

An Examination of Enhancing the Function of Human Resource Systems of Information for Effective Leadership

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Abstract

The research is a human and context-oriented investigation within the domains of information systems (IS), human resources information systems (HRIS), leadership, human resource management (HRM), and tacit knowledge. HRIS and management are the two primary ideas of the research, while HRM serves as the application domain and management functions of management for HRIS. Tacit knowledge refers to the understanding and interpretation of actions that render leadership activities both nuanced and effective. The theoretical framework examines the types of information systems generated by different modes of thought and action. The framework is predicated on traditional, regular, and stereotypical thinking and behavior, which obstructs the ability to observe, discover, implement, and use alternate thoughts and actions that might yield valuable and distinctive ideas or activities for information systems design. The primary objective is to comprehend, analyze, and articulate the phenomena associated with effective leadership and the function of HRIS inside organizations.

Keywords: Human Resources Information Systems; Human Resource Management Organization; Leadership; Implicit Knowledge.

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INTRODUCTION

The research field encompasses human resources information systems (HRIS) and the practices of effective leadership derived from fundamental phenomena. The study elucidates the evolution of HRIS in effective leadership activities. Its significance lies in the nascent stage of HRIS research, necessitating emphasis on broader investigations. Practically, the utilization and optimization of HRIS must be examined from diverse viewpoints, thereby rendering the research context atypically juxtaposed with the domains for which HRIS has been conceived and executed. HRIS is intended for human resource management (HRM) activities, with a focus on effective leadership practices. The rationale for selecting the software area is to examine and ascertain the intricacies and facets of the function and utilization of HRIS.

METHODOLOGY OF STUDY

The study focused on human and contextual factors in the information. The discipline of information systems (IS) becomes the focal point of the research. The human-oriented approach emphasizes the examination of the HR information system not as a mere system, but about its function in specific leadership tasks. Consequently, the actions of the leaders provide the research context. This study, however, emphasizes the development of human-centric and empathetic information systems by leveraging the significance of information systems inside the company. The research is conceptual, including a comprehensive examination within the realm of technology for communication and information (ICT). The emphasis is on the leaders' commendable actions. In an organizational setting, an information system constitutes a component of the environment in which various actions transpire. An information system, from the user's perspective, does not function autonomously; instead, it serves as a valuable

tool for the user to utilize. From the prior notion, the primary inquiries from a contextual perspective are:

- What does HRIS signify for effective leaders; and
- What is the function of HRIS during the execution of leadership activities by leaders?

Goals

- To comprehend the execution of leadership by effective leaders;
- To analyze the function of HRIS in human leadership endeavors;
- To examine the role and evolution of HRIS in sensitive, human-centric applications.

Statement of the Problem

- The HR information system is not directly developed; rather, a descriptive framework is established to illustrate the considerations necessary for its development, aimed at enhancing effective leadership and benefiting the entire organization.
- The empirical study aims to achieve this purpose by initially concentrating on effective leadership actions, followed by an analysis of the function of HRIS in those activities.

Scope and Objective of the Study

The objective is to provide a theoretical framework to comprehend the research situation. Furthermore, within the context of human research, leadership is analyzed from an individual standpoint instead of from a strategic, procedural, or corporate perspective. HRIS are considered organizational information systems, specifically developed to align with the functions of human resource management. Consequently, the notion of HRM is incorporated in the research.

Tacit knowledge is employed to comprehend, analyze, and articulate the humanity, sensitivity, and individuality inherent in effective leadership actions at the empirical level. They play a crucial role in analyzing leadership actions and advancing the function of HRIS within the research framework.

The objective is to assess the present condition of HRIS and its function inside the case organizations. It has been crucial to ascertain:

- The circumstances and instances in which leaders utilize HRIS,
- Their perceptions of HRIS and their proposed enhancements to assist their leadership functions.

