

Human Resource Information System (HRIS) dan Electronic Human Resource Management (E-HRM) : Systematic Literature Review

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Abstract

This article presents a comprehensive review of the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM). It systematically examines the factors influencing the adoption of HRIS and E-HRM, the determinants of successful implementation, as well as the benefits and impacts associated with their use. The study employs a Systematic Literature Review (SLR) methodology focusing on HRIS and E-HRM. Article selection was conducted using the PRISMA flow diagram, resulting in a total of 30 journal articles. Data were retrieved from the Scopus database. The results indicate that among the selected studies, five articles address the factors influencing HRIS implementation and five articles examine the factors affecting E-HRM implementation. Furthermore, one article discusses the determinants of successful HRIS implementation, while two articles focus on the determinants of successful E-HRM implementation. Additionally, six articles highlight the benefits of HRIS implementation, and nine articles discuss the benefits of E-HRM implementation. In terms of impact, one article examines the impact of HRIS implementation, and one article analyzes the impact of E-HRM implementation.

Keywords: *Human Resource Information System (HRIS); Electronic Human Resource Management (E-HRM); Human Resource Management; Systematic Literature Review; Digital HR; HR Technology Implementation.*

I. INTRODUCTION

The purpose of this article is to explain the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM). In the current global and knowledge-based environment, the integration of E-HRM poses significant challenges for organizations and management. Technological progress, which constitutes a critical element of the communication revolution, has driven the continuous development of information systems. Consequently, administrative activities are gradually but inevitably transformed from conventional administrative practices into fully electronic administration by leveraging advancements in information and communication technology (ICT) to enhance organizational efficiency and improve service delivery to customers and society at large.

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E-HRM refers to the utilization of web-based technologies to deliver human resource management services within organizations, including e-recruitment and e-learning. Moreover, E-HRM represents a relatively recent phenomenon that has evolved rapidly and is now widely adopted across various types of organizations worldwide (Lengnick-Hall & Moritz, 2003; Ruël et al., 2007).

Within an organization, two critical resources require careful management due to their substantial influence on organizational performance and success, namely people and information. One system that integrates these two resources is the Human Resource Information System (HRIS) (Teo et al., 2007). HRIS focuses on strategic applications within organizations, such as recruitment, performance management and compensation, self-service technologies, and human resource planning (Panayotopoulou et al., 2007).

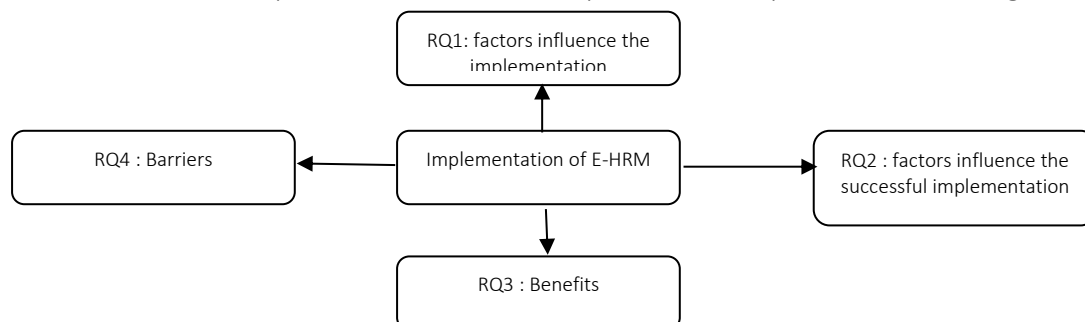
The appropriate use and implementation of such systems can significantly enhance organizational effectiveness and success. Therefore, organizations must understand the factors that influence the implementation of HRIS and E-HRM, as well as the factors that determine the success of their implementation. By identifying these critical factors, organizations can better realize the perceived benefits derived from the adoption of HRIS and E-HRM.

Nevertheless, the implementation of HRIS and E-HRM may also generate various impacts experienced by organizations. It is essential for organizations to manage and control these impacts to prevent potential adverse effects that could hinder organizational performance and overall success

The formulation of the research questions aims to ensure that the systematic review remains focused and well-structured. The research questions addressed in this study are as follows:

1. What factors influence the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?
2. What factors influence the successful implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?
3. What are the benefits of implementing Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?
4. What barriers are associated with the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?

Based on the research questions above, a conceptual mind map is illustrated in Figure 1 below.



