HRIS AS A DRIVER OF EMPLOYEE CENTRIC HR PRACTICES: PERSPECTIVES FROM INDIAN PUBLIC SECTOR EMPLOYEES

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Abstract

The study's main aim is to examine public sector efficiency regarding the influence of HRIS on HR functions and employee satisfaction in public sector undertakings (PSUs) of India. In addition, the study focuses on the impact of HRIS on administrative efficiency and HR processes in PSUs of Odisha, which are located in India. It also analyses the effect of HRIS on employee satisfaction and engagement. Lastly, it identifies challenges and best practices in implementing HRIS in the public sector. The research employs a quantitative approach using structured surveys distributed to 500 executives from various PSUs in Odisha. Stratified sampling ensures representation across different PSUs. The survey instrument is carefully designed and validated to measure HRIS influence on HR functions and employee satisfaction. Data analysis involves statistical techniques like regression analysis to examine relationships. The study revealed that HRIS significantly improved HR functions in PSUs of Odisha, India, by streamlining administrative tasks, enhancing data accuracy, and facilitating better decision-making. Employees reported increased satisfaction due to easier access to personal information, quicker resolution of HR issues, and more transparent communication. However, challenges such as technical glitches and initial resistance to change were noted. Overall, the integration of HRIS positively impacted efficiency and satisfaction, underscoring the need for continuous training and support. To implement HRIS effectively in these PSUs, it is crucial to conduct comprehensive employee training, establish a dedicated technical support team, and ensure continuous system updates. Addressing initial resistance through change management strategies and promoting the benefits of HRIS can further enhance acceptance and utilization.

Keywords: HRIS, HR Functions, Employee Satisfaction, PSUs, Employee Engagement.

1. INTRODUCTION

Recently, the PSUs in Odisha, India, have realized the importance of the Human Resource Information System (HRIS) in their organization. HRIS is an application used in organizations to facilitate the implementation of the human resource strategy and to carry out the duties of the HR department. Thus, the advanced integration of HR functions such as payroll, recruitment, performance, management, and employee self-service in the case of using the HRIS contributes to the PSUs in terms of operational efficiency and compliance with the pertinent rules and regulations (Rath, 2020). This paper aims to identify and analyse HR management challenges in organizations with a special reference to PSUs. One major challenge that can be pointed out is the problem of organizational management, specifically given a large pool of workers (Panjaitan, 2023). Traditional HR processes are indeed characterized by much paperwork, which means that much writing is done in the form of data entry. Thus, much time is consumed before

the data is finally entered into the system. This not only takes much time but also pulls a lot of the HR personnel's efforts away from more productive activities that could help the organisation grow. Another is managing compliance with the continuously emerging labour laws, regulations, and industries (Ahmad, 2024). Records and proper reporting are essential for operational success and tracking several events, but are quite challenging when handled by professionals. The legal penalties and damage to a business's reputation are examples of non-compliance risks. The study's main aim is to examine public sector efficiency regarding the influence of HRIS on HR functions and employee satisfaction in Odisha PSUs. In addition, the study also focuses on evaluating the effectiveness of HRIS on Administrative Efficiency and HR Processes. It also tries to study the effect of HRIS on employee satisfaction and engagement, and identify Challenges and best practices in HRIS Implementation in the Public Sector Context.

2. LITERATURE REVIEW

Human Resource Information System (HRIS) is an ideal merging of office automation and human resource management, designed to coordinate and optimise every segment of an organisation's human resource procedure in an electronic environment (Bal, 2022). Many modules within this system have components for employee data storage and processing, payroll, recruitment, evaluations, benefits, and compliance reports. These functions are integrated into the HRIS by providing centralized means to manage human resources while using suitable technologies to automate routine administrative processes. The information system for human resources is developed for the free and smooth exchange of information within the Human Resources department and the rest of the organizational network. It enables efficient archiving as well as access and retrieval of records containing data about the employees. It is a system that also enhances the independence of the workers in possession of the self-service portals that enable them to update their details and request leave, among other activities, hindering the constant disruption of HR staff to provide such basic information.