LITERATURE

Human Resource Management (HRM) is characterized by a compilation of several responsibilities related to personnel, including recruitment, training,

promotion, record-keeping, and compliance with legal obligations. Human Resource Management (HRM) is described as the oversight, facilitation, and establishment of systems that choose, evaluate, and allocate individuals to suitable positions within a company [1-3]. HRIS, formerly known as personnel systems, were primarily developed and executed for certain functions of Human Resource Management. Consequently, the notion of HRM is utilized to examine the potential function of HRIS. Cultivated and expanded for effective leadership actions. Numerous definitions of HRIS exist in the literature. The description provided by [4] states: "The modern Human Resource Information System is a computer-based approach for collecting, storing, maintaining, retrieving, and validating specific data required by an organization regarding its employees, applicants, and former employees." Secondly, [5] defines a human resource information system as a system utilized to gather, store, alter, analyze, retrieve, and disseminate relevant information on an organization's human resources. [6] have likewise employed this definition. The definition of HRIS states that a human resource information system is "the amalgamation of databases, computer applications, and hardware and software utilized to collect, document, store, manage, provide, present, and manipulate data for Human Resources." Walker (1982) was utilized by [8]. An information system for human resources is a systematic method for collecting, storing, preserving, accessing, and validating data required by an organization on its staff members, personnel activities, and organizational unit attributes. The HRIS is presented from six perspectives to provide a comprehensive and multifaceted understanding of the topic. The perspectives are:

- 1) Historical context,
- 2) HRIS and data management,
- 3) Impact of HRIS on companies,
- 4) Collaboration between HR and IS experts in HRIS design,
- 5) Utilization and optimization of HRIS, and
- 6) HRIS in managerial functions.

Historical Context & Background

The history of Human Resource Information Systems (HRIS) originates from payroll structures in the late 1950s and extends into the 1960s when the initial automated worker information was implemented. Kavanagh *et al.*, [9] delineate the characteristics of a "true" personnel system, defined in the late 1960s, as one that is not merely an adjunct to payroll.

It addresses staff requirements beyond just payroll considerations. The system is primarily created for the Personnel Department to address personnel issues, rather than financial ones.

It is multipurpose, addressing user demands across many staff areas. In other words, it encompasses several functions, including benefits, employment, and pay and salary administration.

It employs the five fundamental principles that underpin human resource management (These principles are further upon in A. J. Walker, HRIS Development: The Project Team Guide for Developing an Effective Personal Information System New York: Van Nostrand Reinhold.

- a) A database with defined specifications for data elements.
- b) A technique for data updating and input.
- c) Impromptu retrieval methods,
- d) A human resource data center to facilitate administration
- e) An emphasis on data quality.

These principles provide a systematic approach to the construction and functioning of personnel systems. Objectives furnish a framework and methodology for the work, inherently encompassing procedures, customers, and systems professionals. Consequently, the initial personnel systems were designed to retain a substantial volume of data for record-keeping and reporting related to personnel administration.

In the 1990s, there were several anticipations regarding the impact of HRIS on an organization's HR activities and business strategy. Research was conducted on the benefits of utilizing HRIS and its users. An organization is deemed efficient if it has technology and information systems to facilitate human resources functions. The efficacy of HRIS on the operations and advancement of HR departments and professionals was under examination [10-17]. In the new century, online services such as e-learning, e-commerce, and e-business became feasible and prevalent due to the advent of the World Wide Web (WWW). The advancement of HRIS has concurrently introduced the notion of digital HRM (e-HRM) as an internet-based innovation and execution of HRIS. Due to the many technical devices and implementations, some words may bear comparable connotations to e-HRM, including electronic HR (e-HR), virtual HR(M), HR online, web-based HR, computer-based human resource information systems (CHRIS), and HR portals. According to published literature, several articles and websites indicate that e-HRM is the most often utilized phrase.

