

Systematic Literature Review: The Impact of the Effectiveness of Human Capital Management System (HCMS) Applications on HRD Organizational Performance Using the Technology Acceptance Model (TAM) Approach

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ABSTRACT.

In HRD organizations, fragmented workflows and lack of integration in data management often hinder operational efficiency. The use of HCMS technology is expected to integrate all HRD workflows, from recruitment and attendance management to performance management, thereby improving coordination and reducing administrative burdens. However, the effectiveness of this application heavily relies on user acceptance of the implemented technology. Through TAM, there are two main factors that influence technology acceptance: Perceived Ease of Use and Perceived Usefulness of the HCMS application. These factors are internal to the use of the application, so it is necessary to include external factors to support the effectiveness assessment. To achieve this, we reviewed 26 journals published between 2016 and 2024 from sources such as Scopus, Google Scholar, and Publish Or Perish. Using keywords: HCMS Application, TAM Method Implementation, TAM Implementation in HCMS Application. The findings indicate that high acceptance of HCMS directly contributes to the improvement of operational efficiency in HRD, including data management and decision-making based on more accurate and integrated information. Therefore, to ensure the success of HCMS implementation, organizations must consider other factors such as trust in data security, managerial support, as well as social and cultural factors. Overall, this study emphasizes that the adoption of HCMS can significantly enhance HRD organizational performance by supporting productivity and accountability in human resource management.

Keywords: Human Capital Management System (HCMS), HRD Organization Performance, Technology Acceptance Model (TAM), Perceived Ease of Use, Perceived Usefulness.

1. Introduction

Workflow processes in Human Resources (HRD) organizations have a very important role in ensuring smooth operations and management of human resources in an organization. This process includes a series of stages starting from recruiting prospective employees, maintaining personal and personnel data, managing attendance, leave, permits, overtime, calculating salaries, assessing employee performance, providing training to increase competency, to setting career

paths. Even though these process flows are interrelated and form a unified whole in the HRD organization, often each stage is managed by different parties with separate systems or work patterns.

This lack of integration in HRD workflow management results in data processing that requires manual transfer between related PICs (Persons in Charge). There is a challenge, namely rapid technological progress, which requires organizations to invest heavily in Human Resource Management (HR) innovation assisted by new technology to maintain a competitive advantage [12]. This results in the data processing process being longer, inefficient and prone to errors. The data that needs to be exchanged between PICs is often not well integrated, thereby increasing the administrative burden that must be handled by each party involved. Apart from that, this lack of integration also has the potential to reduce effectiveness in decision making regarding HR policies that are based on accurate and up-to-date data.

Developments in the field of information technology have had a significant impact in various sectors, including the management of Human Resources (HR) in an organization. One innovation that is increasingly being implemented is the use of technology-based applications for HR management systems, such as the Human Capital Management System (HCMS). HCMS is present as a solution to overcome the challenges currently faced by HRD departments, such as data integration problems, separate workflows, and manual processes that are time consuming and prone to errors. In the HCMS system, all HR processes, starting from recruiting prospective employees, maintaining personal and personnel data, attendance management, salary calculations, performance appraisals, and setting employee career paths, can be done in one integrated system.

The existence of this application system makes it easy for HRD organizations, because each PIC involved in the workflow can access and manage data on the same platform. This reduces administrative burden, speeds up processes, and improves coordination between PICs. The data integration that occurs in the HCMS system allows for a smoother and more accurate flow of information, which in turn can increase operational efficiency in the HRD organization. However, even though HCMS applications offer various conveniences and solutions to existing problems, it is important to evaluate the extent to which these applications are effective in being implemented in organizations. The use of new technology such as HCMS is not always immediately accepted or implemented optimally. Therefore, in this research an analysis will be carried out regarding the effectiveness of implementing HCMS applications in HRD organizations using the Technology Acceptance Model (TAM). This model will be used to evaluate the level of user acceptance of the technology, which will measure two main factors: Perceived Ease of Use (ease of use) and Perceived Usefulness (perceived usefulness) of the HCMS application [3]. Thus, this research aims to provide an overview of the extent to which HCMS applications can function effectively in supporting HRD operational activities and optimizing HR management in organizations.

