

Improving the Human Resources Management System

Abstract: This article discusses how HRMS is no longer just a technology but part of a company's strategy. It is part of the company's strategy. Human resource management is not just about documentation. HRMS promotes innovation and rapid decision-making. All this helps to maintain the competitiveness of the company.

This study aims to understand how modern HRMS systems work. It is necessary to identify which system elements are weak. Highlighting what needs to be improved shapes research. In this research used different approaches in the analysis of article. This helped to understand which systems are more effective.

So, the integration of analytics into HRMS is an important process. The article also presented information on the reliability of databases and the use of interfaces. All this clarified the direct impact of decisions on the attitude of employees to the system.

It was concluded that HRMS modernization does not end only with increasing productivity. This is examined in the article, where it helps to create a culture that values people and data. Transparency and analytics make management clear and fair. This increases trust and efficiency within the company. It creates a greater sense of trust and participation in employees.

Improving HRMS systems is a necessity for the future. Organizations that correctly combine the human factor with technology in this area will have a more sustainable position.

Most importantly, such digital HR approaches are not only satisfied with increasing efficiency. They also increase employee motivation, trust and a sense of belonging. Future research in this area is not limited to technology. In turn, it also studies the ethical approach and the impact of artificial intelligence on decision quality. All processes should explore the formulation of data-driven human capital strategies.

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Összefoglalás: A jelen tanulmány kiindulópontja az a megállapítás, mely szerint a humánerőforrás-menedzsment (HRMS) már nem csupán egy technológia, hanem a vállalati stratégia fontos eleme is. A humánerőforrás-menedzsment nem csak a dokumentációról szól. A HRMS támogatja az innovációt és a gyors döntéshozatalt. Mindez segít fenntartani a vállalat versenyképességét.

A tanulmány célja, hogy megértse, hogyan működnek a modern HRMS-rendszerek, illetve azonosítsa a gyenge rendszerelemeket a fejlesztésre szoruló területek kiemelése mellett. A kutatás során alkalmazott különböző megközelítések rávilágítanak arra, hogy mely rendszerek tekinthetők hatékonyabbaknak.

Az analitika integrálása a HRMS-be fontos folyamat. A jelen tanulmány ezért az adatbázisok megbízhatóságáról és az interfészek használatáról is közöl információkat annak érdekében, hogy tisztázza a döntések közvetlen hatását arra, hogy az alkalmazottak hogyan viszonyulnak a rendszerhez.

A kutatás tanulsága, hogy a HRMS modernizációja nem ér véget kizárólag a termelékenység növelésével. Fontos cél az is, hogy emellett növeljék az alkalmazottak motivációjának, bizalmának és szervezeti identitásának az érzését. Az átláthatóság és az analitika egyértelművé és igazságossá teszi a vezetést. Ez növeli a bizalmat és a hatékonyságot a vállalaton belül. A HRMS-rendszerek fejlesztése a jövő elengedhetetlen része. Azok a szervezetek, amelyek ezen a területen helyesen ötvözik az emberi tényezőt a technológiával, fenntarthatóbb pozícióba kerülnek.

A legfontosabb, hogy az ilyen digitális HR-megközelítések nemcsak a hatékonyság növelésével elégednek meg. Növelik az alkalmazottak motivációját, bizalmát és a szervezeti identitás érzését is. A jövőbeli kutatások ezen a területen nem korlátozódnak a technológiára, de az etikai megközelítést és a mesterséges intelligencia döntéshozatalra gyakorolt hatását is vizsgálják. Minden folyamatnak fel kell tárnia az adatvezérelt humántőke-stratégiák kidolgozását.

Kulcsszavak: Emberi Erőforrás Menedzsment Rendszer (HRMS), digitális transzformáció, szervezeti hatékonyság, tehetségmenedzsment, folyamatoptimalizálás, HR-fejlesztés.

Introduction

The rapid pace of technological change and structural changes in the labor market in recent times, recent research indicates that, are forcing organizations to take a more agile and systematic approach to human resource management [1]. Competition is increasing every day. On the one hand, remote and hybrid work models are spreading, and on the other hand, employee expectations are changing. This makes human capital management both more complex and more strategically important.

It is no longer possible to view IRIS systems as tools for paperwork and personnel accounting, as it was before. These systems have now become the main “helpers” of organizations. Because they are very important in terms of decision-making, planning and adaptation to operational changes.