The e-HRM research community is in its nascent stages. Consequently, an explicit definition of e-HRM is lacking; however, based on the preliminary definition, e-HRM is described as "a method of executing HR strategies, policies, and practices within organizations through deliberate and directed utilization of web technology-based channels," as stated by [18], which refers to "the typically spatially segregated, technically connected and supported, discussed and

organized execution of HRM tasks involving at least two participants."

The prevalent assumption is that the function of HRIS is to store, alter, and supply data regarding employees. Furthermore, HRIS has been developed to execute the majority of routine HR functions that facilitate the preservation of essential HR information in databases. The information is significant for management and, to maintain the HRM's efficacy and ensure real-time functionality. Consequently, HRIS is primarily designed for knowledge management.

Management (KM) of Human Resource Management (HRM). The rationale behind this is the aspiration to regulate fundamental personnel data, which fosters enhanced challenges for a profitable and efficient business. HRIS is primarily meant to collect, manage, and provide employee data for organizational use, including phone numbers, addresses, names, education, training, career development, and documentation of personal development discussions. Consequently, the following questions must be posed while designing, implementing, and managing HRIS:

- Who is permitted entry to the system?
- Which types of data are accessible to various users?
- In what manner are the infrastructure and data safeguarded?
- What type of safety system has been established?
- What legal and ethical considerations must be addressed in data specifications?
- What Organizational Attributes Prompt the Utilization of HRIS?

The staff count is the primary concern. In a big business, personal and corporate understanding of HR activities is often digitized. Secondly, the utilization of HRIS necessitates the incorporation of additional beneficial modules into the system. The primary function of HRIS is to store, manage, and disseminate data on workers. Several inquiries may arise while assessing the fundamental significance of HRIS.

- What functions does the system serve?
- What are managers' expectations about HRIS?
- Does the HR management system facilitate strategic initiatives?
- Does it furnish information—not only raw data—to
- Facilitate decision-making?
- In what manner does the HR management system fulfill company requirements and anticipations?

Table 1: The viewpoints of HRIS

Viewpoint	Core concerns of the perspective
Historical Context and Background	- Development starts with payroll systems. - Subsequently, personnel systems are established. - Human Resource Information Systems (HRIS) were created to facilitate data storage for record-keeping and reporting related to personnel administration. - The evolution of HR operations prompted the design, development, and deployment of diverse computer-based HRIS.
Human Resource Information System and data	- HRIS preserves HR knowledge within databases, serving as a knowledge management system for HRM. The data comprises workers' fundamental information, including contact details, educational and training records, career progression, and documentation of development conversations. Data is crucial for management and the sustenance of successful human resource management.
Impact of HRIS on Organizations	Costs and advantages associated with technology, software, and human resources expenditures. - use of personnel functions in legislative matters, alongside the requirements and necessities of administrative tasks and reporting - competitive advantage at both local and global levels Comparative analysis of HRIS data across several nations - To educate the entire business on the utilization of HRIS - To provide information on the application and modification of HRIS HRIS transforms HR and HRM activities
Human Resources and Information Systems experts and Human Resources Information System design	- The necessity for the efficacy of HR procedures and HRIS - HRIS initiatives are executed by interdisciplinary teams - Cooperation among management, employees, HR, and IS specialists to educate HR professionals in using and designing HRIS
Utilization and exploitation of Human Resource Information Systems	- Efficient utilization of archived employee information - Integrity and dependability of retained data - Economizes time and resources - Enhanced organizational function of Human Resource Management (HRM) and Human Resource Information Systems (HRIS) - HRIS supports large businesses in many HR functions - HRIS incorporates additional modules into the overall system - HRIS uncovers latent capabilities of HRM
Human Resource Information System and management tasks	- HRIS are designed for management and HR functions. - There is confusion over the use of HRIS. - Managers are responsible for overseeing employee data. - HR specialists oversee HR data management. - Managers may refrain from utilizing HRIS. - encouraging seasoned HR experts Human Resources operations serve as strategy and business partners inside a company [19].

