifications on employee working hours. HRM LABS can be accessed as both Android and SaaS software.

This HR solution is equipped to manage a wide range of complicated HR matters that affect various types of businesses. It offers a comprehensive set of HR features, such as paperless workflow management, payroll, HR management information system, and time and attendance management. The software provides HR teams with the necessary tools to manage appointment scheduling, timesheets, employee rewards and payroll efficiently.

x) Optimum HRIS

Optimum HRIS is available for purchase starting at \$10,000 for a one-time payment. The software does not offer a free version, but you can take advantage of a free trial to explore its primary features. To learn more about pricing details, it is recommended to contact the vendor directly.

Its key features are:

- Time and attendance management
- Compensation management
- 401(k) tracking
- Wage garnishment
- Tax form printing

Optimum HRIS is a reliable and efficient human resource management system that can be installed on-site or on the cloud. It provides essential HR functions such as payroll management, monitoring of working hours, tax forms, and compliance with government payroll regulations. The system serves as a central database for storing and updating employee records, preventing duplicate entries across various applications. Moreover, the platform is highly adaptable, and it can be tailored to suit the unique requirements of your organization. It also features a comprehensive payroll system that complies with major regulatory bodies such as government, OSHA, ACA, and HIPAA.

y) Oracle PeopleSoft

Oracle PeopleSoft utilizes a quote-based pricing model, and there is no provision for a free trial of the software. For precise details on the ideal package for your organization, it is recommended to contact the vendor directly.

Key features:

- Web portal
- Expense reimbursement
- Talent management
- Reporting and dashboards
- User, role and access management

Oracle PeopleSoft is a versatile HRIS that offers all-encompassing solutions for intricate business demands. It is easily scalable, thus making it suitable for small to medium-sized enterprises to accommodate their growth over time. The software offers insights into your organization's transactional operations. By streamlining and centralizing essential transactions, it helps minimize compliance concerns and expenses. Its set of HR functions enables companies to reduce risks while enhancing productivity and performance.

This tool is a comprehensive HR solution, featuring tools for benefits, payroll, and time and labor management. Its centralized database allows users to view essential information and make necessary updates on a single platform. This empowers employees to modify personal information, view payslips, record and review their performance.

z) Rippling

The starting price for using Rippling is \$7 per user per month. To enhance the functionality of the software, you can purchase additional IT and HR add-ons, but the pricing for these extras is not disclosed publicly. However, you can get more information about their cost by reaching out to the vendor directly. A free trial is also available to help new users familiarize themselves with the software's main features.

Its key features are:

- Employee management
- Payroll processing and tax filing
- Identity and device management
- HR help desk support
- Compensation management

Rippling's HRIS is designed to seamlessly integrate with the company's suite of IT and HR solutions, streamlining the management of various HR tasks such as payroll, onboarding, benefits administration, off-boarding, and account provisioning. With over 500 integrated applications, the software facilitates easy export and import of data. This solution is particularly suited for small and midsize businesses, as it combines employee information and automates many HR functions. The platform operates completely online, eliminating paper-based processes, and simplifies crucial HR responsibilities such as new hire processing, payroll management, offer letters, and health insurance.

aa) SAP SuccessFactors

SAP SuccessFactors HMC provides tiered pricing options for its annual subscriptions, with the initial cost starting at \$85 per employee for businesses with a maximum of 100 employees, which equates to \$8 per employee per month. As the number of users increases, the per-employee cost decreases. Unfortunately, the software does not offer a free version or trial.

This HRIS tool offers a range of key features, including :

- Recruitment management
- Sourcing and candidate identification
- Time and attendance management
- Organization management
- Learning management system

The learning management module of SAP SuccessFactors integrates learning analysis, social learning, and content management, making it an ideal solution for businesses of all types. With its "content-as-a-service" functionality, users can manage digital learning materials, such as training videos, course materials, and presentations. Additionally, the jam social collaboration feature enables employees to record videos, create training materials, discuss topics, and share ideas and content throughout the organization.

SAP SuccessFactors HMC enables users to revolutionize their employee experience by incorporating intelligent technology to facilitate easier and more insightful interactions. The software also enables users to link employee feedback to operational data and improve the overall user experience.

bb) Ultimate Software

Ultimate Software does not provide pricing information on its website, but potential customers can contact the vendor to request a customized quote. By sharing specific business needs, the vendor can suggest the best package for the business.

This cloud-based talent, HR, and payroll solution from Ultimate Software provides a range of key features, including :

- workforce management tools
- talent acquisition and management
- time and labor management
- surveys and sentiment analysis
- business intelligence and reporting

The software is designed to enhance the employee experience at multiple levels, offering personalized onboarding and recruitment to foster long-term relationships, role-based access to benefits, personal information, and pay. It enables HR staff to quickly process payroll, which increases productivity and improves compensation management. Additionally, it facilitates the assessment of employee sentiments through advanced survey technology.

The platform provides a connected global workforce experience through mindful and resilient HR technology. It supports core HR functions, including service delivery, talent management, surveys, and payroll. The solution also allows employees to clock in and out using mobile devices and access essential information from the platform, such as messages from administrators and managers.

cc) Workday

Workday does not disclose its pricing publicly, but interested customers can contact the vendor directly to request a personalized quote based on their specific requirements. The software does not have a free version available for users to try out, and users can access customer support through various channels such as phone, live chat, or filling out a form.

Its key features are:

- Employee portal
- Reporting and analysis
- Recruitment and talent management
- Workforce management and planning
- Time tracking

Workday HMC is a cloud-based platform that utilizes a single-source data, user-friendly interface and security model to serve the dynamic needs of businesses worldwide. It is designed to provide the latest HRIS capabilities through frequent updates to keep clients up-to-date. Users can access the system using a web browser or mobile device.

Workday HMC is a comprehensive software that equips businesses with all the necessary tools to manage their HR functions, from audit controls and payroll management to global compliance. It allows employees to record their working hours through a mobile device or web browser. The benefits function enables businesses to efficiently manage their benefits plans in a secure and flexible manner.

3) Companies implementing HRIS tools:

6. NOVARTIS CASE : Transforming HR at Novartis - The HRIS

a) Introduction

In December 1996, when Ciba-Geigy and Sandoz merged to form Novartis, a Swiss healthcare pharmaceutical business, CEO Dan Vasella started the process of merging the two slow-moving, functional silos into a single, high-performing organization.

Although the initial post-merger integration was financially successful, the HR function faced a difficult challenge because people were already feeling overworked.

The HR department and its personnel have come a long way by 2003 on their journey to being a "premier talent machine by 2005." As the head of HR since May 1998, Norman Walker had a number of priorities in his HR strategy for 2000, including talent management, organizational development and strengthening, reward and recognition, fostering a culture of winning teams, and core procedures and IT support. The first four were completed or under progress by 2003. Implementing a firm-wide Human Resources Information System (HRIS) that would move many of the transaction-based HR core procedures to an Internet-based system remained a top objective.

In September 2002, the CHF 78 million (Swiss Francs) capital appropriation proposal for the worldwide HIS project had been accepted by the eight-member ECN (Executive Committee Novartis), and work on developing a computer-based system had commenced. The way that the HR function interacted with line managers could change as a result of this adjustment. The ECN questioned whether the HR department was prepared for this given the significant changes that would occur.

With Vasella as CEO, Novartis developed a new culture of performance management and a results-driven mindset. In addition to the company's commitment to focusing on R&D in order to offer innovative new goods to the communities it served, the name Novartis, which is derived from the Latin "novae artes" meaning "new skills," also represented the need for new abilities in order to become a results-driven organization. With a track record of impressive

financial performance, Novartis has proven that adopting one of the ten Novartis values and behaviors—becoming results-driven—paid off

dd) THE NOVARTIS HR ORGANIZATION

Over 700 associates from the Novartis Institutes for Biomedical Research (NIBR, located in Cambridge, MA), countries, and corporate made up the HR function.

Numerous creative HR initiatives had been put in place ever since the merger's beginning, including:

- A high performance management system that integrated annual objective-setting and performance reviews based on both results and Novartis values and behaviors, and was modeled on General Electric's pay-for-performance model. Managers and employees collectively created SMARI performance goals at the beginning of the year. (Specific, Measurable, Attainable, Relevant, and time-bound). Frequent feedback was encouraged, but there had to be at least one mid-year review and a formal evaluation at the end of the year.
- The Organization & Talent Review (OT) Process offered a standard, global methodology and technique for identifying and developing talent inside Novartis to strengthen organizational capabilities and the leadership bench. The Novartis "Leadership Standards," which were eight principles that defined a successful leader inside Novartis (Exhibit 3), were utilized in the yearly OR process, according to Anish Batlaw, head of talent management, to evaluate potential and build plans. The categories of high potential, promotable, high professional, and essential contributor were used by line managers to rank their employees. Senior management believed that transforming Novartis into a top-tier organization required the OR process. Success in business does not just happen, according to Vasella. To assist us find and nurture excellent leaders and place them in the appropriate positions at the appropriate times, the Performance Management System and Organization and Talent Review have been developed. We must create a new pipeline of leaders in the same way that we work to create a pipeline of new medicines.
- The "Work-Out" program from GE served as the inspiration for the Fast Action for Results (FAR) Program. FAR projects were created to quickly address problems that a management sponsor had identified. It was a two-day workshop that ended with a decision on steps that needed to be taken and implemented within 90 days. For instance, the Animal Health section used a FAR session to prioritize its R&D portfolio and identify low priority projects to end. A FAR session was utilized in the Asia Pacific Pharma group to lower the number of goods held in inventory. A FAR initiative at a French manufacturing facility reduced costs overall by over \$5 million.
- The Novartis Learning Programs, which were open to all Novartis managers, were devoted to fostering the abilities of Novartis managers and encouraging them to become more effective business leaders. Throughout the year, ten different programs (Marketing Excellence Program, Marketing Awareness Program, Project Management Curriculum, Novartis Leadership Program, Leading at the Frontline, The

Role of the Leader, Business Leadership Program, Finance Excellence, Business Finance I, and HR Excellence) were provided at various times. More than 3000 managers participated in these Novartis-specific training and development initiatives in 2002.

Other recent initiatives strengthened Novartis' human resources by offering MBA recruitment, share options for important associates, mentoring, and many other things.

These programs matched Novartis' strategic HR priorities, which included hiring and managing personnel, motivating and aligning associates, building organizational competency and efficiency, providing compensation and benefits, and building HR infrastructure. However, the absence of a global HR information system remained a gap in the infrastructure priority. Managers in the organization were unable to immediately and precisely grasp something as basic as how many fiR colleagues were employed by Novartis due to a continually shifting workforce.

ee) The Novartis Human Resources Information System (HRIS)

According to one point of view, the HRIS (Human Resources Information System) project was an IT initiative created to standardize a number of the business' HR procedures so that HR data could be collected into a single, global system. The long-term objective was for managers to be able to get worldwide reports on HR activities based on current, aggregated employee data and for individuals to be able to update their own information in real-time over the Web. The global HRIS was intended to include all business units, geographical regions, and global functions.

This would have the positive side effect of automating more transactional sections of the HR function, allowing HR staff to focus on more strategic tasks. Important HR management team members Norman Walker and Nell Anthony (head of Pharma HR). Ottmar Zimmer, head of Compensation and Benefits, and Simon Nash, head of Consumer Health HR, assisted in deciding which elements should be covered. They agreed that the HRIS should provide access to the performance management system's mission-critical functions, including employee development (the Organization and Talent Review process), compensation data, employee work and life events, and some internal staffing data.

The HRIS endeavor marked a dramatic transition in the core role and duties of the HR function inside Novartis in addition to being a significant IT project.

In addition to the IT obstacles involved in creating the global information system, HR professionals would have a significantly different interaction with their business partners once the HRIS was fully established. Since many of the administrative tasks that HR associates performed would be eliminated by the implementation of an automated "self-service" system, under the new system, they would be expected to play a more strategic, consultative role to the business.

In this regard, the HRIS project was a crucial element of Novartis' long-term plan for enhancing the supply of all HR services to the business, which would lead to a whole HR transformation. The global standardization of important HR programs and policies would be a crucial result of this transition.

Technically speaking, the worldwide HRIS included the introduction of several crucial elements, including:

- Delivering content when it is needed in workflow-driven procedures is known as supporting content.
- A key system for processing transactions is SAP R/3.
- With a standard "look and feel" for all reports, SAP Business Warehouse (BW) provides decision support, information, and analysis of the human resources data, greatly simplifying local and worldwide reporting.
- The HRIS would combine data and applications, as well as offer data personalization and desktop customization through an enterprise HR portal solution.
- Employees would be able to use the portal online if web enabling were deployed.

The organization's adoption of this new manner of conducting business was crucial to the success of the global HRIS, despite the fact that system implementation faced major technical obstacles. No matter how well the new HRIS was created technically, according to Trees Segers, the program manager for the global HRIS, it would not be very useful unless it was adopted and used well. The Global HRIS Team was made up of leaders who were experienced and competent in numerous crucial fields, including SAP, Novartis, eHR, change management, and system installations. Their experience would pave the path for them to lead this change initiative, but it would require everyone's support, cooperation, and dedication, starting with the HR function.

ff) Why HRIS?

Initiated in December 2001, the global HRIS initiative had four key goals:

- To put in place world-class HR systems and procedures
- To deliver accurate, reliable, and global HR data
- To accelerate HR decision-making processes
- To lower HR operating expenses while enhancing performance and service

The project's reasoning was simple to understand. Organizations had to be able to react fast and have reliable data available to make crucial decisions in the competitive environment of the time, notably in the pharma industry that was consolidating. Novartis's future performance was largely dependent on its ability to attract, develop, motivate, and retain talent because its entire success was based on its intellectual capital. This was underscored by Vasella, who said

that one of our most crucial responsibilities is to recognize and cultivate talent. Better people generate better outcomes.