In the current competitive environment, IRISs facilitate important functions such as recruitment, training and development, performance appraisal and payroll management. The goal of these systems is to automate work. However, in real situations, these systems are often not used to their full potential [2]. Recent studies show that digital transformation and the use of high technologies have significantly increased management efficiency. This process continues to help organizations achieve sustainable growth. Recent studies show that digital transformation and the use of high technologies have significantly increased management efficiency. This process continues to help organizations achieve sustainable growth [3].

Why? Because in many organizations, these systems cannot manage data effectively, their interfaces are difficult, and there are problems in integrating with other corporate programs. Moreover, the analysis tools are also weak. Considering all this, it seems important to review these systems and develop them based on modern technologies.

In the rapidly changing labor market, digitalization and globalization, there is a great need for companies to manage human resources more correctly. Traditional methods are no longer valid. Because working conditions have changed. Employees want more flexibility. They want to constantly learn. The flow of personnel has also increased. This necessitates the transition to smarter, technology-based systems.

Human Resource Management Systems are no longer just a management tool. I have come to the conclusion that these systems are the main mechanism for maintaining the competitiveness of the organization, adapting to the challenges of the modern era, and making strategic decisions.

[1] Alqarni, K. (2023): The effect of electronic human resource management (E-HRM) systems on achieving a sustainable competitive advantage. *Sustainability*, 15., (23.). <https://www.mdpi.com/2071-1050/15/23/16382>

[2] Huang, L. (2020): Improvement in human resource management process: A case study in BP. *SSRN Electronic Journal*.

[3] Salehzadeh, G. S.–Aghamaliyeva, Y. C.–Abdulazimova, A. F. (2025): Stimulating economic growth through high technologies: The case of the Republic of Azerbaijan. *UNEC Journal of Economics and Management Advances*, 1., (1.), pp. 30–45.

[4] Gromova, O. N.–Latfullin, G. R.–Rustamov, K. N.–Sundukova, G. M. (2021): Improving the human resource management system in the Moscow region municipality. In: *Proceedings of the Conference on Current Problems of Our Time: The Relationship of Man and Society (CPT 2020)*. pp. 233–236. Atlantis Press. <https://www.atlantis-press.com/article/125953263.pdf>

[5] Chen, H.–Cui, X. (2022): Design and implementation of human resource management system based on B/S mode. *Procedia Computer Science*, 208., pp. 442–449.

[6] Aliyev, M.–Hamidov, H. (2023): *Human Resource Management in Business*. Baku: University of Economics Publishing.

Find this idea in the research of Gromova et al.: IRIS systems not only modernize HR procedures, but also fundamentally change the interaction between the employee and the employer [4].

This issue, has also become more relevant against the background of the development of the digital economy and the increase in corporate social responsibility. Therefore, main goal in this article is to identify the main areas for improving IRIS – based on both scientific literature and real practice. For this purpose, used strategic analysis tools such as literature review, comparative analysis, case analysis, and SWOT and GAP.

The functional and technical aspects of modern HRMS systems should be seriously considered. A number of problems arise during the implementation of these systems. The aim of research was to find these gaps. As well as to overcome them with innovative solutions [5]. More specifically, this research focuses on technological agility, data analysis tools. It turned out that these systems, when properly configured, have a positive effect on labor productivity.

The results indicate that this research has not remained just theoretical. On the contrary, approaches that can be applied in real life and have practical value have been put forward. These systems increasingly, such studies can provide serious support to enterprise managers not only from a technical point of view, but also from a strategic management point of view. Such methods can provide organizational leaders with a broader perspective when making decisions.

Historical and Theoretical Background of HRM Systems

Recent research indicates that, the concept of human resource management began to take shape precisely at the beginning of the 20th century. At that time, industrialization was developing very rapidly. Companies were growing, the number of employees was increasing, and therefore there was a need for more systematic and controlled personnel management [6]. The timely arrival of employees, the correct distribution of tasks, and general discipline were so important that this area gradually rose to the level of a special department. In the early stages, the main goal was not at all the development of employees.

The main goal at that time was only to collect documents, control the time schedule, and calculate salaries. The human resources (HR) department performed more of a support function and was not considered part of strategic decisions [7].

