HRIS Design Characteristics:

Towards a General Research Framework

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Agenda

- HRIS & Design Characteristics

- Framework of HRIS Design Characteristics: Overview

- Framework of HRIS Design Characteristics: Illustration

- Implications/Call for Further Research

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Human Resource Information Systems: Definition

▸ Human Resource Information Systems (HRIS) can be understood as

  ▸ "configurations of different interacting systems

  ▸ that aim at generating and delivering [Human Resource] HR functionality

  ▸ in order to automate and

  ▸ informate [Human Resource Management] HRM" [63].

▸ HR core functions to be supported by HRIS are, among others:

  ▸ recruiting and selection [7],

  ▸ compensation and benefits [15],

  ▸ training and development [66],

  ▸ performance management [44] as well as

  ▸ HR planning [23].

Human Resource Information Systems: Benefits

▸ HRIS show the following benefits, among others:

    ▸ the improvement of HR operations and management processes by means of increased quality of decision making [4, 29, 36],

    ▸ the improvement of "employee satisfaction by delivering HR services more quickly and accurately" [29].

Human Resource Information Systems: How to Ensure their Success?

▸ The profit of applying HRIS strongly depends on their appropriate

  ▸ development,

  ▸ implementation and

  ▸ (permanent) improvement

  as this will ascertain HRIS success [13, 29, 61].

HRIS Design Characteristics: Definition

▸ HRIS design characteristics are understood as

    ▸ a set of properties inherent to HRIS [28]

    ▸ by which they can be

        ▸ developed,

        ▸ implemented and

        ▸ permanently improved [13, 29, 61]

    ▸ and which are

        ▸ conceptually assumed or

        ▸ empirically verified

        to have a positive impact on system success [9, 12, 46, 70, 71, 76]

HRIS Design Characteristics: Why Basic Research is Needed?

‣ Only few research contributions explicitly deal with HRIS design characteristics by

   ‣ exploring [37, 45, 55, 68, 75],

   ‣ applying [1, 37, 38, 39, 52, 55, 68, 75, 76] or

   ‣ reviewing [45]

   diverse design characteristics at present.

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Framework of HRIS Design Characteristics: Why and for Whom?

▸ A general research framework of HRIS design characteristics is needed

  ▸ which allows researchers to understand and apply crucial aspects relevant to HRIS design characteristics so that

  ▸ practitioners may be supported in developing, implementing and permanently improving successful HRIS.

Framework of HRIS Design Characteristics: Overview

type of success measure relevant to	decision maker	system developer	system implementer	system user
type of design characteristic	system-related	system-related	information-related	information-related
type of application target	development	implementation	implementation	improvement
validity	universal	universal	contingent	contingent

method of elicitation	theory	literature review	use case	case study	survey	[...]	Combina-torial approaches

method of evaluation	non-empirical	empirical	combinatorial approaches
level of granularity	coarse-grained	medium-grained	fine-grained