To achieve their goals, the HR department needed to provide accurate and timely data on the number of employees with specific skill sets available, as well as information on the overall strength of the workforce across different business units. This information would be crucial in identifying potential candidates from across the entire Novartis organization, not just the Generics division, for key executive positions that may become vacant unexpectedly. Batlaw highlighted the HR department's goal of having two capable candidates available for each leadership position and promoting 70% of leadership vacancies from within the organization. However, in 2003, there was only one qualified candidate for each leadership position and just 42% of leadership vacancies were filled internally. Bridging this gap was a significant challenge that the HR leadership team needed to address.

Regrettably, Novartis' current IT systems were inadequate for these demands. Because of the Ciba-Geigy and Sandoz merger and the company's operations in 140 different countries, there had been little standardization or centralization of HR data. An examination of the current HR information systems revealed a number of issues, including :

- Inconsistent standards for processes, data, and structures,
- The absence of a unified database
- A lack of capability to provide data that aligned with their matrix structure.
- Difficulties in supporting the identification, relocation, and tracking of talent across their various business units
- Multiple, fragmented systems such as PeopleSoft, SAP, local systems, or no system at all, were decentralized by country or by business unit.
- Being in contact with several small vendors that have isolated niche applications.
- Being vulnerable to legal and regulatory violations concerning data protection, privacy, and other relevant issues.

The current HR systems in use at Novartis were designed to support individual business units within specific countries, divisions, or functions. As a result, these systems were not capable of being used effectively across the entire company. The new HRIS was intended to resolve this issue and allow managers and HR professionals to address business challenges in the following ways:

- Facilitate the Organization and Talent Review (OT) process by providing accurate and timely organizational, job, position, and associate information - The global HRIS would enable talent, skills, and knowledge management across all countries, business units, and geographies.
- Promote globalization by offering global data definitions that include access to multilingual and multicurrency information via a single HR web tool - The global HRIS would enable sharing of information, collaboration, procedures, and processes across all levels (local, regional, business units, global functions, and group).

- The aim of the global HRIS was to support Novartis' growth and organizational changes by offering standardized HR processes on a common technical platform. The system would provide global data and processing standards that are scalable, meaning they could be easily adapted to changes in organizational structures, reporting relationships, jobs, or positions. This would eliminate the need to reinvent processes with each change in organization or policy.
- Moreover, the global HRIS was expected to increase operational efficiency by maintaining integrated global processes and creating an operational service structure. The system would improve customer satisfaction, reduce HR administration, and increase standardization. It would provide greater support to the business for workforce management and business strategy, offer more consistent, timely and up-to-date information on people, and reduce the cost of HR development, delivery, and HR operations.

The HRIS Plan

The project to develop a global HRIS was planned to take two and a half years and would be introduced in stages starting in Q3 of 2003. The project would be led by Trees Segers and her skilled team, who would oversee the Extended Organization Readiness Network. The initial planning, blueprinting, and prototyping phases would be followed by a pilot program in the UK in 2004 and full implementation in North America and Switzerland. The rollout was slated to be completed across all of Novartis by the end of 2005.

gg) HRIS IMPLEMENTATION: LEARNING FROM OTHERS

It was clear that Novartis was not unique in undergoing this kind of transformation. Many other large companies had implemented HRIS systems, albeit under different circumstances and with different approaches. Despite these differences, there were valuable lessons to be learned from both the positive and negative experiences of other companies. The ERP system that Novartis selected, SAP, had numerous success stories showcasing how their comprehensive HR solution, "mySAP HR," had helped organizations worldwide improve their HR processes. These successes included the following:

- A company providing data-security solutions in Finland quickly implemented an employee self-service application for 300 users across nine global offices. The system allowed employees to maintain a profile of in-house and subcontractor skills, enabling them to quickly staff projects and target recruitment and training.
- Swiss Post, a company with over 56,000 employees and revenues of over €4 billion, started with a basic SAP system that required manual data input from multiple systems. They began implementing a prototype in 1999 and went live with a system in early 2001 that allowed HR to analyze six areas: employee numbers and personnel

actions, outstanding credits, remuneration data, absences, appraisals, and staff satisfaction. The resulting system was able to display a headcount evaluation in an organizational hierarchy with over 2,000 units in only five to eight seconds.

- Schlumberger Limited, a company with 75,000 employees in over 100 countries, transitioned from having fragmented HR systems to having a centralized HR and payroll process. They developed a Career Center that was accessible globally, put the management-by-objectives process online, and were able to analyze global headcount. They were also able to capitalize on the competencies of 20,000 new employees quickly after a corporate acquisition.
- Saudi Aramco, the world's largest oil and gas company with 23,000 employees in 50 countries, replaced approximately 15% of the company's systems infrastructure (over 170 systems) with SAP to streamline all of its main functions. The implementation occurred in three stages, beginning with the HR function, then product and sales, and finally the remaining functions. The project started in 1997, went live in late 1999, and was finished in early 2003.

The examples of success stories demonstrated how various global companies utilized SAP HR applications, regardless of their size and scope. Although each company had its unique approach to HR transformation, there were similarities in the challenges they faced, such as the need for a significant shift in their way of thinking and a thorough reevaluation of their existing processes. Individuals involved in HRIS projects shared their thoughts on the lessons they learned from their experiences.

Multinational Food Company

A large food corporation with a workforce of over 100,000 spread across 50 markets adopted SAP to not just handle their HR transactions, but to also implement a comprehensive solution that included finance, manufacturing, and engineering. The project spanned five years, during which the company built a global template of best practices and launched their first pilot in six countries. The next phase of the plan was to extend the solution to more countries and enhance the capabilities with the addition of new processes.

The project team members faced some challenges that they reflected on, including :

- Conflicts between people with a global agenda, such as corporate functions or system designers, who want to identify best practices and standardize processes, and local units who want to maintain their specific ways of doing things, customized to meet local market conditions. This conflict posed an ongoing challenge for the team in making trade-offs to reconcile these differing objectives.
- Project team members recognized the need to challenge those who opposed the project and to understand why they believed certain solutions would not work in specific

markets. Doing so required a high level of functional and business knowledge, and could lead to conflicts and tensions.

- The project team needs to maintain their momentum when assessing the current procedures in each country, region, business unit, or function. They must also acknowledge that, eventually, this process needs to come to an end and establish a standardized, global process.
- To ensure the success of the process, continuous communication and the clear sharing of assumptions is necessary throughout the organization, including with global, regional, and market constituents. The main business value of the project must be persuasively communicated.
- When working on a global implementation project, it is important to be mindful of the cultural differences in communication. To gain agreement and support from diverse countries and cultures, it is necessary to adopt different approaches and comprehend the responses. The signs that indicate agreement and support can differ by country, and there is a possibility of misunderstanding the level of commitment that is present.

Global Provider of Energy and Petrochemicals

A large company entered into a multi-year, multi-million dollar agreement with an HR business process management services provider to take over the responsibility of managing and owning the company's global HR administrative and transactional processes. Instead of creating a comprehensive HRIS, they decided to start with a series of separate and manageable projects, each with its own costs and benefits. A cross-functional team from various departments, not just HR, collaborated with the outsourcing company to launch eHR in two countries out of the 50+ where the company had a presence. Although this implementation only covered a limited geographic area, it still included 60 percent of the company's 100,000 employees. The main focus of the project was to ensure data quality and integrity and establish a system.

The company aimed to raise awareness about their employee and manager self-service web portal by initiating small, fast projects that did not require extensive back-end development. These projects were focused on specific customer segments, such as expatriates, and included an expatriate calculator that provided policy and benefit information. Although only 10 percent of employees were affected, this tool reduced processing time from 12 days to 12 seconds, making it a significant benefit for those being assigned abroad.

One more instance of a fast achievement was the introduction of an online career development tool. This tool enabled employees to create a profile similar to a resume and to receive bi-weekly email notifications of new job postings that matched their profile. It encouraged employees to consider job opportunities within the company and expanded the talent pool for job openings. The system also included an Executive Center, a secure website accessible only to the executive team that housed confidential information on career paths and

succession plans for top managers. This allowed executives to have talent development discussions and the site could be updated in real-time via the web.

Despite achieving some initial successes, the company eventually decided to discontinue the implementation after two years of rollout. The decision was prompted by unforeseen challenges, such as the acquisition of a large company and issues with privacy laws in Germany, leading to the company limiting the global expansion to only two countries. Although those who worked on the project believed in its advantages, such as streamlining processes and reducing costs, they recognized the difficulty of managing HR on a global level. When asked to share their insights, the project leaders provided the following recommendations:

- Even though the project received initial support from HR and line managers and experienced early successes, it still faced resistance during implementation.
- Looking back, project leaders emphasized the importance of simplifying and standardizing processes during the design phase to minimize difficulties during rollout. They found that additional complexities only made implementation more challenging.
- When promoting the project internally, it's important to set realistic expectations and exceed them, rather than over-promising and under-delivering. Overstating the project's benefits to gain support can backfire when the actual implementation falls short of expectations.
- The company's senior leaders should not only fund the project but also drive its implementation. They should be available to resolve any design disagreements to ensure the project stays on track.
- The system design should prioritize features that add value to the business rather than ones that are simply interesting to HR. It's important not to web-enable bad processes.
- During a long implementation process, it's easy to lose momentum. To prevent this, it's crucial to adhere to the schedule of deliverables and not allow things to slip. Metrics should be used, but planning should not replace action.
- To ensure end-user adoption and ownership of the system, they must be involved in the process from the beginning. The marketing and communication messages, as well as the actual use of the tools, should be thoroughly planned in advance.

hh) IMPLICATIONS OF HRIS FOR NOVARTIS

After speaking with other companies who had implemented global HRIS systems, the HR management team at Novartis realized that implementing such a system would be a difficult and time-consuming process. The HRIS project would involve significant changes in how HR operates within the company. This would not only affect HR processes, but would also impact how HR associates interact with other employees in the company. HR had to take the lead in driving this change to ensure that the self-service system was effective and contained up-to-date information. The technical aspects of the system were of utmost importance.

Jurgen Brokatzky-Geiger, who succeeded Walker, recognized that the HRIS system was just a technical foundation to facilitate the broader transformation of HR. Simply alleviating administrative tasks from HR would not be enough to gain the respect of line managers and make HR a strategic partner. A more profound change in the role of HR was needed, transitioning from functional experts and transaction processors to strategic partners and change agents. Alongside the technical implementation, there must be a corresponding evolution of the role of HR within the company.

During interviews with line managers, it became clear that changing the role of HR was a challenging task. However, there were some positive examples. One business unit head recognized his global HR associate as a strategic business partner, meeting with her weekly and involving her in strategic discussions. He appreciated her multiculturalism, adaptability, methodical approach, energy, and ability to think strategically about the entire group and people's career paths. The HR associate also saw the partnership as mutually respectful, acknowledging that her business partner's clear vision of HR and her role had facilitated their collaboration from the beginning. In general, HR associates need to provide the basics and proactively earn credibility to be considered strategic partners.

Conversely, a different business leader expressed that HR was not currently functioning in a strategic or operationally sound manner. They were seen as guardians of policies and procedures rather than custodians of the talent pipeline. Although this business leader had regular meetings with their HR generalist, they did not believe that HR understood what it meant to be a true business partner. Nevertheless, they acknowledged that there were some talented HR personnel who could develop further if they had the necessary skills and mindset.

The HR management team was uncertain whether the organization was ready for the global HRIS rollout. They were concerned about the role of HR professionals after the implementation of the HRIS, as it would significantly reduce the time spent on administrative tasks. They questioned whether HR professionals had the necessary skills for the new role and what obstacles they might face during the transition. They also wondered how they could prepare for these challenges and how to handle resistance from line managers. They acknowledged that this was not just a technical challenge but a major transformation and were uncertain about the extent of their understanding of what was required. They questioned, "What are the unknown unknowns?"

7. Other examples :

Here are some examples of companies which felt the need of implementing an HRIS, their situation, the response, and the outcome :

a) Terasen Pipelines

The situation :

Terasen Pipelines, which is a branch of Terasen Inc. situated in Vancouver, Canada, operates in multiple provinces and states in the United States. In 2001, the company moved its headquarters to Calgary in order to be in closer proximity to oil resources. This relocation sparked a period of expansion for the company. However, due to its dispersed presence and increasing staff, the HR department recognized the necessity for a new record-keeping system with greater accuracy.

The response :

Terasen used to maintain records through physical documents and spreadsheets in the past. However, this method proved inadequate with the expansion of the company. To prepare for future growth, Terasen started exploring HRIS companies to improve their HR operations. After evaluating various options, they concluded that Hewitt's application service provider model, together with eCyborg, would be the most appropriate solution for their needs.

The Outcome:

Despite initial difficulties in adjusting to a new record-keeping method, Terasen eventually managed to find a system that would support the company's present and future growth. Fortunately, some of the HR staff had previous experience with HRIS and were able to assist their colleagues in envisioning new processes, which the system could facilitate. A common refrain heard throughout the transition was the sentiment that the staff were working excessively hard when a system could make their job significantly easier. This would eliminate the need to constantly access physical employee files for basic information, which could be available at their fingertips. To reduce the burden of implementing a new HR system, Terasen's management was persuaded to seek out a vendor to assist with the implementation and maintenance of an HRIS system. This has allowed Terasen to better prepare for future growth.

b) Shaw's Supermarkets

The Situation:

Shaw's Supermarkets, the second largest grocery store chain in New England, has a workforce of 30,000 employees spread across 180 stores in six states. The company's HR team is responsible for managing the personal information of these employees. Shaw's has a diverse mix of workers, with around 70% being part-time employees, including students, senior citizens, those with second jobs, and career part-timers. Approximately one-third of the

workforce is composed of unionized associates, and the HR team is responsible for overseeing the company's relationships with three unions and six separate contracts (Koven, 2002). To better manage the company's workforce, the HR staff became interested in centralizing HR operations.