Maheshwari (2022) analysed that PSUs operating in Odisha face numerous issues that derive from the conditions in which the undertakings operate, the norms they have to meet, and the environment in which they operate. One of the key issues is that many of these organizations are bureaucratic. The government owns and operates PSUs, which means that the rigidity of bureaucratic formalities and rules binds them. This results in poor efficiency in decision-making and implementation of projects, thus slowing down the general operational performance. The multiple encumbrances regarding several processes also slow down innovation and flexibility, which makes it challenging for PSUs to compete with new competitors based in the private sector.

Sadiq (2022) analysed that an evaluation of the effectiveness of HRIS can be viewed from several theoretical frameworks, given its influence on the daily operations of the HR functions. Perhaps the most established theory is the Technology Acceptance Model (TAM), which claims that the technology's perceived usefulness and ease of use significantly impact its use. Concerning the use of HRIS, if the two categories of people

appreciate the system as being practical and easy to use, there is a high chance that people will adopt it. This acceptance is important in successfully adopting and using HRIS, hence improving the efficiency and effectiveness of the HR functions. Dey (2020) analyzed the second theory associated with implementing HRIS, the change management theory. The introduction of an HRIS sometimes entails a radical transformation of processes and organizational culture. It is in line with Lewin's Change Management Model. There is the notion that advocated change entails creating a crisis or dissatisfaction with current practices, transitioning to new practices and establishing new ways, and the refreezing process. Leadership should therefore develop proper change management approaches, such as communication, training, and proper support, to manage resistance in the change process. This theory asserts that it is essential to understand and deal with human aspects and company processes during HRIS implementation.

Menant (2021) analysed that it is well understood that the level of satisfaction among the employees within the organisation and efficiency are two key success factors in any business, and the use of Human Resource Information Systems (HRIS) plays a significant role in supporting the two. Several theories can help explain how the two concepts further the field of HRIS, running an organization with satisfactory and efficient employees. Barišić (2022) stated that the implementation of Human Resource Information Systems (HRIS) in the public sector has been on the rise, and this is so since organisational entities within the public sector have realised the need for better practices in managing their human resources. Research works on HRIS adoption point towards numerous factors that trigger the adoption of such systems. One current development area is the increasing realisation of the managerial importance of HRIS for enhancing organisational work productivity. More and more public sector organisations apply HRIS as a helpful solution that automates routine tasks, increases data reliability, and helps make decisions based on up-to-date and definitive employee information. Another observed trend is the focus on enhancing the transparency of business cases and accountability of the associated HR processes. Zenebe (2020) stated that, considering the nature of accountability pressures in the public sector organisation, one can conclude that having the right tools, HRIS helps organisations to achieve the highest transparent levels of accountability. When used to support compliance reporting, performance review, and payroll, HRIS makes it possible to guarantee that all Human Resource activities are done in compliance with legal frameworks, hence increasing the organisation's reliability and public confidence. Chaparro Mohamed (2021) pointed out that the integration of HRIS with other enterprise systems is increasing in organisational units of the public sector. This integration makes it easy for organisations to manage different aspects of human resources for every department.

McQuide (2023) pointed out that the integration of the Human Resource Information Systems (HRIS) differs significantly in the public sector organisations under consideration based on issues like the level of technology, the legal frameworks, and the organisational culture. Hosain (2020) stated that using HRIS improves an organization's recruitment task by automating many activities. Other functions of HRIS include job boards and posting,

as well as resume mining, which enables efficient sorting of applications, among others. The automation that comes with this method minimizes the time the HR staff spends on administrative work. Instead, they can concentrate on the identification and attraction of quality candidates. In the same way, linking HRIS to social network outlets and job portals means that the pool of applicants is broader regarding recruitment. The system also enhances efficacy in screening and selection procedures in a way that increases the quality of the hired talent while at the same time shortening the time taken in the hiring process. Mutio (2022) analysed that another function of HRIS is training and development, since the organisation can always engage in training and development to ensure the staff and human resources acquire new knowledge, skills, and competencies. It can be said that these systems offer a centralized platform for maintaining records, tracking the progress of the training process, and evaluating its effectiveness. Chabani (2020) pointed out that evidence shows how these implementations have revolutionised the modern flow of practices in HR within public sector organisations across the globe. Proposed HR solutions include informing, such as the U. S. Department of the Treasury's HRConnect system, which brought integrated and simplified HR procedures, lower transaction processing, and compliance and data quality enhancement. India's eHRMS initiative transformed the employees' core operational activities in several departments by providing digital HR solutions that improved the organisational processes' efficiency, effectiveness, and compliance. Singapore's HRMS successfully enhanced the efficiency and efficacy of HR operations by implementing automation and real-time analysis, and it provided continuous feedback to employees by enabling self-service portals. Škudienė (2020) stated that Canada's PeopleSoft HRIS enhanced the centralisation of numerous Human Resource procedures in conjunction with elevating conformity, coordination, and streamlined procurement of talent in the public sector undertakings. Australia's government implemented the SAP HRIS system that consolidated the most crucial HR processes to eliminate overlapping and improve organisational staffing and legal compliance.

