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Creating HR Effectiveness and High Performance Work Systems through E- HRM Competencies

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Abstract

Private Sectors Banks today, faces several challenges and competition which affect their performance and productivity. HR capabilities i.e. HRIS capabilities and HPWS capabilities with performance of human resource function is one of the challenge on which organizations should focus in order to increase the efficiency in the organization. Information Technology has strategic role in bringing effectiveness in human resource management and is enhance competence of HR function. By reshaping tradition approach of work to high performance work system enable work productivity but increase competence HR professionals to add strategic value to the firm success. Banking sector which is highly information Technology driven is challenged by HR capabilities and HR competence issues in Pakistan. Conceptual framework is based on independent variable of HRIS capability and its sub components HRIS competency, HRIS infrastructure, High performance work system Capability (HPWS) and dependent variable of HR performance. Using survey design data has been collected from the employees of different public and private banks of Karachi, Pakistan. Study used structured 393 questionnaires to gather the data. The study has adopted quantitative approach and data is collected by a survey, conducted from the employees of different private sectors using self-administered structured questionnaire. A sample of 393 questionnaires was sent to the organizations in order to gather the data. The findings of the study revealed that one of the component of HRIS capabilities i.e. HRIS infrastructure has a positive significant impact on human resource performance, whereas, no significant impact is found between HRIS competence and performance of HR. The study also revealed that HPWS also significantly impacts the performance of HR function.

Keywords: HRIS Capabilities, HRIS Competences, HRIS Infrastructure, HPWS Capabilities, Human Resource Function Performance.

INTRODUCTION

HRM has evolved as the most important function of contemporary management in 21st century (Jiang &Messer smith, 2018). Most of the organizations are shifting from traditional HR practices to the modern trends which involve the use of information technology and software applications which help in better management and decision making. However, it has slowly and gradually

shifted from the traditional and administrative approach to the establishment of High Performance Work System (HPWS) (L'Écuyer et al., 2019) and these practices are directly related to the performance of organization. Human resource management is bridging HR with the strategic goals and objectives of an organization, in order to bring synergy in business operations and establish organizational culture which helps in nurturing invention, adoptability and competitiveness (Obeidat, 2017). The current trend for HR professionals is to recognize and follow strategic HR approach in their work in order to identify most important context between HRM and organizational strategies. However, SHRM clearly mentions the increase in diversity of HRM tasks. The aging populations who are skilled workers have faced challenges and has emerged over the time. Therefore, in order to hire, retain, and establish better HR, organizations need to excel in strategic human resource management (SHRM), and install and utilize technology i.e. software & applications to meet such goals (Marler& Fisher, 2013). Thus, for this purpose, HRIS has been introduced in different organizations by integrating HR and IT capabilities (Olivas-Lujan, Ramirez, & Zapata-Cantu, 2007).

The use of human resource information system (HRIS) in the HR department of organization with the integration of IT & HR management enables organization to perform better by enhancing performance of HR function (Maier at el., 2013) and enables HR to play a more strategic role in the organization (Haines & Lafleur, 2008; Barrett & Oborn, 2013).Therefore, it is mandatory to understand the impact of such drive on HR management in private sectors in order to propose solutions that can meet the criteria and for that purpose, IT adoption in human resource department of private sectors must be questioned to bring efficacy and fulfil demands (Iqbal et al., 2018). Consequently, the term HRIS has been used in the study instead of E-HRM (broad term in HR) because HRIS technology supports the HR department by bringing efficiency & effectiveness in HR function roles, along with HR applications used by HR employees to improve their performance (Johnson, Lukaszewski, & Stone, 2016).

According to Marler and Fisher (2013), few studies have been conducted on HRIS stating how it supports the HR function in public organizations, therefore, adoption of different framework is required to analyze the impact of HRIS on the HR function of private sectors. Moreover, it is a latest term and is mainly studied conceptually on the basis of theories or concepts to use & suggest different framework to public firms. Hence, a deeper understanding of HRIS capabilities is required in order to analyze its impact on HR function.

For that reason, the research will be conducted on Karachi's private sectors as these are the prosperous sectors in the economy, with high corporate culture and they facilitate the adoption of modern technology trends. In this research we intend to add value to the body of the study on the mixed impacts of IT and non-IT based resources in general (Song et al., 2005; Jeffers, Muhanna, &Nault, 2008; Chen, 2012) whereas capabilities of IT and HR in particular (Carte & Chidambaram, 2004; Aral & Weill, 2007).