The Response:

Shaw's opted to implement an ESS (employee self-service) solution as a means of centralizing HR operations. Utilizing self-service applications has had a favorable impact on HR. ESS affords HR more time to focus on strategic initiatives such as workforce management, succession planning, and compensation management, while concurrently enhancing service delivery to employees and managers, and ensuring data accuracy. The solution enables employees to access forms, training materials, benefits information, and other payroll-related data online.

The Outcome:

The implementation of the ESS solution has garnered positive feedback from Shaw's employees. According to Penney, the VP of Compensation and Benefits, "The reaction from our employees has been extremely positive." She went on to explain that when there was a significant increase in medical coverage costs, it was almost a non-issue because the online enrollment featured the plan choices, the employee cost, and the company subsidy. This made it very easy for employees to understand their contributions and coverage options, and several employees even sent emails saying how easy the ESS system was, which is not often the case when employees are selecting their benefit options (Koven, 2002). Providing employees with greater access to their information has enabled them to see the available benefit choices, and they can also update their personal details online, thereby reducing the paperwork involved. Additionally, productivity has improved as employees can now update their information at home rather than during work hours.

c) IBM

The Situation:

Cathleen Donnelly, a senior communications specialist at IBM headquarters in Armonk, N.Y., has reported that IBM's paperless online enrollment system, which was introduced in 1999, has been a success for both the company's 135,000 active U.S. employees and the organization itself. Donnelly notes that the company saves \$1.2 million annually on printing and mailing expenses alone. In addition, the employees are able to use a range of technologies to learn about relevant topics, access decision support tools, and research program information from their desktop computers (Heuring, 2002).

The Response:

According to Cathleen Donnelly, a senior communications specialist at IBM's headquarters in Armonk, New York, the company's paperless online enrollment system, which was introduced in 1999, has been beneficial for both the company and its 135,000 active U.S. employees. The company is saving \$1.2 million per year on printing and mailing expenses, and the employees can use a range of technologies to learn about issues, access decision support tools, and research program information from their desktop computers. One of the tools that employees can use is a personal medical cost estimator, which enables them to calculate their potential out-of-pocket health care expenses under each available plan option. By logging in personally, employees can access information about their benefits enrollment, such as deadlines and when changes take effect. They also have access to all available health plans, and the calculator lets them compare estimated benefit amounts for each plan based on the health care services they expect to use in a particular year and their expected frequency of use. This tool has received positive feedback from employees as it has helped them to compare plans based on their medical service consumption, and the calculator displays both IBM's and the employee's costs.

The Outcome:

According to Donnelly, IBM has discovered that employees prefer web access to the enrollment system so they can use it at home rather than only through the company intranet. In response, the company is developing a web-based enrollment system that employees and retirees can access from any location. The system allows employees to view summary information on plans, access detailed information, and follow links to health care providers for further research. Employees appreciate the system's convenience, as it enables them to complete tasks quickly.

d) WORKSource Inc.

The Situation:

WORKSource Inc. needed to manage the challenge of adding 100 new employees and turned to GHG Corp. for their web-based technology solutions. These included an electronic paystub program, electronic timesheet software, a time-off system, and a human resource information system. By using these tools, CEO Judith Hahn was able to handle payroll procedures in a more efficient and effective manner.

The Response:

WORKSource operates eight workforce centers in a six-county region and has 108 employees, while another 52 administrative staff work at the company's headquarters office.

Previously, a Professional Employer Organization handled payroll, benefits, and human resources for these employees. However, when the contract with the PEO ended in June 2006, those 108 employees were transferred to WORKSource's payroll, doubling the workload for CEO Judith Hahn from July 2006 onwards. In order to manage this increased workload, Hahn turned to the LEAN management concept, which she had been introduced to by her CEO two years earlier. Hahn read extensively about LEAN and joined an HR LEAN focus group.

The Outcome:

After learning about LEAN management concepts, Hahn created her own acronym, "REASON," which she applied to her department's payroll and HR processes. The acronym stands for the following steps: reviewing the process by mapping payroll tasks from start to finish, eliminating waste by determining the most efficient way to complete tasks, analyzing alternatives by researching and evaluating new technology, selling innovations to management by documenting the return on investment, opening lines of communication with all stakeholders including employees and top management, and never allowing negativity by making change simple and fun, giving employees encouragement and time to learn. By using information systems and implementing these steps, Hahn was able to successfully manage human resource functions at WORKSource.

e) Toshiba America Medical Systems Inc.

The Situation:

Lynda Morvik, who works as the Director of Benefits and Human Resources Information Systems at Toshiba America Medical Systems Inc. (TAMS) in Tustin, California, believed that it would be a good idea to incorporate a benefits communication feature into their existing online system. By having all the information related to employee benefits available online, TAMS could keep its employee handbook up-to-date, and Morvik could easily make changes whenever required. This proved to be especially useful when TAMS switched from Aetna Inc. to United Health Group Inc as their healthcare provider midway through the project, and Morvik was able to update the handbook accordingly. (Wojcik, 2004)

The Response:

Toshiba America Medical Systems Inc. (TAMS), a renowned provider of medical imaging systems and solutions, had been managing payroll and human resources through a combination of in-house and outsourced systems, lacking essential features like easy reporting and an employee portal. After reviewing several options, TAMS chose Ultimate Software's UltiPro and implemented it in September 2002, on time and within budget. With the launch of the UltiPro portal, TAMS immediately experienced positive changes, such as a 70% increase in open enrollment efficiency.

The Outcome:

TAMS received recognition for its use of the HR portal beyond benefits enrollment. They uploaded various documents and forms, including the benefits handbook, which earned the 2004 Apex Award for publication excellence. TAMS was also given the Electronic Benefit Communication award by Business Insurance magazine for its exceptional achievement in communicating employee benefits programs online. To further enhance its use of Ultimate Software's HRMS/payroll solution, TAMS customized the UltiPro portal to meet the imaging company's particular needs. It was fully integrated with a number of proprietary applications created to address compensation and performance management problems, so that TAMS employees could access comprehensive workforce and payroll information from a single sign-on web browser.

4) Advantages of implementing HRIS tools

The implementation of an HRIS can have a significant impact on a company's operations and bottom line, as it can streamline many HR processes and provide real-time data analytics and reporting capabilities. In this response, I will elaborate on each of the key benefits mentioned in my previous answer, providing examples and insights into how an HRIS can improve HR operations.

8. Improved Efficiency

One of the primary benefits of implementing an HRIS is the improved efficiency it can provide. By automating many HR processes, an HRIS can reduce the manual workload for HR staff and free up time for more strategic tasks. For example, an HRIS can automate tasks such as benefits enrollment, performance review reminders, and time-off requests, reducing the amount of time HR staff spends on administrative tasks. This can increase overall efficiency and productivity in the HR department and enable HR staff to focus on more value-added tasks such as talent acquisition and employee development.

Concrete example :

Suppose a company has a large workforce that frequently requests time off for various reasons such as vacation, illness, or personal reasons. The current process for requesting and approving time off involves employees submitting paper forms to their managers for approval, which can be time-consuming and inefficient. The manager must then manually enter the approved time off into a spreadsheet or other system to track employee time off.

By implementing an HRIS, the company can automate the time off request and approval process. Employees can request time off directly through the HRIS, which can be configured to automatically route the request to the employee's manager for approval. The manager can then approve or deny the request through the HRIS, which can automatically update the employee's time off balance in real-time.

This automated process can significantly reduce the manual workload for HR staff and managers, as well as reduce the risk of errors and inconsistencies in tracking employee time off. Additionally, an HRIS can provide employees with self-service access to their time off balances, reducing the need for HR staff to field employee inquiries related to time off. This increased efficiency can enable HR staff and managers to focus on more strategic tasks, such as talent development and performance management, which can ultimately benefit the company's bottom line.

9. Enhanced Data Management

HRIS systems are designed to store employee data in a centralized database, making it easier to access, track, and manage employee information. An HRIS can reduce the risk of errors and inconsistencies in employee data, as all data is entered into a single system and can be accessed by authorized users in real-time. HR staff can use an HRIS to quickly access and update employee records, track time and attendance data, and manage benefits enrollment. Additionally, HRIS systems can be customized to fit a company's unique needs, enabling HR staff to track data specific to their industry or company.

Concrete example :

Suppose a company has multiple departments with their own HR managers responsible for managing employee data. In the absence of a centralized HR system, employee data is stored in different locations, such as spreadsheets or file cabinets, making it difficult to track and manage employee information consistently.

By implementing an HRIS, the company can centralize employee data in a single database accessible by authorized users in real-time. This centralized data management system can enable HR staff to easily track and manage employee information such as personal details, job history, performance reviews, and benefits enrollment.

For instance, if an employee moves to a different department within the company, their new HR manager can quickly access the employee's file in the HRIS, update their employment details, and transfer relevant data to the new department's system. Similarly, if an employee changes their personal information, such as their home address or marital status, they can update the information themselves through a self-service portal in the HRIS, reducing the need for HR staff to manually update the data.

This centralized data management system can help reduce the risk of errors and inconsistencies in employee data, as all data is entered into a single system and can be accessed by authorized users in real-time. This can help ensure compliance with regulatory requirements related to employee data management, such as data privacy laws.

Moreover, HRIS systems can be customized to fit a company's unique needs and enable HR staff to track data specific to their industry or company. For example, an HRIS can be configured to track industry-specific compliance requirements or track employee performance data relevant to the company's performance management system. By enhancing data management through an HRIS, companies can improve HR operations and enable better decision-making based on real-time data and analytics.

10. Increased Compliance

Compliance is a critical aspect of HR operations, as companies must comply with various employment laws and regulations. An HRIS can help organizations to comply with these regulations by providing a framework to track and manage employee data related to compliance, such as equal employment opportunity (EEO) data. HRIS systems can also generate compliance reports and alerts, ensuring that companies are meeting regulatory requirements. For example, an HRIS can help companies to track the hours worked by non-exempt employees to ensure that they are being paid overtime correctly.

Concrete example :

Suppose a company operates in an industry that is subject to regulatory compliance requirements related to employee data management, such as the General Data Protection Regulation (GDPR) in the European Union or the Health Insurance Portability and Accountability Act (HIPAA) in the United States. The company has struggled to comply with these regulations due to a lack of centralized data management and inconsistent HR processes across departments.

By implementing an HRIS, the company can increase compliance with these regulatory requirements by centralizing employee data in a single, secure database and enabling authorized users to access and manage the data in real-time. An HRIS can be configured to ensure that employee data is collected, stored, and processed in compliance with regulatory requirements, such as data privacy and security measures.

For instance, an HRIS can enable companies to automate the collection and storage of employee consent for data processing, track data access and usage by authorized users, and generate reports to demonstrate compliance with regulatory requirements. An HRIS can also

enable companies to easily respond to employee requests related to their personal data, such as providing access to their data or deleting their data.

Moreover, an HRIS can provide real-time alerts and notifications to HR staff when regulatory requirements change, enabling the company to quickly adapt its HR processes and maintain compliance. An HRIS can also provide a secure and auditable system of record for employee data, reducing the risk of compliance violations due to human error or mishandling of employee data.

By increasing compliance through an HRIS, companies can avoid costly fines and legal liabilities associated with non-compliance and protect their reputation and brand value. Additionally, an HRIS can help build trust and loyalty among employees, as it can demonstrate the company's commitment to protecting employee data and complying with regulatory requirements.

11. Streamlined Recruitment and Onboarding

Recruitment and onboarding are essential HR processes that can be time-consuming and complex. An HRIS can simplify the recruitment process by automating job postings, resume screening, interview scheduling, and candidate communication. Onboarding new employees can also be streamlined by automating the paperwork and orientation process. HRIS systems can generate electronic forms for new hires to complete, such as W-4s and I-9s, reducing the amount of paper-based forms that HR staff must manage. Additionally, an HRIS can provide new hires with an online portal to access important company information, such as benefits enrollment and company policies.

Concrete example :

Suppose a company experiences high employee turnover and struggles to attract and retain top talent due to a lengthy and complicated recruitment and onboarding process. The current process involves manual job postings, paper-based applications, and manual tracking of candidate information, which can be time-consuming and error-prone.

By implementing an HRIS, the company can streamline the recruitment and onboarding process by automating and centralizing key tasks. An HRIS can enable companies to create and post job listings on multiple platforms, such as job boards and social media, with a single click. It can also automate candidate screening, scheduling interviews, and sending offer letters.

For example, an HRIS can be configured to scan resumes and applications for relevant keywords and qualifications, and then rank candidates based on their fit for the job. This can

reduce the time and effort required to manually review applications and identify qualified candidates. The HRIS can also send automated email notifications to candidates throughout the recruitment and onboarding process, keeping them informed and engaged.

Additionally, an HRIS can enable companies to streamline the onboarding process by providing a self-service portal for new hires to complete onboarding tasks, such as filling out forms and signing documents electronically. The HRIS can also automate the creation of new employee records, set up email accounts, and assign access to company systems and tools.

By streamlining recruitment and onboarding through an HRIS, companies can reduce the time and cost associated with hiring and onboarding new employees, and improve the candidate experience. Moreover, it can enable HR staff to focus on more strategic tasks, such as talent development and retention, which can ultimately benefit the company's bottom line.