However, over time, this view began to change. Companies began to understand that not only technology and finance, but also the human factor are the main factors of organizational success. It was at this stage that the concept of “human capital” appeared. I came to the conclusion that this turning point paved the way for organizations to perceive personnel not only as executives, but as strategic resources.

In the second half of the 20th century, a new stage began. The development of computer technologies played a major role in the history of HR systems. Paper-based systems gradually began to become obsolete. Databases replaced them. Automated systems were established. Employee lists became electronic [7]. Leave schedules were also part of the system. Payroll payments were now made by software. This was the first step in HR technology.

In the 1970s–1980s, the first HR programs appeared. They were simple. They mainly kept payroll and working hours. But they became the basis for future large HR platforms. It was considered a great innovation for that time. It showed what technology was capable of in HR.

Companies understood that investing in human resources is important. Future success depends on it. Human capital is not a burden. It is an asset. Therefore, more attention was paid to training. Motivation and the work environment also came to the fore.

Another breakthrough occurred in the 21st century. The Internet entered everyday work. Cloud systems spread. Artificial intelligence also joined the processes. A major change occurred in HR. Evidence suggests that, HR is no longer just an office program. It is a broader system.. These systems can work online, training is conducted remotely, and employee performance data is analyzed instantly.

Today’s HR management is no longer based solely on the experience and instinct of managers. Decisions are now based on metrics, reports, and real-time data. I have come to the conclusion that this transformation symbolizes the transition from simple clerical work in the HR field to a digital ecosystem focused on the strategic goals of the organization [5].

[5] Chen, H.–Cui, X. (2022): Design and implementation of human resource management system based on B/S mode. *Procedia Computer Science*, 208., pp. 442–449.

[7] Asif, A.–Muzammil, M.–Shafi, K.–Rehman, F. (2025): The impact of digital transformation on HR practices: A systematic literature review. *SSRN*. <https://papers.ssrn.com/sol3/Delivery.cfm/5376835.pdf?abstractid=5376835>

[5] Chen, H.–Cui, X. (2022): Design and implementation of human resource management system based on B/S mode. *Procedia Computer Science*, 208., pp. 442–449.

In fact, the History of Human Resources Development shows that as the level of technology increases, the bond between people and the organization's strategy also strengthens. At each stage, HR systems have evolved to become a more valuable and strategic function.

This evolutionary process can be presented more clearly in the table below:

Figure 1. Evolutionary Stages of HRIES
(Human Resource Information and Evaluation Systems)

Evolution Stage	Years	Description
1. Integrated HR Systems	1980s	Integration of HR functions into a unified platform
2. Client-Server Architecture	1990s	Deployment of HRIES on local servers
3. Cloud-Based HRIES	2000s	Achieving flexibility, scalability, and cost efficiency
4. Mobile HRIES	2010s	Ensuring accessibility of HRIES through mobile technologies
5. Artificial Intelligence	Present	Development through predictive analytics and personalized employee experiences

Source: Compiled by the author based on [5].

Evidence suggests that, the 1980s were an important starting point in the development of human resource management systems. At that time, organizations were already beginning to understand that personnel management was not just a paper job. Therefore, the trend of creating unified systems that brought together various HR functions emerged. These first integration attempts laid the foundation for future HRIES systems.

As the 1990s passed, more serious changes occurred in technology. One of the most important turning points was the introduction of client-server architecture. What did this mean? HR systems could now be placed on central servers. That is, it became easier and faster to access and manage the system.

The spread of HRMES is the result of that technological leap. Then the interfaces changed. They became more convenient. They became more intuitive. They brought great convenience to HR professionals.

At the beginning of the 21st century, the cloud came to the fore. Studies say: it gave new life to HRMES. Companies were no longer dependent on a local server. HR information was accessed from anywhere, at any time. It was a great advantage for global companies. Because communication with a distributed team was more efficient [6].

The 2010s opened the era of mobile HRMES. Smartphones spread. So did mobile applications. HR management changed. HR specialists and employees opened the system outside the office. Leave applications were submitted by phone. Performance reviews were also done. Signing up for training was also done [8]. The result? More agile HR. More efficient processes.

In recent years, a new phase has begun: AI-powered HRMES. This phase is a game changer. Moreover, the experience is personalized. Not everyone is evaluated by the same yardstick. The system looks at the need.