Human Resource Information Systems and Management Tasks

As previously highlighted, HRIS was originally designed for managerial and human resources functions. Their utilization has generated ambiguity over the delineation of responsibilities between management and HR personnel. Managers have been accountable for personnel data and may have concluded that it is their responsibility to update administrative information. Table 1 elucidates several perspectives of HRIS, and the inquiries pertinent to HRIS design are:

- In what ways does the HR computer system facilitate management functions?
- What is the procedure for workers to access and manage their profiles inside the system?
- What are the responsibilities of HR personnel in utilizing human resources?
- What is an information system?

“Functions and Principal Activities of HRIS” [20]

- 1) Strategic Integration—Utilized to assist senior management in formulating long-term human resources strategy.

- 2) Personnel Development—Utilized to augment employees' skills and competencies. Additionally encompasses improvements in work-life quality.
- 3) Communication and Integration—Facilitation of inter-organizational communication and coordination of diverse organizational operations, including change management.
- 4) Records and Compliance—Utilized to administer organizational information and guarantee governmental adherence.
- 5) Human Resource Analysis—A continuous process of collecting and assessing human resource requirements.
- 6) Knowledge Management—Enhances the development and retention of advantageous human resource practices.
- 7) Forecasting and Planning—Employed in long-term planning to evaluate future organizational human resource requirements.
- 8) Organizational Vision—Propels and unifies the HRIS elements towards favorable organizational results.

- 9) Who oversees the Human Resource Information System (HRIS)?
- 10) Should the HR department be accountable for the structure, database maintenance, security systems, and the data itself, given that Human Resource Management is the domain where Information Technology provides effective and appropriate instruments for task execution?
- 11) Should the IT department oversee the structure, maintenance, security, and data due to its provision of essential technology and software?
- 12) These concerns ought to be addressed at the outset of an acquisition process.

Leadership within the scientific domain Leadership is a comprehensive field of study. The research does not aim to explore leadership in depth, as it is not the focus of contribution, but rather serves as a background and application area for HRIS. The study focuses on the human-centric perspective, namely the behaviors that transpire when a leader directs an employee. Tacit knowledge is presented as a trait of leadership actions. Ultimately, the discussion will focus on the interplay between leadership and information systems.

Characterizing leadership

The proliferation of terminologies in leadership research has led to their categorization in various manners. According to [21], 65 distinct classification systems for leadership have been established during the past 50 years. The categorization he emphasizes originates from [22], which categorizes notions of leadership from an organizational perspective. Leadership is defined according to Bass's taxonomy.

- As a focal point of group dynamics
- As a persona and its impact
- As a technique for eliciting compliance

- As an exertion of influence
- As a manifestation of conduct
- As a method of persuasion
- As a power dynamic
- As a tool for attaining objectives
- As a consequence of interaction
- As a distinct job
- As a commencement of structure
- As an amalgamation of components.

Leadership compared to management.

A prolonged discourse on the distinctions between management and leadership has transpired over several decades. Some studies assert that leadership is synonymous with management, while others contend that management and leadership are distinct concepts [23]. There are arguments suggesting that leadership is a component of management or vice versa. Both leadership and management have comparable elements in their processes, including influence, collaboration with individuals, and effective goal attainment. They also possess considerable differences. Leadership was recognized during Aristotle's day, whereas management emerged in the early 20th century to mitigate disorder and enhance organizational efficiency. The distinctions between management and leadership are outlined in Table 2: "The principal role of management is to ensure order and consistency within an organization, while the fundamental role of leadership is to instigate change and progress [27]", like the majority of contemporary experts in management and leadership, asserts that both management and leadership encompass analogous concerns. The critical and intricate inquiry is how to amalgamate the two processes. Yukl says that discussions over ideal definitions yield no conclusive answers; but, objectively investigating what constitutes vital leadership processes does provide clarity.