12. Better Performance Management

Performance management is a critical HR process that can impact employee engagement and productivity. An HRIS can help track and manage employee performance data, including goal setting, performance reviews, and development plans. This can enable managers to better monitor and manage employee performance, leading to improved productivity and employee engagement. HRIS systems can generate performance reports and analytics, enabling HR staff and managers to identify trends in employee performance and make data-driven decisions related to employee development.

Concrete example :

Suppose a company struggles to track employee performance and provide timely feedback due to manual and inconsistent performance management processes. The current process involves paper-based performance evaluations and spreadsheets to track employee goals and progress, which can be time-consuming and difficult to manage.

By implementing an HRIS, the company can improve performance management by automating and centralizing key tasks. An HRIS can enable companies to set and track employee goals, monitor performance, and provide feedback in real-time. It can also provide a centralized system for performance data, making it easier to identify high-performing employees and areas for improvement.

For example, an HRIS can provide an online system for managers to create and assign goals to employees, track their progress, and provide feedback throughout the year. The HRIS can also generate reports to monitor progress towards goals and identify areas where additional support or resources may be needed.

Moreover, an HRIS can enable companies to automate the performance evaluation process, making it easier for managers to provide timely and meaningful feedback to employees. It can also provide a platform for employees to self-assess their performance and provide feedback to their managers, promoting a culture of transparency and continuous improvement.

Furthermore, an HRIS can provide a platform for 360-degree feedback, enabling employees to receive feedback from multiple sources, including their peers, subordinates, and customers. This can provide a more comprehensive view of employee performance and help identify areas for improvement.

By improving performance management through an HRIS, companies can increase employee engagement and retention, and promote a culture of continuous learning and development. It can also enable managers to make more informed decisions about performance-related decisions, such as promotions, salary increases, and career development opportunities. Ultimately, this can improve the overall performance of the company and contribute to its success.

13. Improved Analytics and Reporting

HRIS systems provide real-time data analytics and reporting capabilities that can help organizations to make data-driven decisions related to HR. HRIS systems can provide insights into employee turnover rates, retention rates, and other key HR metrics that can inform HR strategy and decision-making. For example, an HRIS can help companies to identify trends in employee turnover and implement retention strategies to reduce turnover rates.

Concrete example :

Suppose a company has a large workforce, and it struggles to gather and analyze data related to employee performance, compensation, and turnover. The current process involves manual data entry into spreadsheets, which can be time-consuming and prone to errors.

By implementing an HRIS, the company can improve analytics and reporting by automating and centralizing key tasks. An HRIS can enable companies to generate reports on key HR metrics, such as employee turnover, time to fill a position, and performance ratings, in real-time. It can also provide a platform for data visualization, making it easier to identify trends and patterns in the data.

For example, an HRIS can provide a dashboard with customizable widgets that display key HR metrics in real-time. It can also provide pre-built reports that managers and HR professionals can use to analyze data and make informed decisions. This can enable managers

to identify areas for improvement in their HR operations and take proactive steps to address issues.

Moreover, an HRIS can enable companies to conduct predictive analytics, using machine learning algorithms to identify patterns in HR data and make predictions about future outcomes. For example, an HRIS can be configured to predict employee turnover based on factors such as employee satisfaction, compensation, and tenure. This can enable managers to take proactive steps to retain top talent and reduce turnover.

Furthermore, an HRIS can enable companies to analyze the impact of HR initiatives on business outcomes, such as revenue and profitability. For example, an HRIS can be configured to track the impact of training programs on employee performance, and then analyze the impact of improved employee performance on business outcomes.

By improving analytics and reporting through an HRIS, companies can make data-driven decisions that improve the overall performance of the business. It can enable companies to identify areas for improvement in their HR operations, reduce costs, and improve employee engagement and retention. Ultimately, this can contribute to the long-term success of the company.

5) The Impact of HRIS on human contact in a company

The impact of HRIS on human contact in a company can be both positive and negative. On one hand, HRIS can reduce the need for direct human contact in certain HR tasks and processes, while on the other hand, it can increase the need for human contact in other areas.

Here are some potential impacts of HRIS on human contact in a company:

14. Positive impacts:

1.Reduced administrative workload: HRIS can automate many routine administrative tasks, such as data entry, form completion, and record-keeping, which can free up HR staff to focus on more strategic and human-oriented tasks, such as employee development, training, and engagement.

An example : An example of reduced administrative workload through the use of HRIS could be automating the process of onboarding new employees. Typically, this involves a lot of paperwork and manual data entry, which can be time-consuming and tedious for HR staff. With HRIS, much of this process can be automated, such as collecting and verifying personal information, completing tax and benefits forms, and setting up payroll. This can significantly

reduce the administrative workload for HR staff and allow them to focus on other strategic and human-oriented tasks.

2. Improved efficiency and accuracy: HRIS can help streamline HR processes, reducing the need for manual data entry and paper-based record-keeping, which can lead to more accurate and up-to-date information, and reduce errors and delays.

An example : Before implementing an HRIS, an HR department might manually process and store employee data on paper or spreadsheets. This process is time-consuming and prone to errors, which can lead to delays in completing tasks and cause inconsistencies in employee records.

With the implementation of an HRIS, the same HR department can automate many of these tasks, such as data entry and record-keeping, resulting in a significant reduction in processing time and increased accuracy of employee records. The HRIS can also provide alerts and reminders for important deadlines, such as performance reviews or training sessions, ensuring that these tasks are completed on time.

In addition, an HRIS can provide managers and employees with real-time access to their HR-related data, such as timesheets, pay stubs, and benefits information, reducing the need for manual requests and inquiries to the HR department. This not only saves time but also helps ensure that the information provided is up-to-date and accurate.

3. Enhanced communication and collaboration: HRIS can provide a centralized platform for communication and collaboration between HR staff, managers, and employees, facilitating the exchange of information and feedback in real-time.

An example : For instance, a company may use an HRIS system that includes an employee self-service portal, where employees can view their personal information, access their pay stubs, submit time-off requests, and enroll in benefits programs.

Through the portal, employees can also communicate with HR staff and managers, such as asking questions, providing feedback, or requesting assistance. HR staff can respond to these inquiries in real-time, which can help improve communication and collaboration between employees and HR.

Additionally, HRIS can facilitate communication and collaboration between HR staff and managers through features such as shared calendars, task management tools, and performance tracking systems. These tools can help ensure that everyone is on the same page and that HR-related tasks are completed efficiently and accurately.

15. Negative impacts:

1. **Reduced personal interaction:** HRIS can automate many HR tasks, such as recruitment and performance evaluation, reducing the need for direct personal contact between HR staff and employees. This can lead to a sense of impersonality and disconnection, which can negatively impact employee engagement and morale.

An example :

In a company that has implemented an HRIS, the recruitment process may now be fully automated. This means that job postings are created and advertised online, resumes are submitted through the system, and initial screening and selection is done electronically. This can greatly reduce the need for direct personal interaction between hiring managers and HR staff.

In the past, a hiring manager may have met with HR staff to discuss the job requirements, reviewed resumes in person, and conducted initial phone screens or in-person interviews. However, with the HRIS in place, much of this process can be done through the system, without the need for face-to-face interaction.

While this can certainly streamline the recruitment process and save time for both managers and HR staff, it can also reduce the personal interaction and connection between them. Without the opportunity for direct interaction, managers may feel less engaged with the hiring process and less invested in finding the best candidate. Similarly, HR staff may feel less connected to the needs and preferences of the manager, and may miss out on important context or feedback that would be easier to convey in person.

Another example of reduced personal interaction could be the use of online training and development programs through HRIS, which can reduce the need for face-to-face training sessions. While online training can be convenient and accessible, it may not provide the same level of personal interaction and feedback as in-person training.

2. **Increased reliance on technology:** HRIS can create a reliance on technology to perform HR tasks, which can be problematic if the technology fails or is unavailable. This can lead to frustration and stress for HR staff and employees, who may feel helpless and unable to perform their tasks.

An example : A example of increased reliance on technology in HRIS could be if an organization relies solely on an HRIS system for all employee data and performance tracking without any backup or manual system in place. If the HRIS system were to fail or have technical issues, the organization may be unable to access critical information or complete necessary HR tasks, such as payroll processing or performance evaluations. This can create a

high level of stress and frustration for HR staff and employees, who may feel helpless and unable to complete their work.

3. Reduced face-to-face communication: HRIS can reduce the amount of face-to-face communication between HR staff and employees, which can lead to a lack of personal connection and trust. This can make it harder for HR staff to understand employee needs and concerns, and to provide support and guidance when needed.

An example : Let's say a company adopts an HRIS system to manage its employee benefits program. Previously, employees would meet with HR representatives in person to discuss their benefit options and make selections. However, with the new HRIS system, employees can now access and make their benefit selections online, without the need for face-to-face interaction with HR staff.

While this can be more convenient for employees and save time for HR staff, it also means that there is less opportunity for personal connection and communication between employees and HR staff. This can make it harder for HR staff to get to know employees and understand their needs and concerns, which can in turn impact employee engagement and satisfaction.

In conclusion, while HRIS can automate many routine HR tasks, it is important for companies to balance the benefits of technology with the need for human interaction and personal connection. Companies should ensure that HR staff have the skills and tools necessary to build and maintain strong relationships with employees, and to provide support and guidance when needed.

III. Methodology :

1) Research Design:

The purpose of this study is to determine whether HRIS software could take the place of human contact in HR operations. The study's main objectives are to determine the advantages and worthiness of using an HRIS tool within a business, how it affects human contact, and whether HRIS tools can entirely replace human interaction in HR procedures.

Research Questions:

1. What are the advantages of using HRIS tools in HR processes?
2. Is it worth implementing in all business sizes (company & startup) ?
3. Can HRIS tools completely replace human contact in HR processes?

Research Methodology:

The research will be conducted using a qualitative research methodology. The study will consist of a qualitative research phase, where interviews will be conducted with HR professionals to collect data on their experiences with HRIS tools and their impact on HR processes and human contact. The sample will be drawn from a range of organizational sizes to ensure a diverse representation (company+startup+NGO). The data collected from the interviews will be used to be analyzed and to drive conclusions.

Data Collection:

The survey will be distributed to a sample of HR professionals to collect data on their experiences with HRIS tools and their impact on HR processes and human contact. The survey will consist of closed-ended and open-ended questions that will be designed to gather both quantitative and qualitative data on the use of HRIS tools, their impact on HR processes, and their impact on human contact.

Data Analysis:

The data collected from the interviews and survey will be analyzed using a mixed-methods approach. The qualitative data collected from the interviews will be analyzed using thematic analysis to identify recurring themes and patterns.

Ethical Considerations:

Informed consent will be obtained from all participants, and their confidentiality and anonymity will be maintained throughout the study. The study will also comply with all relevant ethical standards and guidelines.

2) Participants :

16. Companies :

f) Gate Gourmet :

Gate Gourmet Belgium is a prominent company specializing in airline catering and provisioning services in Belgium. As part of the larger Gate Gourmet network, which operates globally, Gate Gourmet Belgium is committed to providing high-quality culinary solutions to the aviation industry.

Gate Gourmet Belgium focuses on meeting the unique needs and requirements of airlines operating within Belgium. The company plays a critical role in ensuring that passengers receive exceptional in-flight dining experiences by offering a diverse range of menu options and catering services tailored to the specific preferences and specifications of each airline.

With a dedicated team of culinary professionals, Gate Gourmet Belgium prioritizes food safety, quality, and innovation in all aspects of its operations. The company adheres to strict

industry standards and regulations to guarantee the freshness, hygiene, and nutritional value of the meals it prepares.

Gate Gourmet Belgium maintains state-of-the-art catering facilities equipped with modern kitchens and advanced production systems. These facilities enable efficient and scalable meal production, ensuring timely delivery of freshly prepared meals to airlines for their flights departing from Belgian airports.

In addition to airline catering, Gate Gourmet Belgium offers a range of related services such as onboard retail solutions, provisioning of non-food items, and logistics support. By providing comprehensive solutions, the company assists airlines in enhancing their overall passenger experience and operational efficiency.

Gate Gourmet Belgium is dedicated to building strong partnerships with its airline clients, fostering collaborative relationships to meet their unique requirements. The company works closely with airlines to develop customized menus, accommodate dietary restrictions, and incorporate regional culinary preferences to create memorable dining experiences for passengers.

As part of the Gate Gourmet global network, Gate Gourmet Belgium benefits from the expertise, resources, and industry best practices of a well-established international organization. This allows them to leverage global insights and innovations while maintaining a deep understanding of the local Belgian market.

Overall, Gate Gourmet Belgium is a trusted provider of airline catering services, delivering exceptional culinary experiences to airlines operating in Belgium. Through its commitment to quality, safety, and customer satisfaction, the company plays a vital role in ensuring that passengers enjoy a delightful dining experience during their air travel.

g) Company A :

A is a leading technology solutions company with a dedicated team of 520 skilled professionals. Founded in 2002, company A has established itself as a trusted provider of cutting-edge IT solutions and services. Headquartered in a modern facility, company A operates across multiple sectors, catering to clients from various industries.

With a strong focus on innovation and staying ahead of technological advancements, company A offers a comprehensive range of services including software development, cloud computing, cybersecurity, data analytics, and IT consulting. The company prides itself on delivering tailor-made solutions that meet the unique needs of each client, fostering long-term partnerships built on trust and exceptional service.

Company A's success can be attributed to its team of highly skilled professionals who possess deep domain expertise and a passion for delivering top-notch solutions. The company places a

strong emphasis on continuous learning and professional development, ensuring that its employees stay at the forefront of the rapidly evolving technology landscape.