Source : Authors' elaboration (2022)

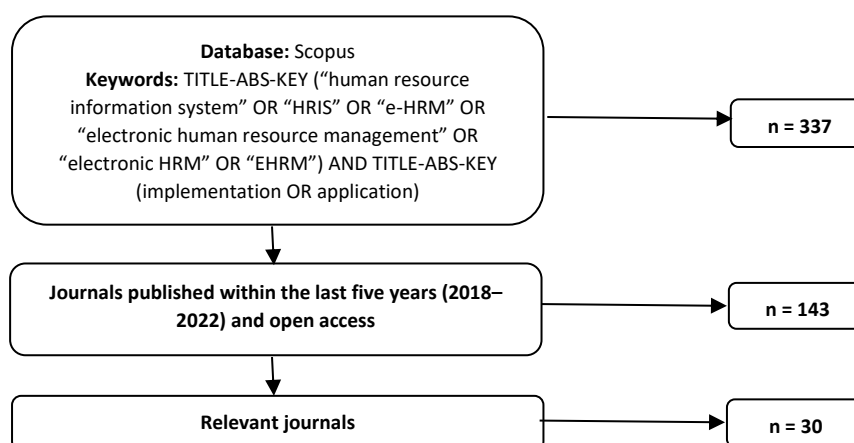
Figure 1. Mind Map

II. METHODS

Review Method

The review method employed in this article is a Systematic Literature Review (SLR). A Systematic Literature Review is a process of identifying, evaluating, and interpreting all available research evidence with the aim of providing answers to specific research questions (Kitchenham et al., 2006). Liberati et al. (2009) recommend the use of the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram in conducting a Systematic Literature Review.

Secondary data sources were obtained from Scopus-indexed journal articles using the following search strategy: TITLE-ABS-KEY ("human resource information system" OR "HRIS" OR "e-HRM" OR "electronic human resource management" OR "electronic HRM" OR "EHRM") AND TITLE-ABS-KEY (implementation OR application). The initial search yielded 337 international journal articles. These articles were then filtered based on the publication period from 2018 to 2022 and accessibility criteria, resulting in 143 articles. Subsequently, relevance screening was conducted, and 30 articles were selected as the final sample for the review. The PRISMA flow diagram illustrating the article selection process is presented in Figure 2 below.



Source : Authors' elaboration (2022)

Figure 2. Prisma Diagram

III. RESULT AND DISCUSSION

Journal Data by Publication Year

The journal publication period was limited to the most recent five years, namely from 2018 to 2022. The following section presents the distribution of journals based on the specified publication years.

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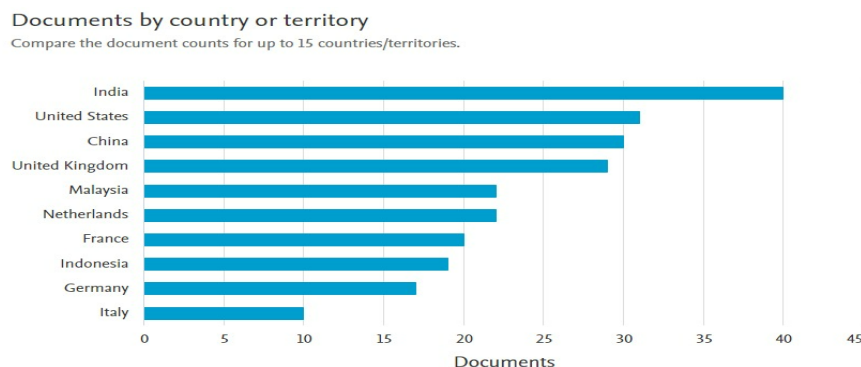
Source : www.scopus.com

Figure 3. Journal Data by Publication Year

Figure 3 shows that, out of the 143 journals included in the population, the majority were published in 2020, totaling 36 articles. This was followed by publications in 2019 and 2021, with 33 articles each. Subsequently, 29 articles were published in 2022, while the lowest number of publications occurred in 2018, with only 12 articles. These findings indicate a growing research trend related to Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM).

Journal Data by Country

Figure 4 below presents journal data by country, based on the top ten countries conducting research related to Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM) during the period 2018–2022.



Source : www.scopus.com

Figure 4. Journal Data by Country

Figure 4 illustrates the ten countries ranked highest in terms of research related to Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM), namely India, Indonesia, Malaysia, the United Kingdom, China, the United States, France, Turkey, Jordan, and Saudi Arabia. The majority of studies were conducted in India, followed by Indonesia, which ranked second. Saudi Arabia contributed the smallest number of publications among the listed countries.

Results of the Journal Search Process

The journal search process initially identified 337 articles. However, only 30 articles met the inclusion criteria, namely being indexed in Scopus, published within the period 2018–2022, and addressing topics relevant to Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM). The following table presents the classification of journals based on the research questions.