In conclusion, I can say that these stages – all the changes that have occurred since 1980 to the present day – show very clearly how HRMES has evolved. Starting from simple registration programs, now reached intelligent systems based on artificial intelligence. And each technological step has tried to respond to the changing needs of organizations. At the heart of this evolution has always been the same idea: to manage human resources more efficiently, more flexibly, and more strategically [9].

Current State of Human Resource Management and Its Challenges

The nature of human resource management has evolved over the past decades. While HR departments used to perform technical and accounting functions such as personnel documents, payroll, and recruitment, today their main task is to develop human capital capable of creating added value, creating innovation, and strengthening corporate culture [10].

The main changes that have influenced the transformation of HRM systems include: – the digitalization of all business areas (the introduction of HR analytics, e-HRM, and automated platforms);

[6] Aliyev, M.–Hamidov, H. (2023): *Human Resource Management in Business*. Baku: University of Economics Publishing.

[8] Hampel, K.–Hajduova, Z. (2023): Human resource management as an area of changes in a healthcare institution. *Risk Management and Healthcare Policy*, 16., pp. 31–41. <https://www.dovepress.com/article/download/80841>

[9] Wang, T.–Li, N.–Li, H. (2021): Design and development of human resource management computer system for enterprise employees. *PLoS ONE*, 16., (12.), e0261594.

[10] Cho, W. (2023): Human resources analytics for public personnel management: A thematic review. *Administrative Sciences*, 13., (2.). <https://www.mdpi.com/2076-3387/13/2/41>

[10] Cho, W. (2023): Human resources analytics for public personnel management: A thematic review. *Administrative Sciences*, 13., (2.). <https://www.mdpi.com/2076-3387/13/2/41>

[11] Shabdin, N. I. (2024): The GAP analysis: Fundamentals for digitalization strategic planning. *HRMARS*. https://hrmars.com/papers_submitted/20580/the-gap-analysis-fundamentals-for-digitalization-strategic-planning.pdf

- the increasing role of emotional intelligence and soft skills;
- the desire for flexibility: remote work, flexible schedules, and projects;
- the increasing importance of corporate ethics, inclusiveness, and sustainable development;
- the need for a personalized approach to training and development.

Current trends show that many companies are trying to implement analytical solutions in HR management. For example, according to a study conducted in South Korea, the use of HR analytics reduced employee turnover by 20% and increased employee satisfaction by 15% through personalized career development strategies [10].

However, despite this positive trend, serious problems remain:

- Weak integration of HRM into the overall organizational strategy.
- Insufficient digital maturity in small and medium-sized businesses.
- A formal approach to assessing the effectiveness of HR functions.

The lack of a unified talent development methodology in the post-Soviet space [11]. Thus, the need to improve HR systems is not a theoretical abstraction, but a response to real socio-economic and organizational needs.

Problems with Current HR Management Systems and the Need for Improvement

Despite the growing awareness of the importance of human capital, HR systems in many organizations still face a number of chronic problems. One of the main problems facing organizations today is the clearly felt gap between human resource management and strategic management. I want to emphasize this especially because in many companies the HR department is still perceived only as a support function. That is, it is simply engaged in documentation, recruitment and payroll. HR is either approached too late or not included at all in the strategic planning stage [11].

This approach, leads to serious consequences. If HR decisions are not aligned with the larger goals of the organization, they are very unlikely to be effective. In other words, if decisions made from recruitment to training and development plans are not aligned with corporate strategy, the results will be poor.

If HR decisions are based only on personal impressions and daily requirements, this will not bring long-term success [1].

Evidence suggests that, it is possible to divide the typical problems encountered in existing HR management systems into several main groups:

- outdated recruitment and hiring models;
- low level of process automation and digitalization;
- insufficient internal training and career planning;
- weak link between motivation and performance;
- lack of tools to evaluate the effectiveness of HR decisions.

Organizations with traditional hierarchies often face bureaucratization of HR processes. The main problems in HR systems are not limited to technical shortcomings. These shortcomings often affect daily operations as well. For example, paperwork is still often too time-consuming. And appraisal systems are either formal in nature or not based on real results. Even worse, an important process such as receiving feedback from employees is sometimes either forgotten or carried out too superficially.

Here is an example to illustrate the point. 150 companies participated in a survey conducted in Russia. The result is interesting, as more than 60% of respondents said that it is important to update HR processes from scratch. This includes recruitment procedures. The same applies to the transition to electronic platforms. [4]. This figure is thought-provoking. There is widespread dissatisfaction with the HR sector.

