SUCCESS DIMENSIONS OF INFORMATION SYSTEMS FOR HUMAN RESOURCE AND TALENT MANAGEMENT

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ABSTRACT

The paper discusses a model that helps to understand the success of human resources and talent management information systems by looking at six key dimensions of success: information quality, system quality, service quality, system use intentions, user satisfaction, and net system benefits.

KEYWORDS: *Talent Management; Human Resource Management; HRIS, Information Systems, Employee Platform Features; Digital Platform.*

INTRODUCTION

Everything about business is transforming, and human resource and talent management is not an exception. Human resource management (HRM) has evolved from a conventional (popularly known as personnel management) to a strategic function. HRIS is an abbreviation for Human Resource Information System. In today's enterprises, HRIS is one of the most innovative HR tools. Companies are digitalizing their entire Enterprise Resource Planning (ERP) and human capital management systems. Talent management cloud systems are being introduced by different IT companies and developed internally by firms as well. Since the beginning of the millennium, it has grown in popularity in developed countries. However, only a few corporate organizations and multinational corporations (MNCs) in developing countries have begun to incorporate and employ HRIS in the last decade (Ali Quaosar, G. and Rahman, M., 2021). Effective information systems, including HRIS, boost productivity and quality of service while lowering expenditures (Zainol, Fernandez, & Ahmad, 2017) and also aids strategic decision-making in enterprises with a competitive edge (Moussa & El Arbi, 2020). Importance of integration of information system in talent management is undeniable in the modern business world. Hence, this article aims to determine key features of HRIS for ultimate success of its integration in organisations.

METHODS

The current study made use of secondary research, which consists of examining twenty scholarly articles published between 2001 and 2021 on the topics of digitization of talent management and employee platform characteristics.

Initially, various models for information system evaluation such as Boston Consulting Group's Digital Acceleration Index and Deloitte Digital Maturity Model were studied. Furthermore, a study was conducted in order to categorize the publications based on the six success dimensions of information systems for human resource and talent management that were included in the Delone and McLean (2003) IS success model analysis.

RESULTS

When evaluating the different information system platforms, we need to take into account which platforms will provide the best benefits to organization. There are many factors to consider while choosing the most appropriate information systems platforms, starting from system design, quality of information processing, internal user experience, quality of the final product etc. There are different models to use while evaluating the IS platforms such as Boston Consulting Group's Digital Acceleration Index based on a questionnaire-based evaluation of a company's digital maturity across 27 dimensions or Deloitte Digital Maturity Model achieving digital maturity to drive growth with 5 main and 28 sub-dimensions. However, one of the most influential models in contemporary information systems research is the information systems success model, alternatively IS success model or Delone and McLean IS success model, 1992. Originally, theory was developed by William H. DeLone and Ephraim R. McLean in 1992, but was updated in 2002, after receiving feedback from scholars and experts from industries.

This model helps to understand the success of any information systems by looking at six key dimensions of success: information quality, system quality, service quality, system use intentions, user satisfaction, and net system benefits (figure 1).

Figure 1 Delone and McLean IS success model
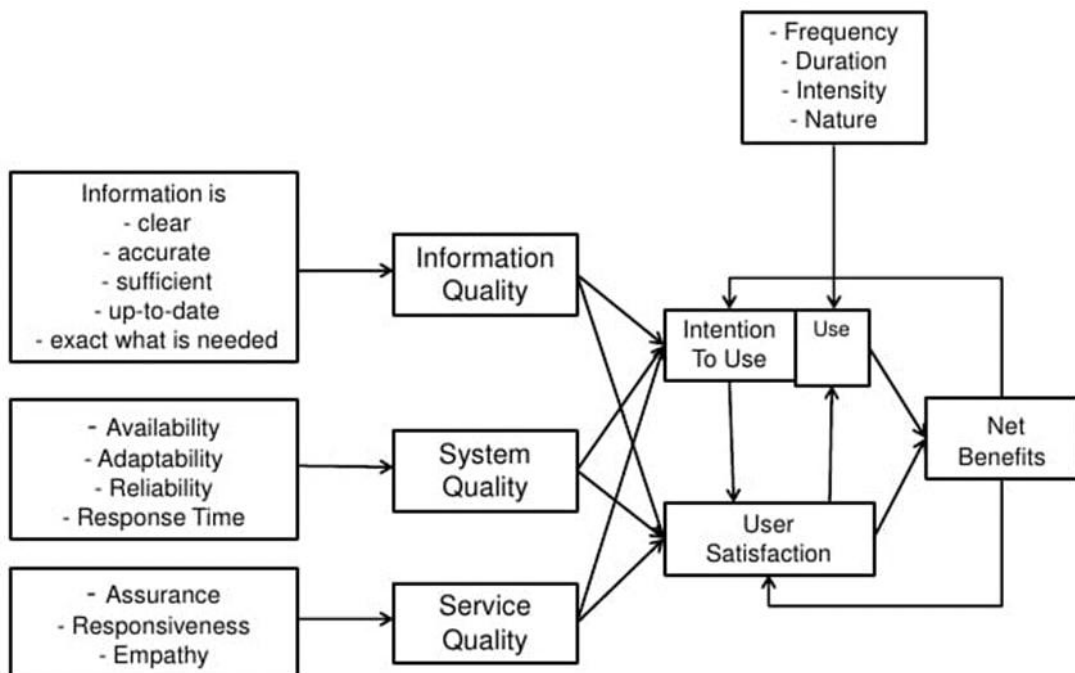
Source: Delone and McLean 2003, Delone and McLean model of information systems success: a ten year update, Journal of Management Information Systems.