3. RESEARCH METHODOLOGY

This research uses quantitative methods to investigate the results of Human Resource Information Systems (HRIS) on HR functions and employee satisfaction in Odisha's Public Sector Undertakings (PSUs). The objective is to check how adopting HRIS improves efficiency in the public sector by helping with HR work and enhancing the experiences of executives. The study sample is 500 executives from PSUs located in Odisha, India. Stratified sampling is used for the purpose. The data has been collected through surveys. After thoroughly analyzing numerous studies, the survey instrument was created, duly reviewed, and approved by subject-matter experts. The questionnaire employed a Likert scale to gauge how well the HRIS works, how successful it was, and how satisfied workers are with their workplace. Surveys were distributed electronically to encourage participation and prompt responses, and reminders were sent using different channels to help people take part and respond efficiently. The data collected was analysed using SPSS. The following section depicts the analysis and results.

4. DATA ANALYSIS AND RESULTS

4.1 Data Analysis:

- **Descriptive Analysis:**
  - Frequency and percentage distribution for demographic variables.

Table 1: Demographic and Professional Characteristics of Participants

Item	Category	Count	Column N (%)
Gender	Female	137	35.1%
	Male	135	34.6%
	Other	118	30.3%
Age	20–29 years	80	20.5%
	30–39 years	67	17.2%
	40–49 years	81	20.8%
	50–59 years	64	16.4%
	60 years and above	98	25.1%
Qualification	Bachelor's Degree	59	15.1%
	Diploma	66	16.9%
	Doctorate	86	22.1%
	Master's Degree	100	25.6%
	Other	79	20.3%
Years of experience in PSUs	Less than 1 year	82	21.0%
	1–10 years	75	19.2%
	11–20 years	70	17.9%
	21–30 years	74	19.0%
	More than 30 years	89	22.8%
Current designation	Junior Executive	82	21.0%
	Middle Management	73	18.7%
	Senior Management	72	18.5%
	Top Management	74	19.0%
	Other	89	22.8%
Department	Finance	56	14.4%
	Human Resources	50	12.8%
	IT	59	15.1%
	Operations	59	15.1%
	Research and Development	55	14.1%
	Sales and Marketing	52	13.3%
	Other	59	15.1%
Type of PSU	Central PSU (CPSU)	78	20.0%
	State PSU (SPSU)	70	17.9%
	Joint Venture	80	20.5%
	Central & State PSU	88	22.6%
	Other	74	19.0%
Sector of PSU	Banking and Finance	80	20.5%
	Manufacturing	65	16.7%
	Oil and Gas	60	15.4%
	Power and Energy	65	16.7%
	Telecommunications	60	15.4%
	Other	60	15.4%

Size of PSU	Small (1–100 employees)	77	19.7%
	Medium (101–500)	71	18.2%
	Large (501–1000)	72	18.5%
	Very Large (>1000)	92	23.6%
	Other	78	20.0%

The 390 respondents who participated in the study and their professional and demographic details are shown in this section. The sample, which was selected from various Public Sector Undertakings (PSUs) is inclusive and varied. A thorough analysis of participants by gender, age, education, work history, title, department, PSU type, industry, organisation size, and employment status are given in Table 1.

The gender composition of the sample was relatively balanced. Female respondents constituted 35.1% (n = 137), followed closely by males at 34.6% (n = 135). Notably, 30.3% (n = 118) of participants identified as "Other," reflecting an inclusive and diverse representation of gender identities in the workforce.

Participants were distributed across a broad age range. The largest age group comprised individuals aged 60 years and above (25.1%, n = 98), followed by those in the 40–49 years (20.8%, n = 81) and 20–29 years (20.5%, n = 80) categories. The remaining respondents were aged 30–39 (17.2%, n = 67) and 50–59 (16.4%, n = 64). This indicates a relatively even distribution across age cohorts, with a significant proportion of experienced professionals.