These difficulties are more acute in post-Soviet countries. The reason is simple: budgets are low. Administrative rules are resistant to change. Results-oriented thinking is also weak. In response to the question of whether there is progress, we can say yes. For example, steps are being taken in digitalization. However, HR development in the public and private sectors has not yet been systematically established.

[1] Alqarni, K. (2023): The effect of electronic human resource management (E-HRM) systems on achieving a sustainable competitive advantage. *Sustainability*, 15., (23.). <https://www.mdpi.com/2071-1050/15/23/16382>

[4] Gromova, O. N.–Latfullin, G. R.–Rustamov, K. N.–Sundukova, G. M. (2021): Improving the human resource management system in the Moscow region municipality. In: *Proceedings of the Conference on Current Problems of Our Time: The Relationship of Man and Society (CPT 2020)*. pp. 233–236. Dordrecht: Atlantis Press. <https://www.atlantispress.com/article/125953263.pdf>

[5] Chen, H.–Cui, X. (2022): Design and implementation of human resource management system based on B/S mode. *Procedia Computer Science*, 208, pp. 442–449.

[12] Panjaitan, E.–Rupianti, R.–Sukomardjo, T.–Astuti, A.–Sutardjo, A. (2023): The role of human resource management in improving employee performance in private companies. *Komitmen: Jurnal Ilmiah Manajemen*, 4., (1.), pp. 225–233. <https://www.researchgate.net/publication/368677053>

Analytical Section: Current Challenges and System Evaluation

What is the most common problem in HRMES? Inefficient data management [12]. The company is growing. Employee data is increasing. Old HRMES cannot organize this accumulated data properly. What is the result? Errors occur. The same data is repeated. Work is slowed down. HR department productivity decreases [5]. What is the solution? Systems with data cleansing and enrichment. Seamless integration with other programs. That is, more advanced HRMES solutions are needed [12]. To assess the current effectiveness of HR management systems, an analytical framework was applied using SWOT and GAP methodologies.

Figure 2. SWOT Analysis of Human Resource Management System (HRMS)

SWOT	Content
(Strengths)	– Centralized employee database – Automation of routine HR processes (time tracking, leave, reporting) – Improved integration with other IT systems (accounting, ERP) – Greater transparency in HR management – Possibility of expanding the scale of the system
(Weaknesses)	– Employee resistance to change – Implementation and maintenance costs – Insufficient level of digital literacy among employees – Potential data security issues – Need to adapt to local laws and regulations
(Opportunities)	– Application of analytics and artificial intelligence to predict HR indicators – Use of mobile applications for employees – Development of remote and hybrid forms of work – Cooperation with external HR service providers – Increasing employer attractiveness (employer branding)
(Threats)	– Rapid changes in labor laws – Cyber threats and personal data breaches – Competitors with more advanced HR systems – Layoffs of key employees – Difficulty integrating with legacy systems

Source: Compiled by the author based on (Suksup et al., 2020) and other studies.

SWOT EXPLANATORY NOTES:

Strengths

A centralized employee database eliminates duplicate records and errors. Automating processes such as vacation and time tracking, report generation, reduces the workload of the HR department and reduces the likelihood of human error. Integration of the system with accounting and ERP improves data consistency between departments, and transparency of processes increases trust in HR within the organization. Scalability allows you to grow with the organization.

Weaknesses

Any change creates resistance among employees - fear of innovation and uncertainty about using new tools. The implementation of the system requires significant investment - licenses, installation, training and support. One of the challenges in the process of implementing HR technologies is the lack of sufficient digital skills of employees. If employees do not fully understand how to work with these systems or have a distrustful attitude towards technology, this slows down the implementation of changes. Even a well-designed system will not have the desired effect if the user cannot use it effectively. If security is not set up in a timely and correct manner, personal information in the HR system will be leaked. This is a legal risk. Moreover, it is a blow to the organization's reputation. The system must also comply with local laws. Sometimes it requires additional adaptation.