With a customer-centric approach, company A consistently strives to exceed client expectations by providing innovative and cost-effective solutions that drive business growth and operational efficiency. The company's commitment to excellence, coupled with its talented workforce, has earned it a solid reputation in the industry and positioned it as a preferred technology partner for organizations seeking reliable and impactful IT solutions.

Overall, company A's 520 employees work cohesively to deliver outstanding results, making it a prominent player in the technology solutions market.

h) Company B :

Company B Solutions is a leading healthcare company specializing in providing comprehensive medical services and solutions to patients and healthcare providers. With a team of 220 dedicated professionals, the company is committed to delivering exceptional care, advanced treatments, and cutting-edge medical technologies.

In company B Solutions, the focus is on improving patient outcomes and enhancing the overall healthcare experience. The company offers a wide range of services, including medical consultations, diagnostics, treatments, and post-care support. With a multidisciplinary team of doctors, nurses, specialists, and support staff, company B Solutions provides personalized and compassionate care tailored to each patient's needs.

One of the key areas of expertise for company B Solutions is advanced medical imaging and diagnostics. The company operates state-of-the-art imaging centers equipped with the latest imaging technologies, such as MRI, CT scans, ultrasound, and X-ray. This enables accurate and timely diagnoses, aiding physicians in developing effective treatment plans.

In addition to diagnostics, Company B Solutions also offers specialized treatment services in various medical disciplines. These may include cardiology, orthopedics, oncology, neurology, and more. The company collaborates with renowned medical experts and partners with top-tier hospitals to ensure the highest quality of care and access to the latest medical advancements.

Company B Solutions is committed to staying at the forefront of medical technology and innovation. The company invests in research and development to continuously improve treatment methodologies and enhance patient outcomes. By leveraging the latest advancements, MediCare Solutions aims to provide patients with access to cutting-edge treatments and therapies.

As an employer, Company B Solutions values its employees and recognizes their contributions to the company's success. The company fosters a supportive work environment,

promoting professional growth, continuous learning, and collaboration. Company B Solutions encourages its employees to stay updated with the latest medical advancements and provides ongoing training and development opportunities.

Furthermore, Company B Solutions places a strong emphasis on compliance with healthcare regulations and patient privacy. The company strictly adheres to industry standards and guidelines to ensure the highest levels of confidentiality, data security, and ethical practices. With a strong focus on patient-centric care, technological advancements, and a dedicated team of healthcare professionals, Company B Solutions has become a trusted name in the medical field. The company's commitment to excellence, innovation, and compassion positions it as a leading provider of comprehensive healthcare services.

17. Startups :

i) Insens :

Insens is an innovative startup that focuses on revolutionizing the way people interact with their surroundings and environments. With a mission to enhance sensory experiences, Insens develops cutting-edge technology solutions that merge the digital and physical worlds seamlessly.

At the core of Insens' offerings is a range of sensory devices and applications that utilize advanced sensors, artificial intelligence (AI), and Internet of Things (IoT) technologies. These devices are designed to capture and interpret data from the environment, enabling individuals to perceive and engage with their surroundings in new and immersive ways.

Insens specializes in creating sensory solutions across various sectors, including entertainment, gaming, wellness, and smart environments. Their products and services are tailored to provide unique and personalized experiences that engage multiple senses simultaneously, fostering a deeper connection between users and their environments.

Insens' sensory devices may include wearable gadgets, smart home devices, or interactive installations that can capture and transmit sensory data in real-time. By leveraging AI algorithms and data analytics, Insens' technology can interpret the sensory inputs and deliver personalized content, interactive feedback, or immersive experiences that adapt to the users' preferences and context.

The startup also offers a comprehensive software platform that supports the development and integration of sensory applications. This platform provides developers and businesses with the tools and resources necessary to create custom experiences, build interactive environments, and harness the power of sensory data for various applications.

Insens is driven by a team of 6, among them highly skilled engineers, designers, and researchers who are passionate about exploring the frontiers of sensory technology. They continually push the boundaries of what is possible in the realm of human-computer

interaction, seeking to unlock new ways for people to perceive and engage with the world around them.

With a focus on innovation, user experience, and cross-industry collaborations, Insens aims to shape the future of sensory technology and redefine how individuals interact with their environments, leading to richer, more immersive, and meaningful experiences.

j) Freshkart :

Freshkart is a dynamic startup that is disrupting the traditional grocery shopping experience by providing a convenient and efficient online platform for purchasing fresh and high-quality groceries. With a commitment to freshness, quality, and customer satisfaction, Freshkart aims to revolutionize the way people shop for groceries and meet their daily food needs.

At the heart of Freshkart's business model is a user-friendly website and mobile application that offers a wide selection of fresh produce, pantry staples, dairy products, meats, and other grocery items. The platform is designed to make the grocery shopping process seamless and hassle-free, allowing customers to browse through a vast catalog, add items to their cart, and complete their purchases with just a few clicks.

Freshkart takes pride in sourcing its products directly from trusted local farmers, suppliers, and producers. By establishing strong relationships with these partners, Freshkart ensures that customers receive the freshest and highest-quality groceries possible. The startup emphasizes sustainable and ethical sourcing practices, supporting local communities and promoting environmentally conscious choices.

To provide a superior customer experience, Freshkart offers features such as personalized recommendations, easy search functionality, and customizable shopping lists. Customers can conveniently schedule deliveries at their preferred time slots, including same-day or next-day delivery options. Freshkart's efficient logistics network ensures prompt and reliable delivery right to the customers' doorstep, eliminating the need for time-consuming trips to physical stores.

Freshkart also prioritizes customer satisfaction by offering responsive customer support, flexible return policies, and secure payment options. The platform employs robust data security measures to protect customers' personal and financial information, building trust and confidence in the online shopping experience.

As a startup, Freshkart is continuously innovating and expanding its services. This may include partnerships with local businesses, the introduction of new product categories, or the incorporation of emerging technologies to enhance the shopping experience. Freshkart's goal is to become the go-to online grocery platform for customers seeking convenience, quality, and freshness in their everyday shopping needs.

With a dedicated team of tech enthusiasts, supply chain experts, and customer-centric professionals, Freshkart is committed to reshaping the grocery industry and providing a

seamless and delightful shopping experience for customers, ultimately making fresh and high-quality groceries accessible to all.

18. NGO :

AIESEC is a global non-profit organization that aims to develop young leaders and foster cross-cultural understanding and cooperation. Founded in 1948, AIESEC has grown to become the world's largest student-run organization, operating in over 125 countries and territories.

At its core, AIESEC focuses on providing young people with opportunities for personal and professional development. The organization offers various leadership development programs, volunteer experiences, and international internships that enable young individuals to acquire valuable skills, cultural understanding, and a global mindset.

AIESEC operates through a network of local chapters, each led by a team of dedicated student volunteers. These volunteers work collaboratively to create and deliver impactful programs and experiences for young people in their communities. AIESEC's activities revolve around its core values, which include demonstrating integrity, living diversity, striving for excellence, and acting sustainably.

One of AIESEC's key initiatives is its Global Volunteer Program, which offers young people the chance to engage in meaningful volunteer projects abroad. Through this program, participants contribute their skills and energy to address pressing social issues such as education, environmental sustainability, and community development.

Additionally, AIESEC provides opportunities for young professionals through its Global Talent Program. This program connects talented individuals with international internships, allowing them to gain practical work experience in diverse fields such as business, marketing, technology, and more. These experiences help participants develop essential skills and broaden their horizons while making a positive impact in their host organizations.

AIESEC's impact extends beyond the personal development of individuals. The organization also actively promotes cross-cultural understanding and collaboration by fostering dialogue and cultural exchange among its members and partners worldwide. By connecting young people from different backgrounds and facilitating international experiences, AIESEC contributes to building a more inclusive and interconnected world.

In summary, AIESEC is a global organization that empowers young leaders and facilitates international experiences. Through its diverse range of programs, AIESEC aims to create positive change by developing the leadership potential of young individuals and fostering understanding and cooperation among different cultures.

3) Interview questions :

The participants are companies and startups that have encountered an HRIS tool or willing to implement one. They will answer these proposed questions for me to be able to answer my reasearch questions and confirm my theory.

k) Questions to be asked for a company :

Here are some potential interview questions to ask companies that have implemented an HRIS system:

This interview consists mainly of answering questions related to HRIS, its implementation within the company, consequences and impact on human contact within a startup :

1. Can you please give a description of the company, and the number of employees ?
2. What motivated your company to implement an HRIS system, and what benefits have you seen as a result?
3. How did you select the HRIS system you implemented, and what factors did you consider during the selection process?
4. What was the implementation process like, and were there any unexpected challenges or roadblocks?
5. How has the HRIS system impacted your HR staff's workload and responsibilities?
6. How has the HRIS system impacted communication and collaboration between HR staff, managers, and employees?
7. How does the implementation of the HRIS impact human contact? Do you think an HRIS can fully replace human contact?
8. How has the HRIS system impacted the employee experience, and what feedback have you received from employees?
9. How has the HRIS system impacted HR data management and reporting, and what kind of insights have you been able to gain from the system?
10. How has the HRIS system impacted the organization's overall efficiency and productivity? Was it worth implementing?
11. What advice would you give to other companies considering implementing an HRIS system?

1) Questions to be asked for startups :

This interview consists mainly of answering questions related to HRIS, its implementation within the company, consequences and impact on human contact within a startup :

ADP Workforce Now is an HRIS tool that can be implemented in a startup, and its price varies with the number of employees, so it can be somehow affordable for a startup with 6/8 employees. If considering implementing it, can you answer these questions ?

Questions to be asked :

1. What prompted you to consider implementing an HRIS tool in your organization?
2. What are the main pain points you are currently experiencing in your HR processes that you hope to address with an HRIS?
3. How do you currently manage employee data, such as contact information, employment history, and performance evaluations?
4. What features are you looking for in an HRIS tool?
5. How do you envision the HRIS tool improving your overall HR operations and employee experience?
6. How will you ensure that the implementation of the HRIS tool will be successful and meet your goals?
7. How do you plan to measure the success of the HRIS implementation?
8. Do you think the implementation of an HRIS tool will impact the human contact in the workplace ?
9. Once implemented, an HRIS tool can fully replace human contact in HR processes ?

IV. Results and discussions :

1) Findings :

19. For companies :

The companies answered the proposed questions and had some insights when it come to :

Motivation to implement an HRIS :

The implementation of an HRIS is a strategic move undertaken by companies to modernize and streamline their HR processes. It involves replacing outdated manual and paper-based systems with a digital platform that offers numerous benefits.

Firstly, the transition to an HRIS system is driven by the recognition that manual processes are inefficient and time-consuming. Tasks that used to require extensive manual effort, such as data entry, record keeping, and generating reports, can now be automated through the HRIS. This automation saves time and allows HR professionals to focus on more strategic initiatives.

One of the primary goals of implementing an HRIS system is to improve efficiency across HR operations. By automating routine administrative tasks, companies can reduce errors, minimize redundant work, and speed up processes. This leads to increased productivity and frees up HR personnel to engage in more value-added activities, such as talent management, employee development, and strategic planning.

In addition to improving efficiency, an HRIS system also enhances data accuracy and management. Manual systems are prone to errors, and retrieving and analyzing data can be time-consuming. With an HRIS, companies can ensure data integrity, maintain centralized and organized employee records, and generate real-time reports and analytics. This enables informed decision-making, aids compliance with regulations, and facilitates strategic workforce planning.

Furthermore, an HRIS system can transform the employee experience. By providing self-service functionalities, employees gain greater control and access to HR-related information and services. They can update personal information, access pay stubs, request time off, and enroll in benefits independently. This self-service capability reduces dependency on HR personnel, increases transparency, and empowers employees to manage their HR needs conveniently.

Overall, the implementation of an HRIS system aims to optimize HR operations, improve data accuracy, and enhance the employee experience. By automating tasks, improving efficiency, and empowering employees through self-service functionalities, organizations can transform their HR processes into streamlined, efficient, and employee-centric systems.

HRIS system selection :

The selection of an HRIS involves a thorough evaluation process to ensure that the chosen system aligns with the organization's specific needs and requirements. This process involves considering various factors and seeking input from key stakeholders.

One important aspect is assessing the system features. This includes evaluating the functionalities offered by different HRIS systems and determining if they meet the organization's requirements. It involves examining aspects such as employee data management, payroll processing, time and attendance tracking, performance management, and recruitment capabilities.

Scalability is another critical consideration. The organization needs to ensure that the HRIS system can accommodate its current workforce size and future growth. It should be able to handle increasing data volumes and the addition of new functionalities or modules as the organization expands.

Ease of use is an essential factor to evaluate. The HRIS system should have a user-friendly interface that can be easily adopted by HR staff and employees. Intuitive navigation, clear instructions, and straightforward processes contribute to the system's usability and reduce the learning curve for users.

Integration capabilities are also crucial. The HRIS system should be able to seamlessly integrate with existing software and systems used by the organization, such as payroll systems, applicant tracking systems, or performance management tools. This ensures smooth data flow and avoids duplicate data entry.

Vendor reputation is another consideration. It is important to research and evaluate the reputation and credibility of the HRIS system vendors. This can involve assessing factors such as the vendor's track record, customer reviews and testimonials, and the vendor's financial stability and longevity in the market.

Cost is an important factor to assess as well. Organizations need to consider the upfront costs of acquiring and implementing the HRIS system, as well as any ongoing maintenance or subscription fees. It is important to evaluate the value provided by the system in relation to its cost and the organization's budget.