Problem Statement

HRIS is an emerging trend in organizations, therefore, there is an essential need to bring the light upon the role of HRIS capabilities in empowering HR functions in the organizations. Moreover, very few studies are found in the literature entailing frameworks for HRIS adoption and its role in multinational and public organizations. Previous studies have found that HRIS plays a significant role in enhancing organization's performance by improving high performance work practices which resulted in organization's success (Obeidat, 2017). High performance work system (HPWS) refers to a set of Human resource (HR) practices which helps in increasing employee's motivation level, enhancing their skills, and increasing employee engagement and participation in the organization in order to enhance their organizational performance (Raineri, 2016). Studies

conducted in past were according to the organization's old trends, infrastructure, and its functions which has now completely changed (Jiang &Messer smith, 2018), thus, there is a need to explore the relationship between HRIS, HR functions, and its performance (Iqbal et al., 2018) along with the role of IT in enhancing SHRM (L'Écuyer et al., 2019).

Therefore, the prime motive the study is to identify the role of HRIS and HPWS in enhancing the performance of HR functions specifically in private sectors. For this purpose, firstly the study aims to explore the factors that work together in deployment of HR and IT to enhance organizational performance by strengthening SHRM. Secondly, it will further examine direct impact of HRIS on HR functions by analyzing the antecedents of HRIS which has a substantial influence on HR functions. Thirdly, the study will examine the impact of HPWS on HR in order to accentuate the importance of HPWS in an organization. Moreover, it will highlight the main antecedents of HRIS which plays an important role in enhancing performance of HR functions. The findings of the study will provide a proper picture or a broad view to the managers that how HR and IT work together in an organization and will emphasize its importance in the organization. Moreover, through the findings, managers will also be able to know about the main antecedents of HRIS and HPWS capabilities which will help them in increasing efficiency in the performance of HR functions which will ultimately result in better organizational performance. The study will contribute in adding value to our knowledge about the recent impacts of two aspects of SHRM and IT capabilities on the HR functions and their performance in the private sectors, which are high performance work system (HPWS) capabilities and the human resources information system (HRIS) capabilities. Further, the study will provide some detailed insights for both research and practical implication.

Research Objectives

1. To examine the impact of HRIS Competence on the performance of HR functions.
2. To examine the impact of HRIS Infrastructure on the performance of HR functions.
3. To examine the impact of HPWS capabilities on the performance of HR functions.

Research Questions

1. To what extent does HRIS Competence affect the performance of HR functions?
2. To what extent does HRIS Infrastructure affect the performance of HR functions?
3. To what extent do HPWS capabilities affect the performance of HR functions?

THEORETICAL BACKGROUND

HPWS Capabilities:

Several researches has been conducted on HR practices considering HPWS and its impact on organizational performance (Kehoe & Wright, 2013) due to its capabilities which provide pleasant and work friendly environment to the employees of the organization which ultimately results in better performance of HR function. However, one of the major reason of HR function's enhanced performance is increased level of organizational commitment and job satisfaction among employees which only increases with improved and better HR practices (Garcia-Chas, Neira-Fontela, & Castro-Casal, 2014; Fabi, Lacoursière, & Raymond, 2015; Karadas &Karatepe, 2019). HPWS refers to a set of HR practices which perform different functions but are interconnected with each other in order to enhance the work system (Coder, Peake, & Spiller, 2017). However, these practices can be supported and strengthened by IT capabilities (Aral, Bryn jolfsson, & Wu,

2012) which can help an organization in gaining competitive advantage against its competitors. Several studies when studying HPWS empirically and relating it to employee's behavior and attitude, have assessed HPWS on the basis of ability, motivation, and opportunity framework (AMO) (Hoque et al., 2018) or knowledge, skills, and ability framework (KSA) (Jiang et al., 2012). Through these frameworks organizations are able to enhance the knowledge and skills of their employees through training and promotions, whereas, through motivation they have been able to retain their employees (Jiang &Messer smith, 2018). According to Makadok (2001), there are two mechanisms to gain competitive advantage i.e. resource-picking and capability-building. All organizations follow either both or one of the above mentioned mechanisms, some gain competitive advantage by choosing the right and accurate resources, while some by deploying resources effectively. Thus, HR play a substantial role in implementing the above mentioned mechanisms in the organization, therefore, competent employees are needed to select and deploy the appropriate IT resources and to develop the required IT capabilities (Khatri et al., 2010).