2. Methodology

In this research, the Systematic Literature Review (SLR) method presented here aims to identify, evaluate, and interpret all available research that is relevant to the discussion in this research by collecting and examining all relevant data.

2.1. Purpose and Scope of the research

This research aims to evaluate the application of HCMS system technology in organizations, with a focus on its impact on HRD operational efficiency. The research question asked is: "How is the HCMS system implementation could affects HR management in organizations?". To answer this question, relevant literature will be analyzed, which includes studies on the implementation of HCMS, the technology used, and changes that occur in processes in HRD organizations. This study is limited to literature published between 2016 and 2024.

2.2. Inclusion and Exclusion Criteria

Inclusion Criteria:

1. Journal that discusses the implementation of HCMS systems in an organizational or company context.
2. Studies that measure or report the impact of HCMS technology on HRD operational efficiency.
3. Publications published between 2016 and 2024.

Exclusion Criteria:

1. Journals that only discuss HCMS theory or technology without practical application.
2. Journal that discusses the application of the TAM method in assessing the use of system applications.
3. Journal literature covering organizations in all work sectors.

2.3. The literature search

The literature search was conducted using the following information sources: ScienceDirect, Scopus, Google Scholar, and Publish or Perish. The search was performed using a combination of the following keywords: "Human Capital Management System", "HCMS", "Technology Acceptance Model (TAM)", and "HCMS Implementation". Additionally, to expand the search, the time range was set from 2016 to 2024.

2.4. Quality Assessment

The selection process was carried out in the following stages:

QA1: Is the journal published within the period 2018 - 2024?

QA2: Does the journal content discuss the use of HCMS applications?

QA3: Does the journal address the TAM model?

The quality assessment procedure for selected journals is as follows:

(Yes): For journals that meet the quality assessment criteria.

(No): For journals that do not meet the quality assessment criteria.

From the initial search, 38 journals were found. After reviewing the titles, abstracts, and content quality, 26 journals that met the inclusion and exclusion criteria were included in this review.

2.5 Research Question

The primary objective of this Systematic Literature Review (SLR) is to collect and analyze studies related to the Effectiveness of Human Capital Management System (HCMS) Usage on HRD Organizational Performance using the Technology Acceptance Model (TAM) approach. This section will present several research questions that help define the research direction and establish boundaries for the study. The identified research questions (RQs) for discussion are as follows:

1. RQ1: What are the uses and functions of the Human Capital Management System (HCMS) application?
2. RQ2: How is technology acceptance of HCMS perceived by HRD users based on the TAM perspective?
3. RQ3: What are the differences or gaps between previous research using the TAM model and the current study?

2.6 Data Synthesis and Analysis

The literature synthesis is conducted narratively by grouping the journals into the

following main themes: Impact of HCMS on HR Management Efficiency, Challenges in HCMS Implementation, Success Factors in HCMS Implementation, Additionally, data analysis is performed by comparing findings and analyzing emerging patterns from various studies.

3. Results

Several studies highlight the positive impact of HCMS implementation on operational efficiency and company sustainability. The availability of large, integrated data allows companies to gain more accurate insights into employee needs and performance. From the 26 journals included in this systematic literature review, a selection of the most highly relevant journals is summarized in the table below, as they align closely with the research objectives of this study.