To ensure a comprehensive evaluation, input from key stakeholders is sought. This can include HR staff, IT professionals, managers, and other relevant parties who will be using or affected by the HRIS system. Their insights and requirements help in assessing if the system meets their specific needs and if it aligns with the organization's goals and objectives.

Additionally, involving the IT department is crucial to assess the technical aspects of the HRIS system. They can evaluate factors such as system compatibility, data security measures, technical support provided by the vendor, and the system's ability to integrate with existing IT infrastructure.

By conducting thorough research, analyzing various vendors, and considering factors such as system functionality, ease of use, scalability, integration capabilities, data security, vendor reputation, and customer support, organizations can make an informed decision when selecting an HRIS system. The goal is to choose a system that best fits the organization's requirements and maximizes the potential benefits of automating and streamlining HR processes.

HRIS Implementation process :

The implementation of an HRIS involves a series of stages and collaborative efforts to ensure a successful transition to the new system.

In the first scenario mentioned, the organization was fortunate to leverage the knowledge and experience gained from implementing WorkDay in other countries within the group. This allowed them to benefit from lessons learned and best practices. However, the implementation process still posed its own unique challenges. One of the challenges mentioned was correctly inputting the data into the system. Each country has its own specificities and requirements, and sometimes certain data points were not available or applicable, such as in the case of Belgium. This highlights the need for flexibility and adaptation during the implementation process to accommodate country-specific variations.

In the second scenario, the implementation process of the HRIS system involved a coordinated effort among HR, IT, and the vendor. This collaboration was crucial to ensure that all aspects of the implementation were addressed effectively. The process included stages such as data migration, system configuration, testing, and training. While the overall implementation went smoothly, a few unexpected challenges were encountered. These challenges included data inconsistencies and customization requirements, which needed to be addressed to ensure accurate and tailored functionality. However, with proper planning, collaboration, and effective communication, the organization was able to overcome these challenges successfully.

Similarly, in the third scenario, the implementation process of the HRIS system went through several stages, including system configuration, data migration, testing, and training. While the overall process went smoothly, there were challenges related to data cleansing and mapping. Data cleansing involves ensuring data accuracy and integrity by identifying and correcting any errors or inconsistencies in the data. Mapping refers to aligning the data from the old system to the new system's structure. These challenges required careful planning, collaboration with the implementation team, and effective communication to overcome.

In summary, the implementation of an HRIS system is a complex and collaborative process. It involves various stages, such as data migration, system configuration, testing, and training. While challenges may arise, such as data inconsistencies, customization requirements, data cleansing, and mapping, these can be addressed through proper planning, collaboration, and effective communication. Leveraging previous implementation experiences can provide valuable insights, but adjustments must be made to account for country-specific requirements and data variations. Ultimately, a well-coordinated implementation effort ensures a smooth transition to the new HRIS system and its successful integration into the organization's HR processes.

HRIS Impact on employees workload :

The implementation of an HRIS has brought about significant changes and improvements in HR operations and staff responsibilities.

In the first scenario mentioned, having an IT specialist within the HR department proved to be advantageous during the implementation process. This individual was able to take on the challenge of implementing the system alongside their HR responsibilities. The support of specialists from other countries was also instrumental in ensuring a smooth implementation. Their expertise and guidance helped overcome any hurdles and ensured that the implementation process was successful. This collaborative effort minimized the time and effort required, allowing the implementation to be completed in a relatively shorter timeframe.

In the second scenario, the impact of the HRIS system on the workload and responsibilities of the HR staff is highlighted. With the automation and self-service features offered by the system, routine administrative tasks such as leave management, time tracking, and benefits enrollment have been streamlined. These tasks no longer require extensive manual effort, freeing up valuable time for HR staff. As a result, they can shift their focus towards strategic initiatives, such as employee engagement, talent development, and fostering a positive work culture. The HRIS system has enabled the HR team to allocate their resources more efficiently, maximizing their impact on critical areas of HR management.

Similarly, in the third scenario, the HRIS system has had a significant impact on the workload and responsibilities of the HR staff. The automation of routine administrative tasks, such as employee data management, time tracking, and leave management, has reduced the manual workload for HR personnel. This has allowed them to reallocate their time and efforts towards strategic initiatives that contribute to the overall success of the organization. By focusing on talent acquisition, employee development, and fostering a positive work culture, the HR team can drive organizational growth and create an environment that attracts and retains top talent.

Overall, the implementation of an HRIS system has optimized HR workflows and transformed the responsibilities of HR staff. By automating routine tasks and enabling self-service functionalities, the system has freed up HR professionals' time to concentrate on strategic initiatives that have a direct impact on employee satisfaction, talent development, and overall organizational success. The collaborative efforts, expertise, and support from IT specialists and professionals from other countries have played a crucial role in ensuring a successful implementation process and maximizing the benefits of the HRIS system.

HRIS impact on communication and collaboration :

The implementation of an HRIS has had a significant impact on communication within the organization, leading to improved efficiency and transparency.

In the first scenario, the automation of certain HR processes through the HRIS system has made communication more specific. HR staff no longer need to manually send reminders or emails to individuals, as the system takes care of notifications and updates automatically. This automation ensures that important information reaches the right people at the right time without relying on human memory or manual efforts.

In the second scenario, the HRIS system has greatly enhanced communication and collaboration among HR staff, managers, and employees. The system acts as a centralized platform where information, updates, and notifications can be shared. This eliminates the need for scattered communication channels and ensures that everyone has access to the same information. Managers and employees can also use the system to access and update their HR-related data, reducing dependency on HR staff for routine tasks. This self-service functionality enables timely and transparent communication, as individuals can access the information they need whenever they need it.

Similarly, in the third scenario, the HRIS system has brought about improvements in communication and collaboration within the organization. The system serves as a centralized platform where important information such as company policies and guidelines can be shared. This ensures consistent messaging and avoids any confusion that may arise from relying on scattered communication channels. Additionally, the self-service capabilities offered by the HRIS system empower employees to access and update their own HR information, reducing the need for HR staff intervention. This streamlines communication and coordination between HR and other departments, enhancing overall organizational efficiency.

Overall, the implementation of an HRIS system has revolutionized communication within the organization. By automating certain HR processes, the system enables more specific and targeted communication. The centralized platform provided by the HRIS system facilitates the sharing of information, updates, and notifications, ensuring that everyone has access to the same information. Moreover, the self-service capabilities empower individuals to access and update their HR-related data, reducing dependency on HR staff for routine tasks and

facilitating efficient and transparent communication. These advancements in communication contribute to improved collaboration, efficiency, and transparency within the organization.

HRIS impact on human contact :

The implementation of an HRIS brings about changes in HR processes, but it does not eliminate the need for human contact or interaction in HR practices. Instead, it aims to enhance efficiency and streamline administrative tasks, allowing HR professionals to focus on more strategic and value-added activities.

In the first scenario mentioned, the new HRIS system enables HR personnel to allocate more time and attention to tasks that have a direct impact on employees and the organization. By automating routine administrative work, such as document distribution, employees can now access the necessary documents themselves without needing to rely on HR staff. This reduces the administrative burden on HR and allows them to dedicate their time to more meaningful activities, such as actively listening to employees, addressing their concerns, and executing tasks assigned by management. The system facilitates a shift in HR's role from administrative tasks to more interpersonal and strategic aspects of their work.

In the second scenario, it is highlighted that while the implementation of an HRIS system may reduce the need for certain routine human interactions, it does not completely replace human contact in HR. The system is designed to enhance efficiency and accessibility by automating processes and providing self-service functionalities for employees. However, it recognizes that maintaining personal connections, addressing complex issues, and providing guidance require human interaction. The HRIS system serves as a tool that complements and supports human contact, allowing HR professionals to handle routine tasks more efficiently and freeing up their time to focus on interactions that require their expertise, empathy, and interpersonal skills.

Similarly, in the third scenario, it is emphasized that while the HRIS system streamlines processes and reduces manual intervention, it does not fully replace the importance of human contact in HR practices. The system enhances efficiency by automating tasks and providing self-service capabilities, but it recognizes that personal interaction remains essential for addressing complex employee issues, providing guidance, and fostering strong working relationships. HR professionals play a crucial role in interpreting and addressing employee needs, providing support and guidance in a human-centered way that goes beyond the capabilities of an automated system. The HRIS system serves as a supportive tool that allows HR professionals to manage administrative tasks more efficiently, freeing up their time to engage in meaningful interactions with employees.

Overall, the implementation of an HRIS system aims to optimize HR processes and efficiency by automating routine tasks. However, it recognizes that human contact, empathy, and interpersonal skills are fundamental in HR practices. The system acts as a complement to

human interaction, enabling HR professionals to focus on activities that require their expertise and emotional intelligence. By leveraging the capabilities of the HRIS system, HR professionals can strike a balance between efficiency and human connection, ultimately enhancing the overall HR experience for employees and the organization.

HRIS impact on employee experience :

The implementation of an HRIS has had a significant positive impact on the employee experience in various organizations.

In the first scenario mentioned, there may have been initial concerns about losing personal contact or interaction with HR. However, it was realized that the HRIS system actually expedited data requests and improved overall efficiency. Employees found that they could access the information they needed more quickly, and HR personnel were able to focus their efforts on providing support and assistance to employees. This shift allowed HR to devote more time to addressing employee needs and concerns, ultimately enhancing the employee experience.

In the second scenario at TechSol, the HRIS system has greatly improved the convenience and accessibility of HR services for employees. They appreciate being able to access their personal information, submit requests, and access HR services online. The system's efficiency has led to reduced response times from HR, enabling faster resolution of employee queries and concerns. This increased efficiency and transparency have contributed to a more positive employee experience, resulting in higher satisfaction levels.

Similarly, in the third scenario at company B, the HRIS system has positively impacted the employee experience through its self-service capabilities. Employees can now access important information, such as pay and benefits details, update their personal information, and request time off through the system. The user-friendly interface and availability of relevant information have made it easier for employees to manage their HR-related tasks, leading to increased satisfaction and engagement. The system has empowered employees to take more control over their HR needs, resulting in a more positive overall experience.

Overall, the implementation of an HRIS system has improved the employee experience in several ways. It has increased efficiency, reduced response times, and provided convenient self-service functionalities for employees. By automating certain HR processes and improving access to information, employees can more easily manage their HR-related tasks, leading to higher satisfaction and engagement levels. The system also allows HR personnel to focus on providing personalized support and assistance to employees, further enhancing the overall employee experience.

HRIS system impact on HR data management and reporting:

The implementation of an HRIS has brought significant improvements to HR data management and reporting practices in various organizations.

In the first scenario, the HRIS system has resulted in more accurate employee data. The automation provided by the system has eliminated the need for manual data entry and reduced the chances of errors or inconsistencies. Additionally, the system's ability to generate reports automatically saves valuable time for HR professionals. However, it is important for the HR team to invest time in understanding the data and analyzing the reports to effectively communicate insights to management. This ensures that the generated reports are not only accurate but also meaningful for decision-making purposes.

In the second scenario, the HRIS system has revolutionized HR data management and reporting by centralizing employee data in one place. This consolidation of data enables HR professionals to access comprehensive and up-to-date information about employees, including their performance, skills, and demographics. The system's automated reporting processes allow for the generation of real-time analytics, providing valuable insights into employee trends and engagement levels. These insights support data-driven decision-making, helping HR professionals identify areas for improvement and develop effective strategies to enhance employee satisfaction and productivity.

Similarly, in the third scenario, the HRIS system has significantly improved HR data management and reporting capabilities. The availability of real-time access to accurate and consolidated employee data empowers HR professionals to generate comprehensive reports and analytics effortlessly. The system's features enable data-driven decision-making across various HR functions, such as talent management, workforce planning, and performance evaluation. With reliable data and insights, HR professionals can make informed decisions and develop strategies that align with organizational goals.

Overall, the implementation of an HRIS system has transformed HR data management and reporting practices. The automation and centralization of employee data have improved data accuracy and streamlined reporting processes. Real-time analytics provide valuable insights for decision-making, allowing HR professionals to develop effective strategies and enhance overall HR performance. By leveraging the capabilities of an HRIS system, organizations can optimize their HR operations and drive positive outcomes for both employees and the organization as a whole.

HRIS system impact on the organization's overall efficiency and productivity:

The implementation of an HRIS has had a transformative impact on various organizations, leading to improved HR services, increased efficiency, and enhanced productivity.

In the first scenario, it is mentioned that HR has increased the quality of their services without specifying the exact impact. This implies that the HRIS system has played a role in enhancing

HR service delivery. It could mean that the system has streamlined processes, improved data accuracy, or enabled better communication and collaboration between HR and employees. These improvements contribute to overall service quality and help HR professionals better meet the needs of employees.

In the second scenario, the HRIS system has significantly improved organizational efficiency and productivity. By automating routine HR tasks, such as employee data management, benefits enrollment, and leave tracking, the system reduces the reliance on manual processes and paperwork. This not only saves time but also minimizes the chances of errors or data inconsistencies. The system's ability to generate real-time reports and analytics provides HR professionals with valuable insights into employee trends, performance, and compliance, enabling informed decision-making. The resulting time savings, increased productivity, and improved compliance contribute to the organization's overall efficiency.

Similarly, in the third scenario, the HRIS system has had a significant impact on efficiency and productivity. By automating time-consuming administrative tasks, HR professionals can redirect their efforts towards more strategic initiatives, such as talent management, employee development, and strategic workforce planning. The elimination of manual errors and the streamlining of processes lead to improved productivity and streamlined workflows. Employees also benefit from self-service functionalities offered by the HRIS system, allowing them to access their personal information, update records, and submit requests independently. This self-service capability reduces the reliance on HR staff for routine tasks, freeing up their time for more strategic and value-added activities.