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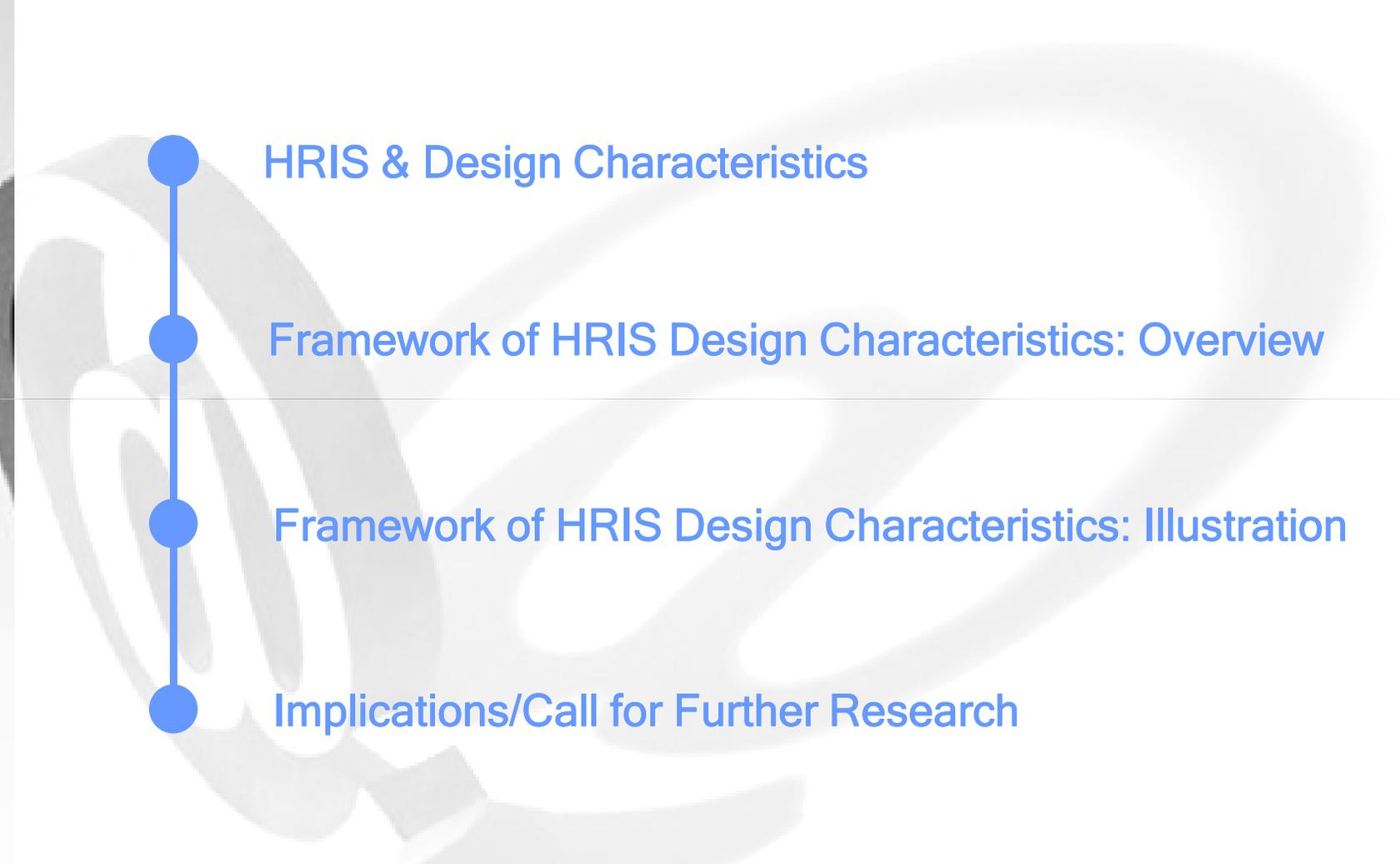- Framework of HRIS Design Characteristics: Overview

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Implications/Call for Further Research

▸ *Researchers* should further elaborate each dimension of the framework to supply practitioners with well-elaborated guidelines to

  ▸ develop,

  ▸ implement and

  ▸ improve successful HRIS

▸ Already existing research attempts [25, 26, 34, 41, 42, 49, 53] as well as theoretical underpinnings do rarely propose concrete propositions what to consider when dealing with HRIS design characteristics in particular.

Implications/Call for Further Research

▸ *Practitioners* should be equipped with comprehensive manuals for either managing the development, the implementation or the improvement of HRIS.

▸ *Practitioners* should

   ▸ refine and customize such manuals towards individual corporate settings

   ▸ consider the manual to lead to practical HRIS

      ▸ development-,

      ▸ implementation- and

      ▸ improvement-processes

   which could contribute to minimize system users' resistance, increase system users' satisfaction, and support overall HRIS success.

Thank you for your attention!

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