HRIS Capabilities

Human resource information system is the system which is used to obtain, save, employ, evaluate, recover, and disseminate applicable instructions about the firm's HR (Khatri et al., 2010). However, it may vary from an uncomplicated filing program to complex and varying performance facilities with decision making instructions. HRIS is a complete information system based on software applications and IT base information system, performing individually or interfaced on a network, for the purpose of meeting HR task which may include supporting HR activities, functions, policies or plans (Ruel, Bondarouk, &Van der Velde, 2007).

However, information technology capabilities without deploying with HR denote the activities and competences that are compatible with its IT utilization (Aral &Weill, 2007). Whereas, the human resources information system capabilities are the ones which supply organization with the potential to assemble and expand IT-related resources, in consolidation or conjunction with other resources and capacities and IT capabilities show an organization's potential to use its IT resources with non-IT assets (Jeffers et al., 2008), and human resources in particular (Aral et al., 2012).

Studies on the Effect of HRIS Capabilities on Performance of HR Functions

HRIS capabilities are elaborated as the practices and abilities that help these organizations' utilization of IT for HRM purposes. These capabilities focus mainly on the two components i.e. HRIS competence of members of the organization (Kim et al., 2011), and members of the HR function in particular and HRIS infrastructure. Competency in particular is the information, expertise, or capacity that adds to the effective fruition of an assignment at work. All employees utilize various skills to play out their activity. HRIS competence include the expertise in HRIS related technology and application management (L'Écuyer et al., 2019).

Whereas, HRIS infrastructure mainly consists HRIS technologies and software applications (L'Écuyer et al., 2019). It constitutes mostly the HRIS based technologies and other system applications that are installed within the organization's premises (Hooi, 2006), that include technology coverage, application coverage, infrastructure connectivity, and infrastructure compatibility (L'Écuyer et al., 2019).

Considering HRIS capabilities, Ruel et al. (2007) revealed that performance of HR function was strategically enhanced when effective and efficient HRIS capabilities were implemented in the organizations. Moreover, with the help of improved HRIS competence a visible shift was observed in HR functions i.e. employees' competences were improved which led to the shift from HR administration to more strategic issues (Bell, Lee, &Yeung, 2006). Similarly, Haines and Lafleur

(2008) emphasizes on the importance of HRIS capability considering HRIS infrastructure (another antecedent of HRIS capability) by indicating a positive relationship between HRIS infrastructure and the performance of HR function. Thus, we can conclude that HRIS capabilities i.e. HRIS infrastructure and competence, both have a significant impact on the performance of HR function.

H1: HRIS competence has a positive effect on the performance of HR function.

H2: HRIS infrastructure has a positive effect on the performance of HR function.

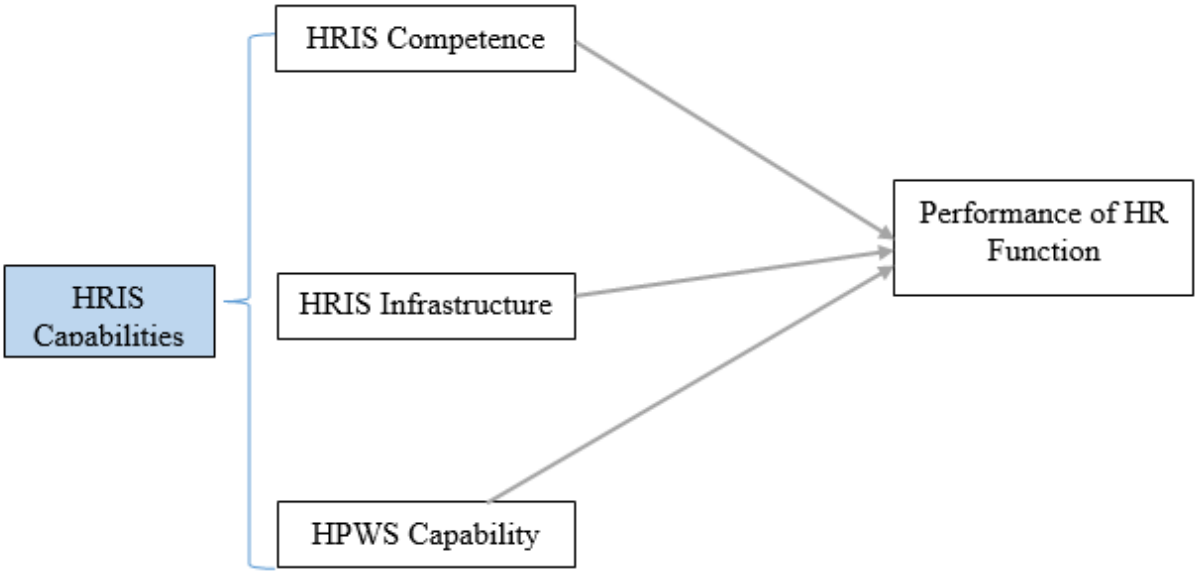
Studies on the Effect of HPWS Capabilities on Performance of HR Functions