Overall, the implementation of an HRIS system has brought about positive changes in HR services, efficiency, and productivity. By automating processes, reducing manual efforts, and enhancing data accuracy, organizations can optimize their HR operations and allocate resources more effectively. The resulting improvements in service delivery, efficiency, and productivity contribute to the overall success and competitiveness of the organization.

20. For startups :

Motivation to implement an HRIS :

The implementation of an HRIS tool has become increasingly important for organizations in addressing a range of HR challenges.

In the first scenario, the use of an HRIS tool demonstrates a commitment to employee satisfaction. In today's competitive job market, attracting and retaining new recruits can be challenging. By showcasing the implementation of an HRIS tool, organizations signal that they prioritize employee satisfaction and provide a modern and efficient work environment.

Additionally, the tool can help address the need to retain high-potential employees by finding effective ways to satisfy their needs and expectations.

Furthermore, implementing an HRIS tool can alleviate the burden on managers who do not have dedicated HR personnel. By automating HR processes, such as managing employee data, leave requests, and performance evaluations, the tool reduces the daily HR-related inquiries that managers have to handle. This frees up their time and allows them to focus more on their core responsibilities, leading to increased productivity and better utilization of managerial expertise.

In the second scenario, the main driver behind considering the implementation of an HRIS tool like ADP Workforce Now is to streamline and optimize HR processes. As organizations grow and expand, managing employee data and administrative tasks manually becomes increasingly challenging and time-consuming. By adopting an HRIS tool, organizations can centralize their HR operations, ensuring efficient handling of employee data, automating repetitive administrative tasks, and improving overall HR efficiency. This streamlining of processes enhances accuracy, reduces errors, and saves valuable time for HR professionals, enabling them to focus on more strategic initiatives and value-added activities.

Overall, the implementation of an HRIS tool addresses common HR challenges by emphasizing employee satisfaction, streamlining processes, and optimizing HR operations. It provides organizations with a modern and efficient approach to managing HR tasks, allowing them to attract and retain top talent, improve productivity, and enhance overall organizational success. By leveraging the capabilities of an HRIS system, organizations can position themselves as forward-thinking and employee-centric, while also maximizing the efficiency and effectiveness of their HR functions.

Identifying Pain Points in HR Processes: Seeking HRIS Solutions

An HRIS tool plays a crucial role in automating and streamlining various HR processes within an organization. These processes can include employee onboarding, time and attendance tracking, leave management, performance reviews, and more. By implementing an HRIS tool, organizations can significantly reduce the administrative burden on managers, enabling them to allocate more time and effort towards strategic tasks and decision-making.

One notable feature of many HRIS tools is the inclusion of self-service portals for employees. These portals empower employees to access and update their personal information, view their pay stubs, submit leave requests, and perform other HR-related tasks independently. By providing employees with this level of autonomy, HR professionals can save valuable time that would otherwise be spent on routine administrative activities. Instead, they can redirect their focus towards critical managerial responsibilities, such as talent development, employee engagement, and strategic planning.

Moreover, organizations often face challenges in managing employee data effectively, particularly as their workforce grows in size. Manual methods of tracking employee contact information, employment history, and performance evaluations can be prone to errors and inconsistencies. This is where an HRIS tool becomes invaluable, as it provides a centralized and organized system for managing employee data. By leveraging an HRIS tool's capabilities, organizations can ensure data accuracy, reduce the likelihood of errors or discrepancies, and streamline data management processes.

In summary, implementing an HRIS tool brings numerous benefits to organizations. It enables the automation and streamlining of HR processes, freeing up managers' time for strategic initiatives. The self-service capabilities provided by HRIS tools empower employees, leading to increased efficiency and a sense of ownership over HR-related tasks. Additionally, HRIS tools improve data management, enhancing accuracy and reducing the chances of data-related issues. By leveraging the power of an HRIS tool, organizations can optimize their HR operations, drive productivity, and ultimately contribute to the overall success of the organization.

Managing Employee Data/Current Approaches and Practices :

The current approach to managing employee data involves the use of basic payroll software or spreadsheets, supplemented with physical files. While these methods have been traditionally employed, they present several challenges. Firstly, they can be time-consuming, requiring manual data entry and updates. Secondly, relying on manual methods increases the risk of errors, such as data duplication or inconsistencies. Lastly, accessing employee information in real-time can be cumbersome and inefficient, especially when physical files are involved.

To address these limitations, organizations are considering the implementation of an HRIS tool. An HRIS system offers a centralized digital platform that securely stores and manages employee data. By migrating employee information from disparate sources into a unified system, HR professionals can benefit from streamlined data management processes.

With an HRIS tool, organizations can experience several advantages. First and foremost, the system provides a more efficient and automated approach to managing employee data. It reduces the need for manual data entry and updates, allowing HR professionals to save time and allocate their efforts to more strategic HR initiatives.

Moreover, an HRIS tool helps mitigate the risk of errors in data management. By providing standardized templates and validation checks, the system ensures data accuracy and consistency. This reduces the likelihood of data discrepancies or duplications, enhancing the overall integrity of employee information.

Another significant advantage of an HRIS tool is the real-time accessibility it offers. HR professionals can access employee data at any time and from anywhere, without the limitations of physical files or disparate systems. This enables them to respond promptly to inquiries, make informed decisions, and provide up-to-date information to stakeholders.

In summary, the current approach to managing employee data through basic software and spreadsheets, supplemented by physical files, has its drawbacks in terms of time consumption, potential errors, and limited accessibility. Implementing an HRIS tool offers organizations a centralized and secure digital solution for managing employee data, streamlining processes, improving data accuracy, and enabling real-time accessibility. By leveraging the benefits of an HRIS system, organizations can enhance their HR operations and better serve their employees.

HRIS tool features :

Organizations recognize the need to streamline and optimize their HR processes, which include various aspects such as time and attendance tracking, performance management, succession planning, self-service functionalities, and extended employee data management. These processes are traditionally managed through manual methods or separate systems, leading to inefficiencies, data inconsistencies, and a lack of real-time accessibility.

To address these challenges, organizations are looking for an HRIS tool that can centralize and automate these HR processes. Employee data management is a key requirement, where organizations seek a robust system that can securely store and manage employee information, including contact details, employment history, and performance evaluations. This centralized approach ensures data accuracy, reduces the chances of errors, and provides easy access to up-to-date information.

Time and attendance tracking is another critical aspect that organizations want to address through an HRIS tool. Automating this process can eliminate manual record-keeping, simplify time tracking for employees, and provide accurate data for payroll calculations.

Benefits administration, including enrollment, tracking, and reporting, is also a priority for organizations. An HRIS tool with comprehensive benefits management capabilities can streamline the entire benefits process, reduce administrative burden, and provide employees with self-service options for managing their benefits.

Performance management is another area where organizations seek improvement. An HRIS tool with performance management features allows for setting goals, tracking progress, conducting performance reviews, and providing feedback. This streamlines the performance evaluation process, enhances communication between managers and employees, and promotes a culture of continuous development.

Reporting capabilities are highly valued by organizations to gain insights into HR metrics, trends, and analytics. An HRIS tool that offers customizable reporting options enables organizations to generate relevant reports for data-driven decision-making, compliance requirements, and strategic planning.

User-friendliness and customization options are important considerations for organizations. They want an HRIS tool that is intuitive and easy to use for both HR professionals and employees. Customization features allow organizations to adapt the system to their specific needs, workflows, and policies.

Integration capabilities are also a key factor for organizations looking to implement an HRIS tool. Integration with other systems such as payroll, benefits providers, and time and attendance systems ensures data consistency and eliminates the need for manual data entry.

By finding an HRIS tool that encompasses these functionalities and features, organizations aim to improve their HR processes, enhance efficiency, and provide a better employee experience. The ultimate goal is to streamline administrative tasks, reduce manual work, improve data accuracy, and enable HR professionals to focus on strategic initiatives that drive organizational success.

Enhancing HR Operations and Employee Experience with an HRIS Tool :

The decision to invest in an HRIS tool reflects our anticipation of significant improvements in our HR operations and the overall employee experience. By implementing automated processes and streamlining workflows, they aim to optimize their time management by reducing the burden of administrative tasks and minimizing the occurrence of errors. Additionally, providing employees with self-service capabilities to access and update their own information will enhance their convenience and empowerment. This, in turn, will enable the HR team to prioritize strategic initiatives, such as employee development and creating a positive work environment, further contributing to overall organizational success.

Ensuring Successful Implementation and Goal Achievement of the HRIS Tool :

To ensure the successful implementation of the HRIS tool, a comprehensive and strategic approach will be adopted. This approach involves several key steps. Firstly, employees and managers will be actively involved in the implementation process, allowing their valuable input and insights to be considered. Additionally, a dedicated manager will oversee the implementation, ensuring effective supervision and coordination.

Thorough planning and preparation will be undertaken to identify specific requirements and objectives for the HRIS tool. This will involve engaging stakeholders from both the HR and IT departments, facilitating collaboration and alignment of goals. The selection of a suitable

implementation partner will be crucial, as their expertise and support will contribute to a smooth transition.

Employee training sessions will be conducted to ensure a smooth adoption of the new system. By providing comprehensive training, employees will become familiar with the functionalities and benefits of the HRIS tool, empowering them to utilize it effectively. Regular communication and feedback sessions will also be held throughout the implementation process, enabling employees to provide input, address concerns, and offer suggestions for improvement.

By adopting this inclusive and strategic approach, the organization aims to ensure a successful implementation of the HRIS tool. This approach not only promotes a sense of ownership and engagement among employees and managers but also facilitates a smooth transition and maximizes the potential benefits of the new system.

Measuring the Success of HRIS Implementation: What's Your Strategy?

To measure the success of the HRIS implementation, conducting a survey is one of the strategies that can be employed. The survey can gather valuable feedback from employees, managers, and other stakeholders involved in the implementation process. It can focus on various aspects such as the effectiveness of the HRIS tool in improving data accuracy and accessibility. This feedback can help assess if the system has streamlined HR processes and reduced manual errors and redundancies.

Furthermore, the survey can gauge employee satisfaction and engagement levels after the implementation. By understanding how employees perceive the HRIS tool and its impact on their daily work, it becomes possible to measure the effectiveness of the implementation in enhancing their overall experience.

Additionally, the success of the HRIS implementation can be evaluated through tangible outcomes. This includes measuring the efficiency gains achieved, such as reduced time spent on administrative tasks, improved data management, and optimized HR workflows. It's also important to consider any cost savings in terms of time and resources, which can be quantified and compared to pre-implementation benchmarks.

By collecting feedback, analyzing data, and comparing results against predefined goals and expectations, organizations can obtain a comprehensive understanding of the HRIS implementation's success. This information can guide further improvements and adjustments to ensure the system continues to meet the organization's goals and objectives.

HRIS impact on human contact :

In a small company where internal relationships are highly valued, the decision to invest in an HRIS tool does not mean a complete shift away from human contact. While the implementation of an HRIS tool can bring about automation and self-service features that streamline administrative tasks, it is essential to remain mindful of the importance of human interaction in HR processes.

The recognition of the need for caution indicates an understanding that technology should not replace the personal connections and rapport that are built through direct communication. This means that despite the implementation of an HRIS tool, efforts will continue to be made to prioritize and nurture strong internal relationships within the organization.

The HRIS tool, in this context, serves as a supportive tool rather than a complete substitute for human contact. By automating certain administrative tasks, it allows HR professionals to dedicate more time to strategic initiatives and fostering positive relationships with employees. It empowers employees to access information independently, reducing dependency on HR for routine inquiries and enabling HR professionals to focus on providing more personalized support.

Ultimately, the aim is to strike a balance between leveraging the benefits of technology and maintaining meaningful human contact. By utilizing the HRIS tool as a complement to human interaction, the organization can enhance efficiency, streamline processes, and create an environment where both technology and personal connections thrive.

HRIS Tool Completely Replace Human Contact in HR Processes :

Certainly! While HRIS tools provide numerous benefits in terms of automating administrative tasks and providing data insights, they have limitations when it comes to fully replacing human contact in HR processes. Human contact plays a vital role in understanding the unique needs and emotions of employees. It allows HR professionals to build rapport, establish trust, and provide personalized support.

Although HRIS tools can provide access to employee data and automate certain processes, they cannot fully comprehend the nuances of individual situations or provide the same level of empathy and understanding as a human interaction. Employees may have complex issues or concerns that require a human touch to address effectively. Human contact allows for active listening, asking follow-up questions, and offering tailored solutions based on individual circumstances.

Additionally, human contact is crucial for fostering a positive workplace culture. It allows HR professionals to promote open communication, resolve conflicts, and create a sense of belonging among employees. Building relationships and trust through direct interaction contributes to employee engagement and satisfaction.

While HRIS tools can improve efficiency and streamline processes, they should be used as a tool to enhance human interactions rather than replace them. The role of HR professionals extends beyond data management and administrative tasks. Human contact allows them to exercise emotional intelligence, provide guidance, and support employees in their professional growth.

In summary, while HRIS tools are valuable in automating certain aspects of HR processes, human contact remains indispensable. It enables HR professionals to understand the unique needs of employees, address complex issues, foster positive relationships, and create a supportive work environment.

21. For the NGO : Aiesec

Based on my experience with Aiesec, where I was working with a local committee with approximately a 100 member, in my hometown, Aiesec Nabel, I was the Talent Management manager, in other words the HR manager, I had experienced a lot when it comes to HR. What I can say is that, the management and ensuring a good experience for a 100 members, along with keeping track on the whole local committee as an HR department was challenging.

There were already some existing tools in the HR department to help manage the local committee like PDP which is the Personal Development Plan, but there was a lack of a data driven department.