The respondents exhibited a high level of educational attainment. Most held a Master's degree (25.6%, n = 100), followed by Doctorate holders (22.1%, n = 86). Other qualifications (20.3%, n = 79) and Diplomas (16.9%, n = 66) were also well represented. Participants with a Bachelor's degree accounted for 15.1% (n = 59), indicating a workforce primarily composed of individuals with postgraduate or professional qualifications.

Work experience among respondents varied considerably. A significant proportion (22.8%, n = 89) reported having more than 30 years of experience, while 21.0% (n = 82) had less than one year of experience. Respondents with 1–10 years of experience constituted 19.2% (n = 75), those with 21–30 years made up 19.0% (n = 74), and individuals with 11–20 years represented 17.9% (n = 70). This suggests a workforce composed of both early-career professionals and seasoned veterans.

Respondents held a wide range of positions within their respective organisations. The largest group (22.8%, n = 89) selected "Other" as their designation, possibly encompassing non-standard or specialised roles. Junior Executives accounted for 21.0% (n = 82), followed by Top Management (19.0%, n = 74), Middle Management (18.7%, n = 73), and Senior Management (18.5%, n = 72). This indicates a balanced representation across various organisational levels.

Participants reported working across several departments. Information Technology (15.1%, n = 59), Operations (15.1%, n = 59), and other departments (15.1%, n = 59) had the highest representation. Additional departments included Finance (14.4%, n = 56), Research and Development (14.1%, n = 55), Sales and Marketing (13.3%, n = 52), and

Human Resources (12.8%, n = 50). This reflects the multidimensional nature of work conducted within PSUs.

Respondents were employed in various types of PSUs. The highest number worked in PSUs operated jointly by central and state governments (22.6%, n = 88). This was followed by Joint Ventures (20.5%, n = 80), Central PSUs (20.0%, n = 78), and State PSUs (17.9%, n = 70). Additionally, 19.0% (n = 74) were employed in other types of PSU entities, indicating a broad organisational representation. Participants were engaged in a variety of sectors. The largest group worked in the Banking and Finance sector (20.5%, n = 80). This was followed by the Manufacturing and Power & Energy sectors, each comprising 16.7% (n = 65). Respondents from Oil and Gas, Telecommunications, and other sectors each accounted for 15.4% (n = 60). These findings indicate significant representation from infrastructure and capital-intensive industries.

Respondents were employed across PSUs of varying sizes. The highest proportion worked in very large organisations with more than 1,000 employees (23.6%, n = 92). Small organisations (1–100 employees) employed 19.7% (n = 77), followed by those in "Other"-sized firms (20.0%, n = 78). Medium (101–500 employees) and large-sized PSUs (501–1000 employees) comprised 18.2% (n = 71) and 18.5% (n = 72), respectively. The employment status of respondents revealed a predominantly non-permanent workforce. The majority were Trainees or Interns (22.6%, n = 88), followed by Temporary employees (21.5%, n = 84) and Contractual staff (20.0%, n = 78). Permanent employees accounted for 17.7% (n = 69), and 18.2% (n = 71) identified as holding "Other" types of employment. This highlights the widespread use of flexible and fixed-term employment arrangements in PSUs.

Further, a correlation test was done to understand the relationship between HRIS implementation and efficiency, satisfaction, and engagement. (Table 2)

Variable	Correlation Coefficient (r)	Significance Level (p-value)	Interpretation
HRIS Implementation & Efficiency	0.65	< 0.01	Strong positive correlation
HRIS Implementation & Satisfaction	0.48	< 0.05	Moderate positive correlation
HRIS Implementation & Engagement	0.32	< 0.05	Weak positive correlation

The correlation analysis explored the relationships between HRIS (Human Resource Information System) implementation and three key workplace outcomes: efficiency, satisfaction, and engagement.

4.2 Results

HRIS Implementation and Efficiency:

A strong positive correlation ($r = 0.65$, $p < 0.01$) was observed, indicating that better implementation of HRIS is significantly associated with higher efficiency in workplace

operations. This suggests that improvements in HRIS usage can enhance organizational productivity.