According to Messer smith et al. (2011), previous studies revealed that HPWS has a substantial positive impact on organizational performance, particularly in SMEs (Gilman & Raby, 2013). Whereas, very few studies have been conducted to discover the relationship between HPWS and the performance of HR functions and employees (Raineri, 2016). For this purpose, Takeuchi et al. (2007) accentuated the importance of HPWS by conducting an empirical study on the relationship between human capital and HPWS. The study revealed that HPWS had a substantial positive effect on human capital. Human capital can be defined as a set of factors which contribute in achieving organization's goals by means of employees (Jiang et al., 2012). These factors include skills, experiences, abilities, and knowledge which employees possess in the organization. Jiang et al., (2012) stated that the firm's SHRM practices were positively related to its human capital and that, in turn, the firm's human capital partially mediated the relationship between its SHRM practices and voluntary turnover. As the main mission of the HR function is precisely to meet strategic goals with regard to human capital and to employees' attitudes (e.g. commitment) and behaviors (e.g. innovativeness). Thus, based on the previous literature, HPWS enhances employees' performance and outcomes by developing effective and efficient human capital which results in increased organizational commitment and decreased turnover intention among them.

H3: HPWS capabilities has a positive effect on the performance of HR function.

Research Framework

Figure 1: Research Model



Hypotheses:

H1: HRIS competence has a positive effect on the performance of HR function.
H2: HRIS infrastructure has a positive effect on the performance of HR function.
H3: HPWS capabilities have a positive effect on the performance of HR function.

METHODOLOGY

Research Design

An adopted questionnaire for survey has been used to know the impact of HRIS capabilities on HR effectiveness. Primary Data has been collected from Banking sector HR employees of private sectors in Karachi. Total 393 questionnaires were sent to different organizations which were considered as the sample size, on the basis of this sample size results of the data were analyzed (L'Écuyer et al., 2019). These employees included HR managers, CEOs, HR first line employees, and consultants. Employees were contacted and given questionnaires to know their perception about the impact of HRIS capabilities on the performance of HR function and how HPWS affects the performance of HR function.
Data analysis was accompanied by using Statistical Package for the Social Sciences (SPSS). Descriptive statistics,Cronbach alpha was used to check the reliability of the scales. Pearson correlation was used to evaluate the correlation between the dependent and independent variables. SMART PLS (Partial Least Square) software was used to evaluate the significance and goodness fit of the model through path analysis and structural equation model. Two tests were run on SMART PLS 3, one was PLS Algorithm, which helped in assessing the model through composite reliability, convergent, and discriminant validity, where one tells us about the internal consistency of the model and the other tells us about the credibility and uniqueness of the constructs. On the other hand, the second test Bootstrapping, was run to assess the relationship between the variables through structural equation modeling.

ANALYSIS AND FINDINGS

Mahalanobis Test:

Mahalanobis test is used to identify the outliers in the data in order to eliminate errors. Therefore, by the help of SPSS (22), mahalanobis test was run on the data comprising 393 questionnaires in order to remove the outliers from the data. The results of the test indicated that the data had 8 outliers, therefore, 8 responses were deleted and the data was ready for further evaluation. Besides that, missing value test was also run on the data and the findings were zero, indicating that there were no missing values in the data and it was complete.

Descriptive Statistics:

Table 1 below states frequencies of three control variables i.e. age, gender, and years of experience. It further indicates the ratio between each category such as, in the sample size of the data majority of the responses were filled by male (62.1%), whereas, females constituted 37.9% of the total responses. Similarly, majority of the responses filled by professionals with respect to age were 26 to 35 years as illustrated in table below:

Table 1: Frequencies

Demographics	Frequency	Percentage%
Gender		
Female	146	37.9
Male	239	62.1
Total	**385**	**100**
Age		
Less than 26	98	25.5
26 - 35	205	53.2
36 - 45	50	13
46 - 55	25	6.5
56 – Above	7	1.8
Total	**385**	**100**
Year of Experience		
Less than 1	37	9.6
1 - 3	165	42.9
4 - 6	102	26.5
7 - 9	50	13
10 - Above	31	8.1
Total	**385**	**100**

Table 2a illustrate the descriptive statistics of control variables. It consists the mean and standard deviation of gender, age, & years of experience of the respondents from different private organizations from whom the data was collected.