This was the reality of the department during my mandate in 2020 :

TM Reality

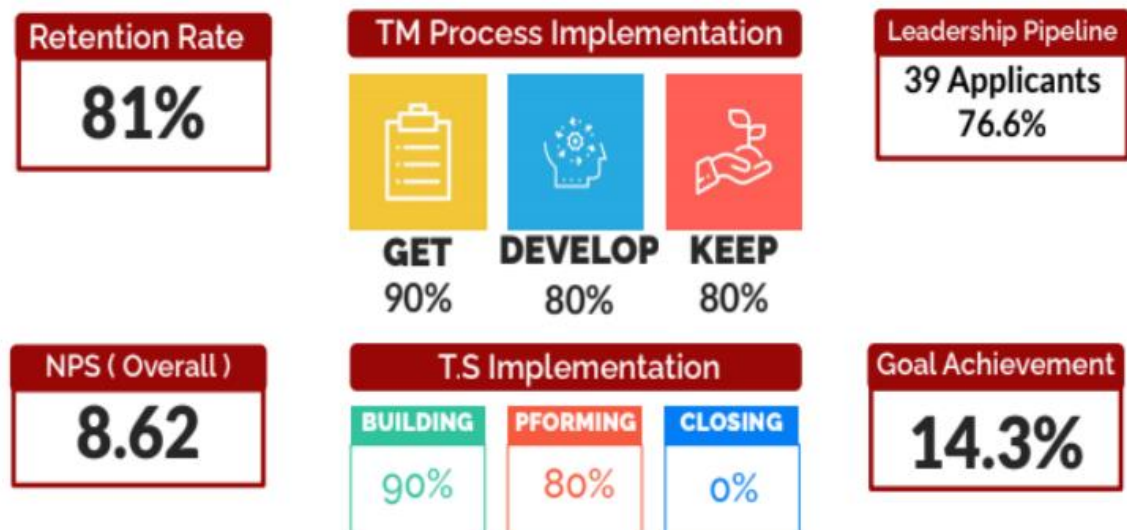


Figure 3 TM Reality

TM Reality

Tiering System

Criteria	Tier 1	Tier 2	Tier 3	Tier 4
Retention rate	90%+	70%-90%	50%-70%	20%-50%
Performance	Outperforming	Performing	Almost performing	Underperforming
Leadership pipeline (nb of applicants per position)	4+	3	1 or 2	0 or 1
Development (achieved settled goals)	90%+	70%-90%	50%-70%	20%-50%
HR planning implementation	Fully implemented	80% implemented	50% implemented	20%-50% implemented
R&R system (Posts)	Monthly	Every 2 months	Quarterly	Randomly
PDP implementation	Fully implemented	80% implemented	50% implemented	20%-50% implemented
Team Standards implementation	Fully implemented	80% implemented	50% implemented	20%-50% implemented
IXP	10+	6-9	3-5	0-2

Figure 4 Tiering System Reality

And these were the goals to achieve by the end of the mandate :

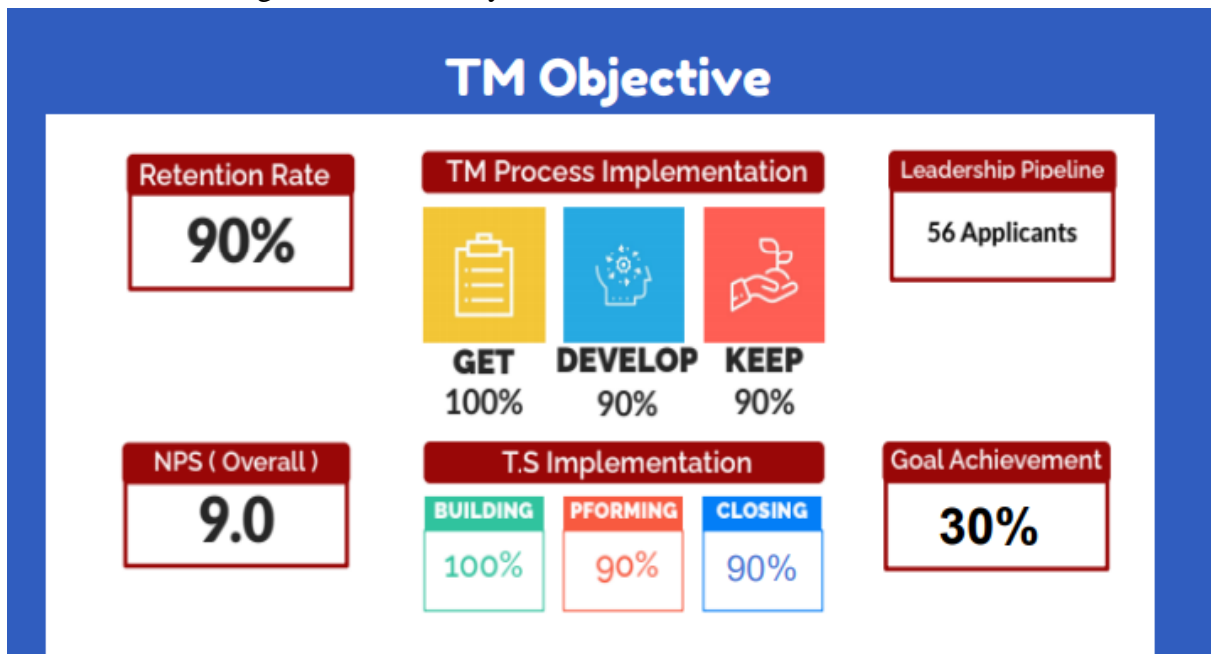


Figure 5 TM Objective

TM Objective

Tiering System

Criteria	Tier 1	Tier 2	Tier 3	Tier 4
Retention rate	90%+	70%-90%	50%-70%	20%-50%
Performance	Outperforming	Performing	Almost performing	Underperforming
Leadership pipeline (nb of applicants per position)	4+	3	1 or 2	0 or 1
Development (achieved settled goals)	90%+	70%-90%	50%-70%	20%-50%
HR planning implementation	Fully implemented	80% implemented	50% implemented	20%-50% implemented
R&R system (Posts)	Monthly	Every 2 months	Quarterly	Randomly
PDP implementation	Fully implemented	80% implemented	50% implemented	20%-50% implemented
Team Standards implementation	Fully implemented	80% implemented	50% implemented	20%-50% implemented
IXP	10+	6-9	3-5	0-2

Figure 6 Tiering System Objective

To achieve the objective of higher retention rate, performance, leadership pipeline, development of settled goals, HR planning implementation, team standards implementation and others, there was a need to a change in the HR process, which is was lacking data, and data driven decisions and goals.

What we worked on during that mandate, is to make the department more automated and data driven then before, what helped me the mos twas being a business analytics student which was always dealing with softwares and tools, and I tried to implement the most equivalent and cost effective tools to ensure all the stated things above. Back then, we could not afford an HRIS system of course as we were an organization of volunteers, non-for-profit goals, yet we managed to implement some tools using PowerBi dashbiarding and Excel to keep track on the members and ensure they're living the experience the way i twas promised and desired since day one when they set for the interview to join the organization.

As a result, which unfortunately I no more have it, since it is confidential to the existing members today, there were a lot of progress when it comes to the desired goals, and we saw that these implemented tools helped a lot in the follow up and ensuring the HR process of the local committee, and it helped the HR manager to put an emphasis more on the members themselves as human, and make more open spaces to share and connect.

2) Analysis and discussions :

A reminder is that the work is based on resreched articles and case studies, and the companies contacted were the illustration of a qualitative approach to confirm my findings in the litterature part.

Based on the results of the interviews, the literature review, and the discussed case studies, it turns out that the HRIS is not totally replacing human contact in HR processes, here are some insights :

The HRIS project at Novartis aimed to standardize HR procedures and collect global employee data for reporting and self-service capabilities. It involved significant changes in the role of HR, transitioning them to strategic partners. The technical aspects included supporting content, transaction processing, reporting and analysis, data integration, and employee access. The success of the project relied on the organization's adoption and usage. The HR management team recognized the challenges and emphasized the need for HR to lead the change and evolve its role. Perspectives from line managers varied, with some recognizing HR as strategic partners and others perceiving them as policy-focused. The team had concerns about organizational readiness and the preparedness of HR professionals. Overall, they acknowledged the need for a major transformation and expressed uncertainty about the extent of their understanding.

Other examples of IBM, WORKSource, and Toshiba who had faced a specific cases where they found a need for an HRIS or a subcategory of it. They have shared the results such as The employees of IBM appreciate the system's convenience, as it enables them to complete tasks quickly, and the manager of WORKSource was able to successfully manage human resource functions.

The interviews made with the different companies and startups were actually a confirmation of my problematic question, is an HRIS tool going to replace human contact ?

Based on the different answers I got and the case studies I based my work on, an HRIS system holds significant importance for companies and startups. It streamlines HR processes by automating tasks like employee onboarding, time tracking, and performance reviews, freeing up HR professionals to focus on strategic initiatives. The system centralizes employee data, ensuring accuracy and easy accessibility. Additionally, HRIS systems offer self-service portals for employees to update their information and access important documents, enhancing their experience. The systems also provide robust reporting and analytics capabilities, enabling data-driven decision-making. While an HRIS system offers many benefits, it does not replace human contact in HR processes. HR professionals play a crucial role in building relationships, addressing complex issues, and understanding employee needs.

While an HRIS system offers numerous benefits, it is important to note that it does not replace human contact in HR processes. Technology can automate administrative tasks and provide data, but it cannot fully replicate the nuanced human interaction required in HR. HR professionals play a vital role in building relationships, addressing complex issues, providing guidance, and understanding employees' unique needs and emotions. Human contact is crucial for employee support, fostering a positive work environment, and making strategic decisions.

An HRIS system should complement human efforts, allowing HR professionals to focus on value-added activities while leveraging technology for efficiency and data management.

In a word, an HRIS empowers HR professionals to spend less time on administrative work and more time engaging with employees. It enables personalized support, strategic HR focus, effective communication, and data-driven decision-making. By leveraging the capabilities of an HRIS, organizations can strengthen human contact in HR processes, foster positive employee relationships, and create a more engaging and supportive work environment.

V. Conclusion and recommendations :

In conclusion, the implementation of an HRIS system in a company has a profound impact on human contact within the organization. This thesis has explored the benefits and implications of adopting an HRIS system and its effects on interpersonal relationships, communication, and collaboration among employees.

The implementation of an HRIS system revolutionizes the way HR processes are managed, reducing manual administrative tasks and allowing employees to focus more on strategic and interpersonal activities. While some may argue that the introduction of technology might lead to a decline in human contact, the findings of this thesis suggest otherwise.

An HRIS does not eliminate human contact in HR processes; instead, it enhances the ability to focus on staff and build stronger relationships. By automating administrative tasks and providing self-service capabilities, HR professionals have more time to engage with employees, offer personalized support, and focus on strategic initiatives. The system facilitates effective communication, collaboration, and data-driven decision-making, enabling HR to provide tailored solutions and foster a positive work environment. Overall, an HRIS empowers HR professionals to prioritize human interactions and create a more engaging and supportive workplace.

Firstly, an HRIS system enhances communication channels within the organization. By providing a centralized platform for sharing information, updates, and announcements, employees have improved access to critical company-wide communications. This transparency and ease of information dissemination foster a sense of unity and engagement among employees, despite potential physical or departmental barriers.

Secondly, the self-service functionalities of an HRIS system empower employees to take control of their HR-related tasks, such as updating personal information, accessing pay stubs, and managing benefits. This self-sufficiency reduces the dependency on HR personnel for routine inquiries, allowing HR professionals to focus on more complex and strategic matters. Consequently, the HR department can dedicate more time and attention to building relationships with employees, offering guidance, and addressing their individual needs.

Furthermore, the implementation of an HRIS system facilitates collaboration and teamwork. By providing a platform for shared documents, project management, and task assignments, employees can collaborate seamlessly regardless of their physical location or departmental boundaries. This digital collaboration enhances communication and fosters a culture of teamwork, breaking down silos within the organization.

While the introduction of an HRIS system does incorporate more technology into the workplace, it does not undermine the importance of human contact. Instead, it optimizes and

enhances the quality of human interactions. By automating routine administrative tasks, employees and HR professionals can allocate more time to engage in meaningful face-to-face conversations, team-building activities, and employee development initiatives.

In conclusion, the implementation of an HRIS system positively impacts human contact within a company. It improves communication, encourages collaboration, and allows HR professionals to focus on building relationships and providing personalized support to employees. By leveraging technology to streamline administrative tasks, the HRIS system creates a more efficient and effective HR function, ultimately fostering a stronger sense of community and engagement among employees.

If a company is hesitant about implementing an HRIS system, several recommendations can help overcome the hesitation. First, conduct a cost-benefit analysis to evaluate the potential return on investment and long-term benefits. Consider starting with a pilot project to test the system on a smaller scale and gather feedback. Assess the current HR pain points that an HRIS system can address and communicate the benefits to stakeholders, addressing their concerns. Plan for proper training and change management to ensure a smooth transition. Seek vendor demonstrations and references to understand the system's capabilities and learn from other organizations' experiences. Finally, consider the scalability and flexibility of the system to meet present and future needs. By following these recommendations, the company can make an informed decision and maximize the potential benefits of implementing an HRIS system.

To sum up, the implementation of an HRIS brings about transformative benefits for HR professionals. It not only automates administrative tasks but also contributes to generating profits for the company. Moreover, the HRIS system allows HR professionals to shift their focus towards the employees themselves, fostering a more employee-centric approach. By leveraging this innovative technology, companies can enhance operational efficiency, drive profitability, and prioritize employee well-being and engagement.

VI. References

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