INFORMATION QUALITY

In the model, Information quality is one of the key criterium along which Information systems could be evaluated. It refers to whether the information systems is able to store, process and provide high quality of information. There were many researches on interdependencies among the factors (Etezadi-Amoli, J., and Farhoomand, A.F. 1996; Seddon, P.B., 1997; Teo, T.S.H., and Wong, P.K, 1998). These researches tested that the relationship between "information quality" and

"individual impacts" found the association to be significant (DeLone and McLean, 2003). When referring to information quality, researches meant its accuracy, timeliness, completeness, relevance, and consistency, while by individual impact, decision-making performance, job effectiveness, and quality of work was considered as a main criteria.

As per model update (DeLone and McLean, 2003), there is a interrelation among Information quality and both a user's satisfaction and the user's intentions to use the system. Based on whether users are willing to use the system and to what extent they are satisfied, the level of final benefits of the information system will be affected.

SYSTEM QUALITY

Quality of a system is one of the other most common dimensions along which information systems are evaluated. By system quality DeLone and McLean (2003), concluded the system's overall ability to deliver the final benefits by creating the relationship between user's intention to use the system and satisfaction by using the system. System quality was found to be a key criterium while choosing information system platforms in various industries, for example in human resources information systems (HRIS) in organizations. Goundar S., Sigh V . et al, 2021, found positive impact of system quality as an important factor while evaluating HRIS. System quality itself was defined by various dimensions (DeLone and McLean, 2003) such as whether the system available to users on a constant basis, how easily the system could be adapted to the needs of organization (Hsiu-Ju Chen, 2010), whether the system is reliable in processing and producing intended data, and the response time of the system.

SERVICE QUALITY

Apart from information quality, success of the IS platform in the organisation depends on the quality of the service that is provided while implementing IS. As per DeLone and McLean (2003) when measuring the success of a single system, the most important quality component could be "information quality" or "system quality", however while measuring overall success of the IS department, "service quality" may become the most important variable. Similarly some other researches (Pei-FangHsu et all, 2015), found that the role of service quality, in conjunction with system quality and information quality, is paramount not only while implementing the IS, but also significantly affects ERP post-implementation success in terms of user satisfaction. In addition, research found that service quality highly interacts with information quality and system quality to promote an ERP system's post-implementation success by improving employees' extended use.

INTENTIONS TO USE

Intentions to use an information system is one of the another key factors of IS success. As per the model (DeLone and McLean, 2003), use and intentions to use are influenced by information, system, and service quality. At the same time, intention to use information systems platform is interrelated with user's satisfaction by the platform. As per DeLone and McLean (2003) frequency of the use, duration, intensity and the nature of the use of the system will shape the gap between intentions to use and actual use of the IS. Although some other researches show, that there are more important factors affecting the intention to use, depending on the type of IS platform, for example attitude of people toward new IS platform (Barkah et. Al, 2021). Other study (Hsiu-Ju Chen, 2010) showed that employees' e-learning systems use is more significantly associated with overall job outcomes.

USER SATISFACTION

User satisfaction depends on the various factors, as per original model system quality, information quality, service quality and use of the IS will shape the level of user satisfaction by IS. Although some other researches (Nuryanti et all, 2021), found that system quality, information quality, and service quality had more significant effect on user satisfaction, especially in implementing e-learning systems. So one can relate that user satisfaction will depend on all factors, but depending on the type of IS and the industry, the level of significance could vary.

NET SYSTEM BENEFITS

The net benefit is the final, and foremost important measure of the success of the IS. It is the ability that IS could deliver intended benefits to the users or/and organization. As per the original model (DeLone and McLean, 2003), net system benefits are affected by system use and by user satisfaction with the system. At the same time use and users' satisfaction is affected by the benefits that organization receives by IS.

CONCLUSIONS

Many businesses use employee portals to facilitate information sharing, communication, and employee cooperation, and to continue supporting their business operations. Assessing the advantages of employee portals is an important subject in research and practice due to limited IT budgets and the need to rationalize investments in all of these. (Urbach N. et.al. 2010) , Delone and McLean (2003) model of information systems success can facilitated in succsessfull talnet management platform vendor choice and provides pre-purchase assessment of possible IS fit to the organisation. Fit between the vendor and the company is critical to overall satisfaction with chosen talent management solution. Many firms would want to believe that they succeeded in determining business goals prior to conducting a talent management platform assessment, this is unlikely to happen. This is a critical stage that should not be overlooked. A project team, creating a corporate list of the main organisational priorities, and also a request for proposal (RFP) which is a business document that announces a project are all necessary steps for a successful vendor search (Konkin and Brainard, 2011).

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