Table 2a: Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Age	385	1.00	5.00	793.00	2.0597	.89795
Gender	385	1.00	2.00	624.00	1.6208	.48582
Years of Experience	385	1.00	5.00	1028.00	2.6701	1.07663
Valid N (listwise)	**385**					

Whereas, table 2b below states the descriptive statistics of each construct. The standard deviation of each construct is 0.5 except performance of human resource function whose SD is .49, close to 0.5. Similarly, mean of each construct ranges from 4.0 to 4.2 as indicated in table 4.2b below:

Table 2b: Descriptive Statistics of Variables

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
HRISC	385	1.93	5.00	1544.80	4.0125	.59345
HRISI	385	2.56	5.00	1629.22	4.2317	.51327
HPWS	385	2.00	5.00	1622.60	4.2145	.55198
PHRM	385	2.78	5.00	1622.44	4.2141	.49787
Valid N (list wise)	**385**					

Reliability Analysis

Reliability analysis test is done to evaluate the consistency and reliability of the data is Cronbach Alpha test (Saqib et al., 2015, & Rashid et al., 2021). The result of Cronbach Alpha for 43 items is 0.964 which indicates the reliability of the data as shown in the given table 3.

Table3: Results of Reliability Analysis

No. of Items	Cronbach's Alpha
43	0.964

According to L'Ecuyer et al. (2019) and Rehman et al., (2023), the Cronbach Alpha for the data should be greater than 0.70 thus, 0.964 is greater than 0.70, which indicates that the data is reliable and it can be proceeded for further analysis. However, table 4.4 below shows the results of the reliability test of each variable.

Table 4: Reliability Statistics for Each Variable

Variables	No of Items	Cronbach's Alpha
HRISC	15	0.936
HRISI	9	0.878
HPWS	10	0.902
PHRM	9	0.902

Correlation Analysis:

Correlation analysis is used to find relation between variables. Table 5 illustrates correlation between the variables.

Table 5: Correlation

		HRISC	HRISI	HPWS	HRP
HRISC	Pearson Correlation	1			
HRISI	Pearson Correlation	.667**	1		
HPWS	Pearson Correlation	.656**	.676**	1	
PHRM	Pearson Correlation	.600**	.730**	.753**	1

** Correlation is significant at the 0.01 level (2-tailed)

According to the table above, positive correlation is observed between all the variables. The values of the table indicate that there is highest positive correlation between all the variables as their values are above 0.5. Therefore, the data can further be analyzed as no multicollinearity was observed between variables.

Factor Analysis:

Factor analysis is performed to evaluate the reliability of the constructs. The result indicated that overall 21 items or indicators from 64 indicators in total showed loadings below 0.5 due to which they were removed from the data in order to get accurate results. However, remaining 43 items

showed loadings of value greater than 0.5 which indicated that the items were valid and adequate for further analysis Table 6 below illustrates the results of the data:

Table 6: Factor Loadings

	HPWS Capabilities	HRIS Competence	HRIS Infrastructure	Performance of HRM
HPWS11	0.642			
HPWS16	0.708			
HPWS17	0.698			
HPWS18	0.722			
HPWS19	0.720			
HPWS21	0.778			
HPWS22	0.714			
HPWS23	0.744			
HPWS24	0.789			
HPWS25	0.787			
HRISC1		0.690		
HRISC10		0.727		
HRISC11		0.772		
HRISC12		0.694		
HRISC13		0.792		
HRISC14		0.762		
HRISC15		0.780		
HRISC16		0.744		
HRISC18		0.772		
HRISC19		0.745		
HRISC5		0.667		
HRISC6		0.659		
HRISC7		0.644		
HRISC8		0.670		
HRISC9		0.789		
HRISI1			0.699	
HRISI10			0.747	
HRISI11			0.764	
HRISI3			0.669	
HRISI5			0.559	
HRISI6			0.718	
HRISI7			0.789	
HRISI8			0.742	
HRISI9			0.721	
PHRM1				0.790
PHRM2				0.718
PHRM3				0.810
PHRM4				0.828
PHRM5				0.832
PHRM6				0.809
PHRM7				0.680
PHRM8				0.635
PHRM9				0.638

Convergent Validity

The model was measured and assessed through composite reliability which represents internal consistency of the data along with average variance explained (AVE) which measures convergent validity. Thus, table 4.7 below represents the results of the data:

Table 7: Construct Reliability & Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
HRIS Competence	0.936	0.944	0.531
HRIS Infrastructure	0.879	0.903	0.511
HPWS Capabilities	0.903	0.92	0.535
Performance of HRM	0.903	0.921	0.567

According to Hair et al. (2009), AVE of the variables should be above 0.4, therefore, 21 items were removed in order to meet the criteria. During the tests, both sub factors of HRIS capabilities i.e. HRISC & HRISI, and HPWS capabilities indicated AVE below 0.4, due to which 4 items of HRIS competence, 2 items of HRIS infrastructure, & 15 items of HPWS capabilities were removed. Thus, these 21 items were not used for the analysis of the results.