No	Research Question	Sources and Years
1	RQ1 What factors influence the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?	(Biswas & Chakraborty, 2018)
		(A Chamaru De Alwis et al., 2019)
		(Hamad et al., 2019)
		(Noutsu Fobang et al., 2019)
		(Arifin & Tajudeen, 2020)
		(Iyer et al., 2020)
		(Srivastava et al., 2020)
		(Al-Harazneh & Sila, 2021)
		(Rathee & Bhuntel, 2021)
		(Amoako et al., 2022)
2	RQ2 What factors influence the successful implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?	(Puspitarini et al., 2018)
		(King, 2021)
		(Waheed et al., 2020)
3	RQ3 What are the benefits of implementing Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?	(Al-Ajlouni et al., 2019)
		(Giri et al., 2019)
		(Heikal et al., 2019)
		(Irum & Yadav, 2019)
		(Tursunbayeva et al., 2019)
		(Al-Dmour, 2020)
		(Chabani, 2020)
		(Davarpnash & Mohamed, 2020)
		(Nurasiah, 2020)
		(NURLINA et al., 2020)
		(Potgieter & Mokomane, 2020)

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		(Alnawafleh, 2022)
		(Adambarage Chamaru De Alwis et al., 2022)
		(Rushit Gnana Roy & Jegan, 2019)
		(Alkhodary, 2021)
4	RQ4 What barriers are associated with the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?	(Rahman et al., 2018)
		(Naveed et al., 2021)

Source: Author's compilation (2022)

Table 1. Classification of Journals Based on Research Questions

Result RQ1 : What factors influence the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?

Organizations intending to implement Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM) need to understand the factors that may influence the implementation of these systems in order to achieve the intended organizational objectives. The following section presents a list of factors influencing the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM), as identified from ten selected journal articles

No.	Factor	Sources
HRIS		
1	Development practices	(Biswas & Chakraborty, 2018)
2	Training	(Arifin & Tajudeen, 2020; Biswas & Chakraborty, 2018)
3	Organizational environment	(A Chamaru De Alwis et al., 2019; Srivastava et al., 2020)
4	Performance expectancy	(Noutsu Fobang et al., 2019)
5	Internal social influence	(Noutsu Fobang et al., 2019)
6	System quality	(Arifin & Tajudeen, 2020)
7	ICT infrastructure	(Arifin & Tajudeen, 2020)
8	Top management support	(Arifin & Tajudeen, 2020)
9	Security	(Arifin & Tajudeen, 2020)
10	Information quality	(Arifin & Tajudeen, 2020)
11	Service quality	(Arifin & Tajudeen, 2020)
12	Technology	(Srivastava et al., 2020)
13	Organization	(Srivastava et al., 2020)
14	Human factors	(Srivastava et al., 2020)
E-HRM		
1	<i>Cloud computing</i>	(Hamad et al., 2019)
2	<i>Technology Acceptance Model (TAM)</i>	(Iyer et al., 2020)
3	Performance expectancy	(Al-Harazneh & Sila, 2021)
4	Perceived ease of use	(Rathee & Bhuntel, 2021)
5	Information technology experience	(Rathee & Bhuntel, 2021)

6	System security	(Rathee & Bhuntel, 2021)
7	Perceived usefulness	(Rathee & Bhuntel, 2021)
8	Communication tools	(Rathee & Bhuntel, 2021)
9	Perceived risk	(Rathee & Bhuntel, 2021)
10	Behavioral intention to use	(Rathee & Bhuntel, 2021)
11	Organizational support	(Rathee & Bhuntel, 2021)
12	<i>Organizational structure</i>	(Amoako et al., 2022)
13	<i>Employee technological efficacy/competence</i>	(Amoako et al., 2022)

Source: Authors' elaboration (2022)

Table 2. Factors Influencing the Implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)

Result RQ2 : What factors influence the successful implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?

The factors that influence the successful implementation of a system require careful consideration to ensure that the implementation achieves the desired outcomes. The following section presents the factors influencing the successful implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM), as identified from three analyzed journal articles.