Table 2: Functions of management compared to leadership

Administration	Leadership
Strategic Planning and Financial Allocation	Stimulating and Uplifting
Organization/Staffing	Setting Objectives
Management/Resolution	Coordinating Individuals

Defining effective leadership with a focus on tacit knowledge

In human endeavors, particularly in leadership, certain individuals appear to possess qualities or knowledge that render their actions exceptional. They consistently execute their tasks proficiently and document the abilities or information individuals possess but are unaware of, referring to this phenomenon as tacit knowledge [28] emphasized the significance of implicit understanding in the generation of knowledge inside organizations [29, 30-32] focused on those who excelled in interpersonal communication. This invention was termed emotional intelligence.

Emphasizing tacit knowledge and the attributes of effective leadership shifts the focus of the study from objective and predetermined research to exploration where the abilities to comprehend, cultivate, and manage the dynamics of connections and interaction between a manager and an employee assume greater significance than mere factual knowledge. Research indicates that tacit knowledge significantly influences leaders' positive actions. Tacit knowledge comprises facts and understanding that are not overt but can become evident when recognized. Tacit knowledge consistently influences leaders' behavior; nonetheless, it is often overlooked during the design and implementation of information systems for organizational tasks.

Subsequent Tacit Knowledge Characterized by and Contemplated in Leadership

The below presentations can be examined to determine how tacit knowledge may be incorporated into an information system for leadership, serving as a repository for individual and sensitive knowledge.

Tacit knowledge [33] emphasized the familiar adage, which he considers a foundational element of his research on tacit knowledge: "We are capable of understanding more than we can articulate." Instead of directly describing tacit knowledge with straightforward terms, it is elucidated and concurrently described via the conceptions of four dimensions of tacit knowing, as detailed in Table 3 below.

Table 3: Aspects of tacit knowing

Aspect of tacit knowing	Description
Functional architecture	"Our understanding of the initial term is solely dependent on our consciousness of it in relation to the second." We progress from these fundamental motions to the attainment of their collective objective, and hence we often cannot delineate these basic actions."
Remarkable facet	"In general, we can assert that we recognize the immediate aspect of a demonstration of tacit knowledge through the manifestation of its distant aspect; we are cognizant of what we are focusing on in relation to another entity, as it presents itself."
Semantic dimension	"We are considering the significance of the tool's effects on our hands regarding its impact on the objects to which we apply it."
Ontological dimension	"Tacit knowledge creates a significant connection between two concepts, allowing us to equate it with the comprehension of the whole thing that these terms collectively form. Consequently, the proximal term signifies the specifics of this thing, allowing us to assert that we understand the entity by depending on our recognition of its particulars to grasp their collective significance."

This study employs tacit knowledge to define the attributes of effective leadership [34] elucidate the process by which tacit knowledge may be formalized into an information system. They propose a method designed to visually depict articulable tacit information. They categorize the methodology into two fundamentally distinct ways to offer a visual representation of what tacit knowledge entails. The methodologies are:

"a preliminary method employing formal concept analysis to visualize the disparities in tacit knowledge among questionnaire respondents,"

A qualitative method that seeks to more accurately delineate, both textually and visually, the components of tacit knowledge.

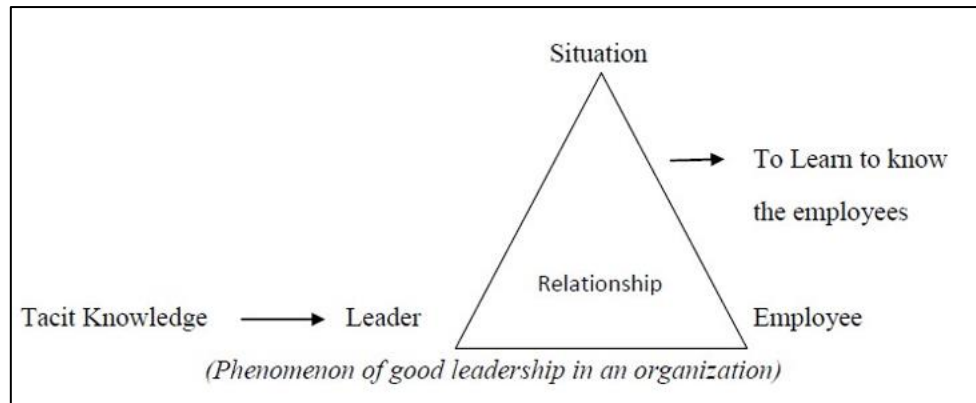
Leadership Research in Computer Systems and Technologies for Information