Discriminant Validity

Heterotrait-monotrait criterion (HTMT) was used to validate the test. According to Henseler, Ringle, and Sarstedt (2015), HTMT compared to other criterion i.e. Fornell-Lacker and cross-loadings, is superior in terms of performance, which was evaluated by means of Monte Carlo simulation study whose findings revealed that HTMT is able to achieve higher specificity and sensitivity rates (97% to 99%) compared to the cross-loadings criterion (0.00%) and Fornell-Lacker (20.82%). The results of the data is stated in table 4.8 below:

Table 8: Heterotrait-Monotrait Ratio

	HPWS Capabilities	HRIS Competence	HRIS Infrastructure	Performance of HRM
HPWS Capabilities				
HRIS Competence	0.714			
HRIS Infrastructure	0.768	0.734		
Performance of HRM	0.836	0.654	0.818	

According to Kline (2011), the values below 0.85 indicates that the constructs are distinct and unique from each other and do not overlap. Thus, findings of the data fulfill the requirement as value of each construct is below the threshold value of 0.85, therefor, the data is valid and can further be analyzed.

Model Fitness

The significance of the framework or model is evaluated on the basis of R^2, Q^2, and path analysis. Both the values R^2 and Q^2 of dependent variable determine the significance of the construct, where R^2 represents the predictive capability of dependent variable and its value should be above 0.1, whereas, Q^2 represents predictive relevancy and should be above 0. Thus, table 4.9 below indicates the significance of the construct as both the values R^2 and Q^2 meet the requirements i.e. $R^2 = 0.679$ (above 0.1) and $Q^2 = 0.374$ (above 0).

Table 9: R^2 & Q^2

	R Square	Q^2 (=1-SSE/SSO)
Performance of HRM	0.679	0.374

In addition to that the goodness of model fit was evaluated through SRMR (Standardized Root Mean Square Residual) whose value should be less than 0.8 (Henseler et al., 2016 and Siddiqi et al., 2024). Hence, table 4.10 below indicates that the model is acceptable as the value of SRMR is below the threshold value.

Table 10: Model Fit

	Saturated Model	Estimated Model
SRMR	0.072	0.072

Structural Equation Modeling:

Structural equation modeling was used to validate the research model, employing the PLS component-based technique for this purpose. Along with that the recommended sample size requirement for PLS is easily met here (Henseleret al., 2016), therefore, path analysis was run to discover the relationship between 3 independent and 1 dependent variables to test the hypotheses of research framework and the impact of HRIS capabilities and HPWS capabilities was evaluated on the performance of HR function. Thus, the results of the data indicated that the model is adequate and relevant to the hypotheses of the study by meeting the minimum criteria of goodness fit model.

Along with the fitness of model, the hypotheses which were predicted on the basis of previous studies was also evaluated. The results of the data were evaluated through coefficient or weights (β) which indicates positive and negative relationship between independent and dependent variables and its significance level. According to Malhotra, Budhwar, and Prowse (2007) and Rehman et al., (2023), the p value greater than 0.05 shows insignificant impact between variables, whereas, the p value ranging from 0.05 to 0.000 indicates significant impact between the two variables. Thus, table 4.11 below states the results of structural equation model.