No	Author	Result
1	[1]	The cloud system in the use of employee attendance provides convenience for every company management to control employee attendance, with a system that can be accessed anytime and anywhere, providing convenience for the HRD Department to monitor employee attendance and also convenience in managing attendance data that is very much needed for every company. The use of a cloud system increases speed, secure communication, scalability, identity and access management, reliability, and automation.
2	[2]	The systematic absence process is a challenge for the employees themselves, that user acceptance of new technology is critical to the success of the system. Adequate training and clear communication about the benefits of the system are needed to increase adoption among employees. may be faced during the implementation process, including privacy and data security issues.
3	[3]	The influence of the existence of an HRMS system at PT. Thai Seng Indonesia is studied using the TAM model. This process involves three main elements, namely the perception of benefits (perceived usefulness), perceptions related to ease of use (perceived ease of use), and perceptions of application acceptance (Perception Acceptance Of The Application), all of which affect the user's intention to accept and utilize the technology. From these three factors, it can provide results whether the existence of an HRMS system can prove effectiveness for employees.
4	[4]	The TAM approach reveals that an individual's performance in a particular behavior is influenced by their intention to perform the task. There are two main variables (perceived usefulness and ease of use) that are considered to be the main determinants of technology acceptance by users. TAM was developed to predict the extent to which individuals or organizations will adopt new technologies.
5	[12]	Implementing the Human Capital Management Information System as a strategic step to improve readiness to face anticipated uncertainties, improve performance, and ensure sustainability, organizations are now dedicating resources to developing their workforce. It is important to examine the substantial evidence of the observed expansion of global knowledge.
6	[14]	The implementation of a unique management system as an organizational procedure and process drives the achievement of organizational capabilities by focusing the organization's attention on strategic priorities. From a stakeholder perspective, an MCS enables organizations to define and communicate their objectives among stakeholders, monitor performance by providing feedback and implementing control mechanisms, and motivate employees to achieve organizational goals by assessing and rewarding their achievements. Specifically, an MCS system is an information system used for decision-making, and the coordination, control, analysis, and

		visualization of information within an organization.
7	[16]	The use of the KPI system is not only as a tool for annual employee performance assessment for incentive purposes, but, first of all, as a comprehensive additional tool for management and owners of the organization, focused on monitoring the activities of individual employees. The first benefit is to have a dynamic list of human capital assessments and organizational potential, and secondly, to monitor the achievement of tactical and strategic goals of the organization, and thirdly, to control and respond in a timely manner.
8	[17]	HRD management in providing career paths for employees is an important thing for a company in improving the quality of each employee, a successful Career Path for Candidates to experienced employees is a big job for both individuals and companies. To achieve a balance between the interests of both parties means increasing opportunities to be more innovative and develop cutting-edge technology in the transportation industry. Modern systems in HR management can provide companies with high-quality analytics and reduce the processing time of routine tasks. By using the system can reduce losses for the employees themselves.

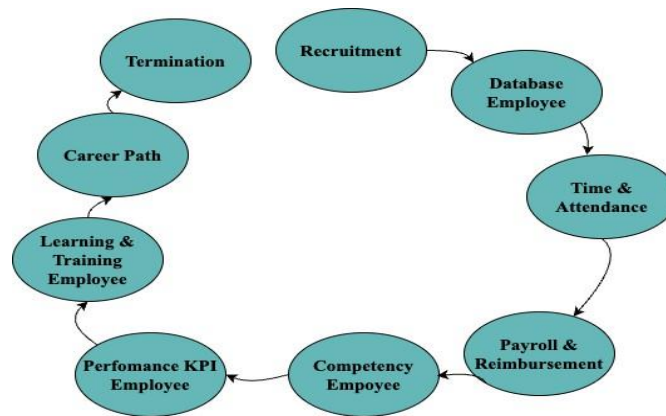
In conducting quality assessments of relevant journals, we evaluated 26 selected journals. Of these journals, 14 met the criteria and can be considered as very good and good quality references. These are the results of the quality assessment:

No	Author	Q1	Q2	Q3
1	Hanif et al	Yes	Yes	Yes
2	Giri et al	Yes	Yes	Yes
3	Juniar et al	Yes	Yes	Yes
4	Alfadda et al	Yes	No	Yes
5	Matimbwa et al	Yes	Yes	No
6	Akankunda et al	Yes	Yes	No
7	Zaripov et al	Yes	Yes	No
8	Torosyan et al	Yes	Yes	No
9	Nada et al	Yes	Yes	Yes
10	Sumantri et al	Yes	Yes	Yes
11	Singh et al	Yes	Yes	Yes
12	Sakarya et al	Yes	Yes	Yes
13	Nguyen-Tat et al	Yes	Yes	No
14	Ardebili et al	Yes	Yes	No

3. Discussion

3.1 RQ1 What are the uses and functions of the Human Capital Management System (HCMS) Application?

In the HRD Organization there is a series of structured workflows from the recruitment process to the management of termination of employment. This flow aims to ensure that the organization can obtain, develop, and retain quality employees.



From the series of workflows above, creating an HCMS application as an essential tool within a company is necessary to facilitate the interrelated workflows. The role of Human Resource Management (HRM) determines the organizational performance and its position in the market, enabling it to achieve higher revenues and become more competitive in the market [17]. The HCMS application is a technology-based system used by companies to manage human resources (HR) efficiently and effectively. This application includes various features to support existing workflows within the HR department, integrating one process with another. The utility of the HCMS application refers to the practical benefits that can be obtained by using this application in human resource management within an organization. Some of the main utilities of HCMS are:

- 3 Improving HR Management Efficiency: HCMS helps automate various administrative processes such as payroll, attendance, leave management, and employee data, reducing manual workload and improving HR operational efficiency.
- 4 Data Integration: The system can integrate all work processes and data flow from various HR sections, such as recruitment, training, employee databases, career development, and employee termination. This makes it easier to manage and monitor HR data centrally within one integrated system.
- 5 Enhancing Employee Experience: HCMS provides a platform for employees to access their own information, such as payslips, leave schedules, and performance results, giving them more control over job management and their status within the company.
- 6 Analysis and Reporting: HCMS enables companies to generate reports and analyses related to HR, helping strategic decision-making, such as in performance management, succession planning, and skill development. The use of HCMS simplifies the analysis and report generation because all data is managed in a single integrated system.

Functions refer to the specific roles or tasks performed by HCMS in supporting HR

management. Some of the main functions of HCMS are:

- 1 Recruitment and Selection: HCMS helps facilitate the recruitment process by providing features to manage job vacancies and filter candidates based on specified criteria. The system can also manage the interview process, selection tests, and generate reports on candidate performance during recruitment.
- 2 Employee Data Management: HCMS stores and manages employee data centrally, such as personal information, work history, salary, benefits, and performance records. Employee data can be updated automatically, making it easier for HR to access necessary information at any time.
- 3 Performance Appraisal Management: HCMS helps manage employee performance appraisals, set goals and KPIs (Key Performance Indicators), and provide systems for feedback and achievements. Additionally, the system allows 360-degree evaluations (feedback from supervisors, colleagues, and subordinates) to get a more complete view of employee performance. Besides being an evaluation tool, performance management is important as a comprehensive tool for management and organization owners, focused on monitoring the dynamic production and economic conditions of the organization and deviations from the planned level based on the evaluation of quantitative factors from individual employee conditions and activities [16].
- 4 Training and Development: HCMS supports the management of employee training and development programs, from scheduling training, enrolling participants, to tracking training progress. Additionally, this application allows HR to identify employee training needs based on performance appraisal results or changes in organizational goals.
- 5 Compensation and Benefits Management: This system facilitates the automatic and accurate management of salary payments, bonuses, incentives, and other benefits. Tax management, health insurance, and pension programs can also be integrated into the system, so HR no longer needs to handle these processes manually.
- 6 Leave and Attendance Management: HCMS allows electronic leave and attendance management, making it easier for employees to request leave and monitor their remaining leave entitlement. The system also enables HR to monitor employee attendance in real-time, analyzing attendance patterns and taking necessary actions if irregular absences occur.
- 7 Career Development Management: HCMS can assist in planning employee career development by providing clear career paths and identifying promotion opportunities based on employee performance and competencies. The system allows managers and HR to monitor employee potential and plan success in key positions within the organization.
- 8 Exit and Termination Management: HCMS can help manage the employee exit process, whether voluntary resignation or termination, including exit interviews, managing related documents, and calculating employee entitlements. This application also facilitates the closure of employee accounts in the company's system and ensures that all administrative procedures related to employee departure are completed correctly.