This study primarily examines the influence of HRIS in facilitating effective leadership actions. Research focuses on ICT in management. As previously said, the advent of the World Wide Web has facilitated the implementation of many electronically built information systems, including e-learning and e-business. Electronic leadership (e-leadership) has not been adequately researched. Several valuable perspectives are offered about the impact of IT on leadership, leaders' attitudes towards technology,

existing studies, and the necessity for more study in e-leadership [35, 36].

Furthermore, several leadership scholars have discerned methods to advance leadership studies inside the contemporary intricate knowledge economy. They have begun utilizing computational modeling, specifically replicating the functions of leaders and the managerial process. [37] provides an overview of modeling methodologies and the many computational models available for leadership. He underscores that software tools provide novel opportunities to explore many aspects of leadership along integrate them cohesively. They may also reveal previously unrecognized problems. He advocates for an emerging field in which software is utilized to generate novel theories of leadership [38] have produced a comprehensive paper on leadership and e-leadership. Utilizing a paradigm grounded in Adaptive

Structuration Theory (AST) examines the reciprocal impact of Advanced Information Technology (AIT) on leadership and vice versa. They also conducted a comprehensive examination of leadership to offer recommendations for developing an investigation plan on e-leadership. Articles [39, 40] delineate AIT. It is described as instruments, methodologies, and expertise that facilitate multiparty engagement in organizational on inter-organizational operations through advanced collection, processing, management, retrieval, transmission, and presentation of data and information.



Proponents assert that the use of AIT in the economy establishes a novel leadership environment by enhancing real-time information accessibility, facilitating more knowledge exchange with stakeholders, and utilizing this information and expertise to cultivate tailored relationships. Conversely, AIT is deployed with the anticipation of yielding commercial and human advantages, such as enhanced efficiency, productivity, and profitability; nevertheless, tangible metrics, particularly those quantified monetarily, have yet to materialize. The identical assumptions and issues pertain to HRIS as well.

Avolio et al. selected the term digital leadership to look into a novel context of leadership. E-leadership is defined as a social influence method facilitated by advanced information technology to effect changes in attitudes, emotions, cognition, behavior, and/or performance among individuals, groups, and/or organizations. They contend that e-leadership may manifest at many organizational levels and in both one-to-one and one-to-many interactions inside and between big units and organizations. Avolio *et al.*, assert that AIT will establish a novel setting for the exercise of leadership.

In conclusion, Avolio *et al.*, posed the question: "How does the company's context, including the specifications of levels of examination, influence our conceptualization, definition, and measurement of e-leadership?". In summary, it could be advantageous for both Information Systems and leadership sciences to allocate greater effort toward their joint research. It is important to recognize that in the context of sensitive human activities like leadership, the speed of processing data and the volume of data are less significant than the depth and intelligence of knowledge.

The conventional perspective on the design and development of information systems and information technology compels both designers and users to adhere strictly to a unified body of knowledge, rather than to explore its variety. In human endeavors, the relativity of information in various contexts, together with the dynamics of information in relations and interactions, should be considered over mere factual knowledge. IS

researchers may encounter analogous challenges while conducting investigations in sensitive human contexts. It is hopeful that if individuals are prepared to advance both systems and human activities concurrently, breakthroughs will emerge.