No.	Factor	Sources
HRIS		
1	Technology	(Puspitarini et al., 2018)
2	Human factors	(Puspitarini et al., 2018)
3	Environmental factors	(Puspitarini et al., 2018)
4	Organizational factors	(Puspitarini et al., 2018)
E-HRM		
1	Functional effectiveness	(King, 2021)
2	System output quality	(King, 2021)
3	Subjective norms	(King, 2021)
4	Result demonstrability	(King, 2021)
5	Perceived ease of use	(King, 2021)
6	Employee attitudes	(Waheed et al., 2020)
7	Integration of new technology and knowledge	(Waheed et al., 2020)
8	Consistent utilization of E-HRM capabilities and knowledge	(Waheed et al., 2020)

Source: Authors' elaboration (2022)

Table 3. Factors Influencing the Successful Implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)

Result RQ3 : What are the benefits of implementing Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?

The effective and efficient implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM) provides significant benefits for organizations. The following section outlines the benefits gained by organizations from

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implementing Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM), as identified from fifteen analyzed journal articles.

No.	Factor	Sources
HRIS		
1	Supports a wide range of human resource functions, from workforce planning to performance management	(Irum & Yadav, 2019)
2	Facilitates change management processes, audits, and ongoing technological iterations	(Tursunbayeva et al., 2019)
3	Enhances communication among stakeholders	(Tursunbayeva et al., 2019)
4	Increases employee work engagement	(Al-Dmour, 2020)
5	Improves management processes	(Chabani, 2020)
6	Enhances productivity	(Davarpanah & Mohamed, 2020)
7	Supports informed decision-making in organizational human resource planning	(Nurasiah, 2020)
E-HRM		
1	Improves employee performance	(Al-Ajlouni et al., 2019)
2	Enhances HR professionals' effectiveness and helps manage high work pressure in manufacturing industries	(Giri et al., 2019)
3	Plays a significant role in facilitating HRM functions	(Heikal et al., 2019)
4	Improves the quality of HR services	N. Nurlina (NURLINA et al., 2020)
5	Enables the implementation of HRM functions in small manufacturing companies (SMCs)	(Potgieter & Mokomane, 2020)
6	Enhances workforce productivity	(Alnawafleh, 2022)
7	Improves sustainability performance	(Alnawafleh, 2022)
8	Reduces HR's intermediary role, allowing greater focus on strategic planning and transforming HR practitioners into strategic partners	(Adambarage Chamaru De Alwis et al., 2022)
9	Enhances organizational commitment	(Rushit Gnana Roy & Jegan, 2019)
10	Improves corporate sustainability	(Alkhodary, 2021)

Source: Authors' elaboration (2022)

Table 4. Benefits of Implementing Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)

Result RQ4 : What barriers are associated with the implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)?

The implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM) within organizations inevitably encounters various barriers. However, these barriers must be effectively addressed to ensure that they do not hinder the achievement of the intended outcomes of system implementation. The following section presents the barriers faced by organizations in implementing Human Resource Information

Systems (HRIS) and Electronic Human Resource Management (E-HRM), as identified from two analyzed journal articles.

No	Barriers	Sources
HRIS		
1	Lack of top management support	(Naveed et al., 2021)
2	Insufficient technical knowledge to operate the new system	(Naveed et al., 2021)
E-HRM		
1	Technological factors (data confidentiality and implementation duration)	(Rahman et al., 2018)
2	Environmental factors (cultural effects, employee support, government stability, and managerial support)	(Rahman et al., 2018)
3	Organizational factors (role conflict, employee resistance, and system understanding)	(Rahman et al., 2018)
4	Political factors (power dynamics and decision-making processes)	(Rahman et al., 2018)
5	Economic factors (budget constraints, maintenance costs, and lack of expertise)	(Rahman et al., 2018)
6	Legal factors (power dynamics, data protection, and data privacy)	(Rahman et al., 2018)
7	Social factors (reduced social interaction and decreased organizational productivity)	(Rahman et al., 2018)

Source: Author's compilation (2022)

Table 5. Barriers to the Implementation of Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM)

IV. CONCLUSION

Research related to Human Resource Information Systems (HRIS) and Electronic Human Resource Management (E-HRM) over the past five years has shown an increasing trend, with the highest number of publications recorded in 2020. In terms of country distribution, studies on HRIS and E-HRM during the same period were predominantly conducted in India.

Based on the established research questions and the discussion presented above, it can be concluded that among the 30 journal articles selected as samples, five articles address the factors influencing HRIS implementation, and five articles examine the factors influencing E-HRM implementation. Furthermore, one article discusses the factors affecting the successful implementation of HRIS, while two articles focus on the factors affecting the successful implementation of E-HRM. In addition, six articles discuss the benefits of HRIS implementation, and nine articles examine the benefits of E-HRM implementation. Meanwhile, one article addresses the impacts of HRIS implementation, and one article examines the impacts of E-HRM implementation.

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