2.4. RQ2. How is the acceptance of HCMS technology by users in HRD based on the TAM perspective?

Acceptance of HCMS technology by users in HRD based on the Technology Acceptance Model (TAM) perspective is stronger and more able to explain variance in technology adoption. This model was developed in response to the modification of the Theory of Reasoned Action (TRA) to explain the determinants of user acceptance of

new information systems [11]. This SLR is analyzed by focusing on two main factors, namely perceived usefulness and perceived ease of use that contribute to user intentions to accept and use technology [3]. TAM is a model created to predict the likelihood of individuals or organizations adopting new technology [4]. And in the context of HCMS, the acceptance of technology by HRD users is greatly influenced by how easy and how useful the system is in supporting their work

3.1.1 *Perceived Usefulness (PU)*

Refers to the extent to which users believe that using an HCMS can help improve their performance or make their work easier in the organization. In the context of HRD, this relates to how an HCMS can support various HR functions, such as recruitment, performance management, payroll administration, and training management. Impact on Acceptance If HRD perceives that an HCMS improves the efficiency of HR processes (e.g., by speeding up recruitment, simplifying performance evaluations, or reducing administrative errors), they will be more likely to adopt and utilize the technology.

3.1.2 *Perceived Ease of Use (PEOU)*

Refers to how easy and uncomplicated users feel in using HCMS technology. In the context of HRD, this includes factors such as intuitive interface, ease of navigation, and training and support provided to operate the system. Influence on Acceptance: If the HCMS is easy to understand and use, HRD users will be more likely to accept and use it consistently. Conversely, if the system is perceived as complicated and requires high technical skills, the level of acceptance is likely to be low. Conducting continuous monitoring and improvement related to the strongest indicator that has a significant contribution to the perception of ease of use is the existence of a system that is easy to operate. Factors that influence PEOU are an intuitive user interface (UI) and the existence of training and support in use [23].

2.5. RQ3. What is the difference or gap between the application of the TAM model in previous studies and the one to be studied?

In previous studies on technology acceptance, especially in the context of HCMS using TAM, the main focus is often limited to two key factors outlined in TAM, namely Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). These two factors, although very relevant in explaining technology acceptance in general, do not fully cover the broader dimensions that influence technology acceptance in a more specific context. TAM has been widely used to investigate internal motivation rather than external motivation, By implementing HCMS Organizations can improve the efficiency, effectiveness, and decision-making of their HR departments, improve overall organizational performance and maintain sustainable competitive advantage [19].

3. Conclusion

This study shows that the effectiveness of the use of Human Capital Management System (HCMS) applications directly contributes to improving the performance of HRD organizations. Higher technology acceptance in HRD will improve operational efficiency in various processes, such as recruitment, performance management, HR administration, and data-based decision making. Thus, successful adoption of HCMS technology can bring competitive benefits to organizations, by increasing productivity and accountability in

human resource management. And the use of HCMS has a positive influence on HRD organizational performance. Based on the Technology Acceptance Model (TAM) approach, factors such as perceived usefulness (PU) and perceived ease of use (PEOU) play a major role in increasing technology acceptance in HRD. In addition, the need for trust factors in data security and adequate managerial support and training. Thus, to improve the effectiveness of HCMS and overall HRD performance, organizations need to ensure that the technology implemented not only meets functional needs, but also obtains strong social, managerial, and cultural support.

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