The study concentrates on the empirical investigation of HRIS and the development of HRIS for leadership activities, beyond those of HRM, to facilitate effective leadership, wherein tacit knowledge and emotional intelligence are crucial. Generally, HRIS are intended to facilitate HRM activities, hence the characteristics of HRM significantly influence HRIS and their evolution. People Resource Management (HRM) is considered a function for overseeing an organization's people resources. The management of human resources is mostly an administrative activity rather than a direct administrative interaction between an administrator and an employee.

According to the empirical study, several HRM activities, including recruitment, incentive, and career development, are seen as components of leadership. Therefore, the emphasis is on examining how HRIS design might be advanced within the framework of leadership. HRIS has information pertinent to leadership tasks; yet, it lacks crucial data that supports tacit knowledge related to the interactions between leaders and workers.

The objective has been to ascertain how tacit knowledge has been employed to illuminate human actions in leadership that constitute the developmental domain of HRIS. Therefore, before analyzing the function of HRIS, the tasks of leadership have been delineated. Leadership, along with tacit knowledge, encompasses multifaceted tasks that provide challenges to the development of HRIS and information systems overall. The principles and ideals guiding HRIS leadership are described as follows:

A competent leader possesses conviction in:

- Humility enhances the preconditions for achievement.
- Credibility that underpins success
- Integrity, impartiality, and empathetic

leadership

- Standard and uncomplicated operations that provide outcomes
- Individual approach to employee leadership.
- A competent leader is certain of that. Understanding their responsibilities inspires employees. Leadership is an essential activity inside the organization. Employees are willing to undertake various tasks when adequately handled. moderately Effective leadership may be imparted.
- Employees find it facile to engage in discussions when they are well-acquainted. Various tools can assist leaders and managers in de-advance their career
- Employee happiness and smiling might serve as a motivational factor.
- If a superior-employee relationship is founded on honesty principles, the preeminent
- operates impartially
- Professional experiences in prior employment and throughout adolescence have imparted knowledge.
- Engaged in employment.
- A commendable leader esteems
- The activities of a unit or individual and the quality of their performance.
- the course they have pursued
- Conversations and dialogues with staff
- forthright, candid, and impartial engagement
- clients and methods for conducting business with them
- Collaboration and the competencies it imparts to team members
- employees' performance and accomplishments
- Corporate values that foster superior work excellence
- Leadership communication
- Employees' motivation to enhance their performance
- Employees experiencing satisfaction and achieving success
- Collaborative collegiality and intellectual interchange
- Cooperation among various superiors.
- An effective leader underscores the significance of:
- An enthusiastic interlocutor and an engaged team employee
- A transparent and equitable communicator possessing well-defined objectives and duties, along with a nuanced understanding of workforce dynamics.
- A casual, compassionate, empathetic, and professional support engaged listener
- A motivation-driven leader characterized by decisive acts and reciprocal comprehension. a resolute leader prioritizing a tranquil

environment and overall well-being

- To comprehend the entire company, to acquire knowledge, and to engage in constructive debate
- To be oneself and to accomplish tasks
- To comprehend and embrace people, to exist in the moment, and to be acknowledged by others
- To maintain an optimistic disposition and provide constructive feedback return.

Concepts for Advancing Human Resource Information Systems

A crucial characteristic of HRIS must be to provide a transparent representation of HR inside a business. Individuals must be aware of their respective responsibilities and the company's direction. The system should provide a comprehensive overview of rational actions and optimal conditions for staff, ensuring that work is conducted swiftly and efficiently with little energy expenditure. Employees must be capable of documenting their project and job experiences in the system, including their successes and future aspirations, in real life and with accuracy. This information would be beneficial for planning and conversations. Nonetheless, the executives question the authenticity of the employees' responses and the potential applications of the data.