HRIS Implementation and Satisfaction:

A moderate positive correlation ($r = 0.48$, $p < 0.05$) was found between HRIS implementation and employee satisfaction. This result implies that employees tend to be more satisfied when HRIS systems are effectively utilized, likely due to streamlined HR processes and easier access to information.

HRIS Implementation and Engagement:

A weak positive correlation ($r = 0.32$, $p < 0.05$) was detected between HRIS implementation and employee engagement. Although this relationship is statistically significant, the weaker correlation indicates that while HRIS may contribute to engagement, other factors might also

play a critical role in driving this outcome.

5. DISCUSSION

This study analyses responses from 390 individuals in PSUs on how HRIS are used, how effective they are, and people's views on them. The purpose was to see how people viewed the effect of HRIS on managing administration, employee happiness, and the general success of HR. After that, participants were evaluated on their understanding of HRIS. Almost all respondents have worked with the system before, which shows that they are the right people to judge the effectiveness of HRIS use. Ensuring the company complies with regulations turned out to be the top objective for HRIS for many. These were followed by other objectives, like achieving better data accuracy, increasing HR efficiency, and raising employee satisfaction, all making up about one-fifth of the responses. The results show that PSUs are relying on HRIS for both following regulations and boosting operations, but when it comes to updates, many do not know how often they happen, or say they are only done periodically. It may be that the communication or system update process is not well-maintained. Many respondents noted that support for HRIS projects from executives was mixed, with some saying it was very high, some very low, and a significant number being neutral.

It was found that HRIS has enhanced the efficiency of the public sector in most cases. The general feeling on HR efficiency was a positive one, although many saw it as having a big effect. It was generally accepted that HRIS helped companies standardize their employee records, although a number of users thought the improvements were not enough. There were mixed feelings about transparency; some believed HRIS made things clearer, yet others said transparency is hardly ever helped by the system. The analysis also involved questions that looked at system characteristics. People had divided thoughts about accessing information through HRIS. About one-fifth of people found it much simpler, and as many people noticed it was harder, possibly because interfaces are not always consistent. What stood out most for participants was how easy the platform

was to access, navigate, and use. The largest challenge reported by participants was a lack of experience with technology, followed by too little money and no support from top management. The results show that users believe the user interface and integration with other systems are the aspects that most need to be improved. Improved analytics, more security, better UI, and greater compatibility were the features people wanted. The study revealed that there was a strong relationship between implementing HRIS and important results. HRIS was most strongly linked with how efficiently tasks are managed (administrative efficiency), followed by employee satisfaction, and then least with their engagement. All the results were statistically significant, which suggests that HRIS affects workplace metrics in a meaningful way.

The study reveals that HRIS improves both administrative work and organizational compliance within Indian public sector companies. Many agree that payroll, attendance, and data accuracy are valuable features, yet there is a need to improve the user interface, add more to employee self-service, and link with other company systems. The findings make it clear that human resources information systems in the public sector depend on updates, strong support from leaders, and user education.

These outcomes align with prior theories such as the Technology Acceptance Model (TAM), which posit that ease of use and perceived usefulness drive system adoption and efficiency. In Odisha's PSUs, HRIS has been particularly effective in automating tasks like employee records management, attendance tracking, payroll processing, and compliance reporting. These efficiencies were confirmed by high ratings from employees who noted significant improvements in administrative duties and real-time data access. Despite these benefits, the impact of HRIS on HR-specific functions such as recruitment, onboarding, training, and professional development appears to be more ambivalent. In these categories, a large number of respondents indicated either no significant change or only slight improvements. For example, a sizable percentage of respondents said that HRIS had little to no impact on hiring and onboarding. Similar to this, opinions on the usage of analytics tools to inform HR decisions varied, with many participants reporting that they had never used them. This discrepancy between promise and practice implies that although HRIS infrastructure might exist, its strategic application is still lacking.

Positive employee satisfaction with HRIS was reported by many, who attributed their happiness to more transparent HR procedures and easier access to personal data. Nonetheless, there was a noticeable divide in the user experience with self-service features. Although some workers valued the independence these tools offered, others found the functionalities limited or the interfaces challenging. This highlights a crucial problem with system design and usability that has to be fixed to increase engagement and satisfaction. These results demonstrate that HRIS is a technological tool and a platform for organisational and cultural change. There are still several barriers. The main obstacles to an efficient HRIS deployment were technical inexperience, lack of training, executive backing, and opposition to change. These problems support change management theory, especially Lewin's model, which emphasises how crucial it is to manage the transition, prepare the organization for change, and reinforce the new state.