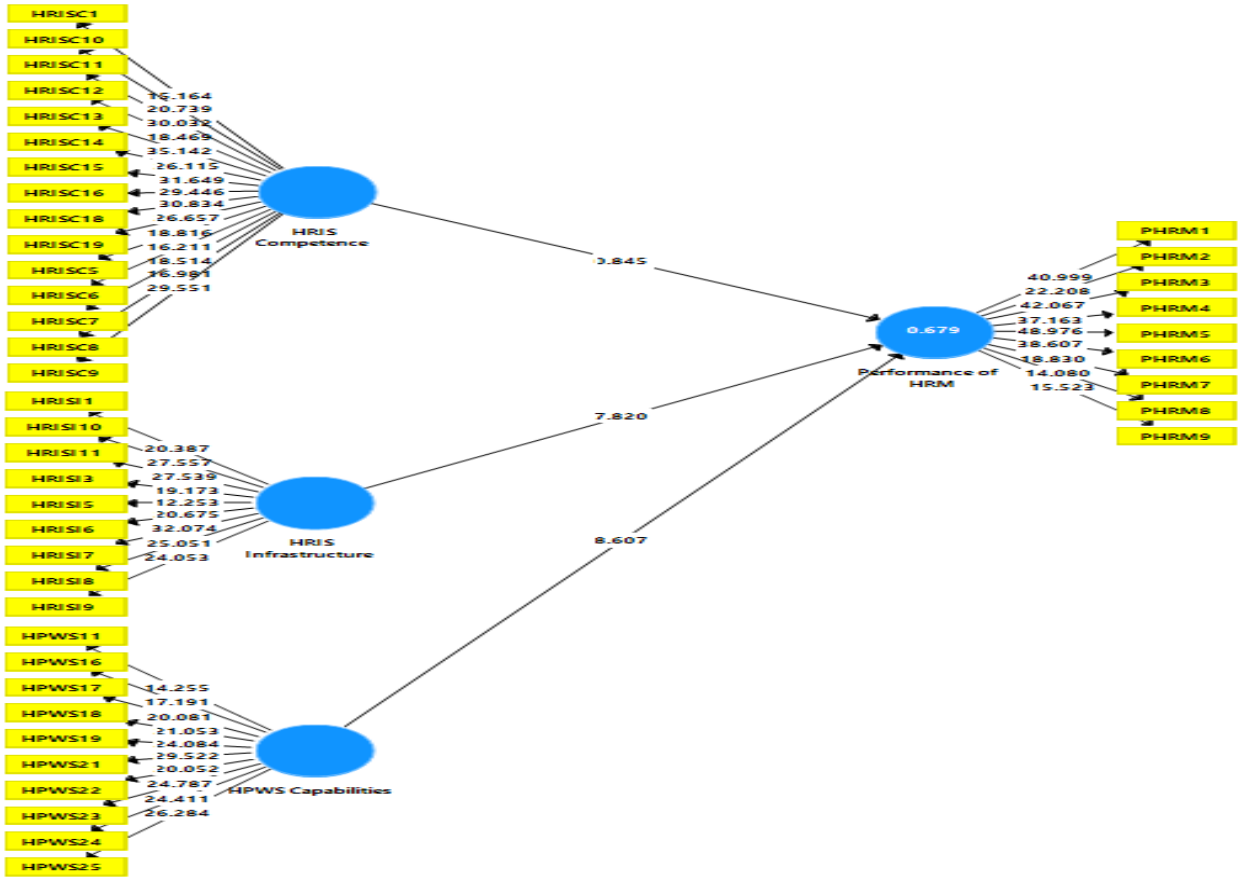
Table 11: SEM Coefficients for The Model

	β	STDEV	T Statistics	P Values	97.5%	Remarks
HRIS Competence -> Performance of HRM	0.042	0.050	0.845	0.399	0.128	Rejected H1
HRIS Infrastructure -> Performance of HRM	0.372	0.048	7.820	0.000	0.471	Supported H2
HPWS Capabilities -> Performance of HRM	0.491	0.057	8.607	0.000	0.608	Supported H3

The results of table 4.11 indicate that among the components of HRIS capabilities, HRIS competence has insignificant impact on performance of HR ($p = 0.399$, $\beta = 0.42$, & $t = 0.845$) therefore, H1 was rejected. Whereas, HRIS infrastructure has a high positive significant impact on performance of HR with p value = 0.000, & $\beta = 0.372$ hence, H2 wa supported. Similarly, HPWS capabilities have a significant positive impact on performance of HR ($p = 0.000$, $\beta = 0.491$, & $t = 8.607$) which supports the proposed H3. Thus, among 3 model hypotheses of the study 2 are accepted and 1 is rejected by the analysis of the results. Figure 4.1 below states the final model of

the study which is analyzed from the results of the data, demonstrating the impact of independent variables on the dependent variable and the relationship between them.

Figure 2: Final Research Model



DISCUSSION AND CONCLUSION

Conclusion

According to H1, HRIS competence have a significant effect on the performance of HR function. The results of this study opposes H1 by suggesting that HRIS competence have a weak and insignificant link with the performance of HR function. The insignificance of this relationship may occur due to the behaviors and attitudes of employees where HRIS competence is not considered substantial for performance of HR function. Moreover, it can be due to the fact that organizations do not focus on HRIS competence of the employees.