The leaders also formulate objectives for the growth of the Content of the Human Resource Information System (HRIS). Some of the ideas and concepts proposed by the leaders are already incorporated in the HRIS, while others may be deemed intriguing. Some concepts were robust yet unsurprising when considering the descriptions of their leadership efforts. This is the list of inquiries and displays recommended by the leaders for the HRIS.

Which workers are active performers?

- To whom assignments can be readily assigned - Commencement of work will occur
- Dependability - reliable personnel
- The capacity of an employee to do several tasks interpersonal skills
- Likelihood of disputes
- Ability to assume responsibility for tasks - impacts work scheduling - influences the speed or sluggishness of operation
- Ability to withstand stress
- Ability to be elastic - urgent assignments - extended working hours
- Primary player
- Employee potential - what he/she is capable of
- Employee values
- The employee's work performance
- Employee's disposition
- Ability to assume responsibilities

- The direction in which an employee seeks to grow
- Employee work methodologies
- Employee's employment history
- Employee expertise
- Employee's direct supervisors
- Knowledge is beneficial when discussing a work adjustment.
- In which project the employee is engaged - for what duration s/he is engaged - What is the employee's contribution to the project?
- The specified attributes may be utilized in resource allocation and the formulation of schedules for different phases. They may also be beneficial for a new boss as they familiarize themselves with their personnel.
- Results and Insights
- To achieve the formation of effective teams
- To enhance staff productivity
- To address challenging circumstances

It is noted that:

- The leaders engage in their jobs with fervor.
- The leaders concentrate on enhancing employees' capabilities to foster a cohesive environment conducive to effective task execution.
- The leaders aim to understand the workforce and enhance their understanding of the staff members in a commendatory manner.
- The leaders fail to highlight or accentuate issues, notwithstanding their awareness of existing difficulties.

CONCLUSIONS

The analysis indicates that HRIS provides a difficulty for the business. Numerous investments in the implementation of HRIS in organizations provide conflicting advantages. The empirical findings indicate that, despite HRIS being available for universal usage, their use predominantly focuses on HR managing operations. The leaders are reluctant to invest their time in a system that offers them no benefits, as they are already familiar with the material. The system is deficient in information that might be beneficial for leaders, allowing them to handle their leadership activities independently of HRIS. Nonetheless, several community information systems provide users with diverse advantages. IS researchers are theoretically focused on examining the use and usefulness of HRIS. These are the prevalent methods for studying Information Systems. Certain HR academics have developed the notion of e-HRM, emphasizing the employees' interaction with the system rather than the work of HR personnel.

Leadership activities are perceived as behaviors that generate knowledge for the system, encompassing not just personnel data as well as other relevant data that may be beneficial for overall leadership utilization. Furthermore, when the actions are evaluated, the information about them might be deemed effective and advantageous for the company. Consequently, the study has concentrated on effective leadership actions to elucidate many perspectives and opportunities for developing innovative human attributes in the practical design of HRIS. HRIS are intended to facilitate managerial HR duties; yet, their utilization often becomes a burden for effective executives. HRIS encompasses pertinent personnel information for HRM and is interconnected with other organizational systems. The information from HRIS does not facilitate effective leadership activities, and the legal and ethical constraints on HR practices often limit data storage. These factors must be considered by competent leaders as they implement their leadership strategies, particularly in light of the innovative development ideas that arose during the interviews. Comprehensive and sophisticated HRIS may be created for leadership provided the context is thoroughly examined and the structure is constructed with the relevant tasks in mind. Designing sensitive and human-centered information systems is inherently challenging.

RECOMMENDATIONS FOR FUTURE RESEARCH

Future research on leadership and HRIS should prioritize comprehending the entirety of the system in which individuals collaborate, with an awareness of its overall functionality. It signifies effective mutual communication, collaboration, and engagement among various parties, as emphasized by the leaders. In reality, these concerns are essential for a company to achieve success, effectiveness, and profitability. Furthermore, inquiries regarding whether systems qualify as HRIS and the identification of current and prospective users of HRIS have to be explored.

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