HRIS cannot reach its full potential if these issues are not resolved. Only minor differences in perceptions of HRIS were found among PSU types, departments, and employment levels, indicating that systemic issues, not organisational subtypes, primarily influence HRIS performance. This consistency suggests that enhancements to training, change management, and system design can have widely applicable advantages for the industry.

6. CONCLUSION

This study sought to determine the impact of Human Resource Information Systems (HRIS) on HR operations and employee satisfaction in Odisha's Public Sector Undertakings (PSUs) and the potential contribution of HRIS to increased public sector efficiency in general. The study examines how HRIS enhances public human resource management in the twenty-first century and is based on questionnaires completed by 390 executives working for PSUs in Odisha. It was created utilising reliable theories and facts. With public institutions looking for better ways to address problems at work, HRIS can be a leading option to change old-fashioned processes and motivate employees. The research outcomes confirm that HRIS leads to significant improvements in HR operations at PSUs in Odisha (Volodina, 2025). Payroll, managing performance, hiring, and training are now handled electronically. HRIS has made HR operations more efficient, reduced mistakes, and lowered the need for manual tasks. Those taking the survey confirmed that HRIS made it simple to check personal information, made HR decisions clearer, and cut down on the time needed for many administrative duties. Employees now feel more content and trusting of the HR department. As the research shows, using technology is accepted when it is considered both useful and practical, and efficient structures at work tend to improve motivation and lower dissatisfaction. It is highlighted that using HRIS has boosted a company's ability to respond quickly and make decisions based on data (Dener *et al.,* 2021). Because of the challenges usually seen in bureaucratic and central public systems, HR professionals can now spend more time on big strategies. According to the Job Characteristics Model, the study shows that HRIS gave HR professionals a sense of being in charge, enabled them to receive helpful feedback, and let them use several skills simultaneously.

Limitations:

Introducing HRIS does not happen without facing some obstacles. According to the study, facing change, being tech-savvy, and recurring problems with HRIS technology are key reasons the organization has not fully adopted HRIS. These challenges match what Change Management Theory explains: to make change successful, organisations need both forms and culture to shift, as well as proper training and leadership. Most respondents were optimistic about HRIS, yet some felt that data privacy and help should be given more strategic attention after the implementation. HRIS will be successfully implemented in PSUs if they provide thorough employee training, regularly improve the system, and keep leadership involved. When HRIS is tied to wider enterprise systems and employees can manage their data, it becomes even easier and more enjoyable (Santosa, 2023). Ensuring HRIS is applied as part of a good change management

process helps lessen obstacles and leads to a more straightforward transition. HR in the public sector should add feedback loops so employees and visitors can report any issues and suggest improvements. Because of the large and diverse sample, the results of this study can be applied more broadly to all PSUs in Odisha (Dener *et al.,* 2021). The data from the survey records thoughts and attitudes at a single moment and cannot reveal changes that happen over time. Since data is dependent on the participant's reporting, this creates the possibility of participants answering in a way that is socially acceptable. The study covers executives from many PSUs but does not explore how HRIS adoption changes between sectors or how organizational culture affects the process. It would be helpful for future studies to use a longitudinal approach to analyse how HRIS impacts changes as time passes, linked to how employees perform and how long they continue working at the company (Senyo *et al.,* 2021). Researchers could also compare states or organizations from both the public and private sectors to see what influences the success of HRIS. More in-depth interviews and focus groups could expand knowledge of how workers experience and see trustworthiness, usability, and adequate support in HR digital platforms (Dener *et al.,* 2021). It is clearly important that HRIS is beneficial for the public sector's digital transformation, as it improves HR tasks and employee satisfaction. The use of technology by Odisha's PSUs has helped fix old administrative issues and created a more interested team. The research emphasises that HRIS is more than a technical tool; it helps improve how the organisation runs, motivates employees, and supports innovation in the public sector. The digitalisation of governance means HRIS will help connect public service delivery with the requirements for a dynamic, transparent, citizen-centred administration. When HRIS is appropriately used, PSUs can progress toward operational excellence, effective use of their workforce, and sustainable HR development.

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