On the other hand, the findings of the study revealed that HRIS infrastructure has a positive significant impact on the performance of HR function, which supports H2. Thus, a well-developed HRIS infrastructure will increase the performance of HR function which will ultimately increase organizational performance.

In line with H3, the results of the study specify that HPWS has a substantial positive impact on HR functional performance, therefore H3 is also confirmed by the findings of the study. This

indicates that effective and efficient regulation of HPWS in the organization will enhance the performance of HR function and increase their productivity.
Thus, concluding the results of the study, one may state that one of the component of HRIS capabilities i.e. HRIS infrastructure is significant for the organization's HR department as it plays a major role in enhancing HR's performance which ultimately results in better organizational performance. On the other hand, HPWS must also be taken in consideration as it enhances motivation, empowerment, and job satisfaction among employees resulting in better HR functional performance. Therefore, human resource department should consider both factors i.e. HRIS capabilities and HPWS in order to enhance HR's performance.

Theoretical Contribution:

The study makes its contribution in theory by identifying the major components of HRIS capabilities helping HR employees of private sector in Karachi in enhancing performance of HR. The study found that among the two components of HRIS capabilities, HRIS competence have insignificant impact on performance of HR contradicting previous studies, which suggested that both components of HRIS capabilities have a significant impact on HR performance. Therefore, this study sheds new light that in what ways private sector organizations of Karachi can benefit from this research by discovering the variables or framework that can enhance the performance of HR and determine appropriate and useful ways to implement more effective HR strategies. Similar to previous researches, this study also displays a fairly good reliability results.
On the other hand, the results of the study have made its contribution in the literature as its results has shed new light on the relation of HRIS capabilities and performance of HR function.

Managerial Implications

According to the results of the study, HR managers can use HPWS capabilities and HRIS infrastructure capability to enhance performance of HR department. They can devise and implement the practices mentioned in the study i.e. motivation, empowerment, and development to further strengthen HPWS capabilities. Therefore, managers should develop effective training and learning and development programs in order to retain their employees. Along with that private organizations should offer adequate salary packages to their employees which should be market compatible. Also, performance related compensations could help the organizations to motivate their employees. They should also develop flexible and work friendly environment in the organization in order to encourage their employees which will ultimately increase their performance resulting in overall enhanced performance of HR function.
Moreover, the findings also suggest that managers can enhance performance of HR through developing their HRIS infrastructure which includes all tangible and intangible assets related to IT. By developing HRIS infrastructure managers will be able to implement efficient and effective IT based software which will ultimately enhance performance of HR professionals. Therefore, managers should install tangible and intangible IT related assets in the organization i.e. software, desktops, and other related. They should also ensure that the connectivity of these assets is compatible, safe, and secure and this software can be installed on different IT related platforms. As a result of this, employees will be able to communicate with each other which will ultimately help them in sharing data with each other. Along with that it will help them in performing tasks more efficiently and effectively resulting in increase in the performance of HR functions.
Therefore, private organizations should focus on developing both HRIS and HPWS capabilities in order to reach at high level of performance in HR and retain their employees. On the other hand, the findings of the study will also help the practitioners of private sectors to assess the HR

capabilities by adapting the final model or measurements of the study in order to explore ways of gaining competitive advantage.

Future Line of Research:

The results of the study have some limitations that can be considered in future research. Firstly, the outcome of our study can only be generalized to the private organizations of Karachi. Therefore, future research is required to work on different geographical divisions of Pakistan to reflect the better opinions from all employees of public and private sectors. Moreover, this research has a sample size of 393 due to scarcity of resources and time. Further studies can be conducted on a larger sample size so that the results will be more accurate and reliable and can be generalized to the targeted population. Future researches can incorporate different components and framework in their studies such as organizational performance, turnover rate and other components of HRIS capabilities. The H1 of the study indicated an insignificant impact of HRIS competences on the performance of HR function, therefore, further research on this should be done by using different items to assess HRIS competence.

Limitations of the study:

The study consists few limitations due to which the finding of the study cannot be generalized. Firstly, the sample used in the study is collected only from organizations located in Karachi, so its results cannot be generalized to organizations of different geographical area, thus, in future, practitioners can conduct the study in different geographical area using same framework, as there is a possibility of having different findings from other areas due to social and technological differences. Secondly, due to limited time the sample size used is from different private sectors, therefore, the study can further be conducted on specific type of sector or industry, this will help in getting more accurate and reliable results. Lastly, the study has focused on the relationship of HRIS, HPWS, and performance of HR functions, thus, practitioners can further use the framework by adding organizational performance, employee attitude or other variables.

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