Opportunities

Today, HR systems are not only about collecting data. Analytical modules are expanding. Machine learning is being added. It is possible to make predictions. Risks can be seen in advance. It is possible to provide personalized recommendations to employees. Recent research indicates that, this line will only get stronger. These technologies, allow for more accurate and proactive decisions in human resource management. For example, many leading companies already use machine learning models to predict the likelihood of employees leaving the company. That is, the systems can analyze employee behavior, work results, and even the level of motivation to predict which employees are at risk of leaving the company [9]. Mobile applications allow employees to manage leave and requests via their smartphones, increasing convenience. Hybrid work and remote models strengthen the role of digital HR tools.

[9] Wang, T.-Li, N.-Li, H. (2021): Design and development of human resource management computer system for enterprise employees. *PLoS ONE*, 16., (12.), e0261594.

[11] Shabdin, N. I. (2024): The GAP analysis: Fundamentals for digitalization strategic planning. *HRMARS*. https://hrmars.com/papers_submitted/20580/the-gap-analysis-fundamentals-for-digitalization-strategic-planning.pdf

[13] Chvarkov, V. O.– Gromova, N. V. (2024): Integrated HR data systems (HRIS) in personnel management functions: Evolution, approaches, advantages, and challenges. *Personnel Management and Intellectual Resources in Russia*, 13., (1.), pp. 62–68. <https://naukaru.ru/temp/0d5fcdd0580bbaa9c425cb96560d4019.pdf>

Cooperation with external HR providers (outsourcing, cloud solutions) expands functionality. Finally, a modern HRMS can become an element of the employer brand, demonstrating the modernity and technological progress of the organization.

Threats

Labor laws can change (e.g. requirements for personal data, security, etc.) and the system must be ready to adapt. Cyber threats are a significant risk when storing large amounts of personal data [13]. Competitors using more modern solutions can gain a personnel advantage. Laying off key employees can lead to the loss of knowledge necessary for maintaining the system or its future development. Integration with legacy IT systems can also be technically complex and expensive.

Figure 5. GAP Analysis of Human Resource Management System (HRMS)

Aspect / Component	Current system	Desired system	Gap
Process automation	Partial automation (vacations, time tracking)	Full automation of HR processes, including evaluation, training, and career planning	Manual operations, lack of unified modules
IT integration	Integration limited to core systems	Full integration with ERP, CRM, and financial systems	Lack of APIs or communication interfaces
Analytics and reporting	Standard reports without predictive models	Advanced analytical modules, forecasting, data visualization	No predictive analytics tools
User interface	Outdated interface, poorly user-adapted	Intuitive UX/UI, mobile applications	Poor usability, low mobile adaptability
Data security	Basic protection — passwords and access limits	Advanced protection — encryption, audits, two-factor authentication	Vulnerabilities, potential data leakage risks
Flexibility and scalability	System not fully scalable	Modular design with easy functional expansion	Difficulties in adding new modules and scaling

Source: Compiled by the author based on [11] and other studies.

GAP ANALYSIS AND RECOMMENDATIONS:

Process Automation

In the current situation, many processes are still performed manually or through auxiliary tools. Any system assumes that almost all HR processes (assessment, training, talent pool, recruitment, etc.) will be automated. The gap lies in the lack of automation modules and standardized business processes. Recommendation: review current processes, determine priority modules for automation and gradually implement them, starting with the most resource-intensive procedures.

Integration with other IT systems

The current system integrates only with core systems (for example, accounting). Any system is characterized by the fact that HRMS dynamically exchanges data with ERP, CRM, training systems, etc. The gap is the lack of API, poor modularity and data duplication. Solution: use exchange standards (REST API, web services), create integration middleware and test the integration in stages.

Analytics and Reporting

Currently, reports are the mainstay—account counts, vacations, etc. Any system offers KPI visualization, turnover forecasting, etc. The gap is the lack of analytics. Recommendation: Implement BI modules, use analytical languages (SQL, Python), integrate dashboards, and train HR professionals in analytics [14].

User interface and usability

The existing interface is often complex and not mobile-friendly. The desired situation is a simple, user-friendly interface and mobile apps for employees and managers. The gap is UX/UI that does not meet modern standards. Solution: Conduct a UX audit, commission a redesign of the interface, and ensure mobile responsiveness.

Data Security

Recent research indicates that, one of the most striking problems in currently used HR systems is the low level of security. These systems are mainly limited to role-based access and work with some initial measures. However, this is no longer enough in the face of today's risks. For example, modern mechanisms such as encryption, security auditing, automatic backups and two-factor authentication are either absent or implemented very superficially in the system [14].

[14] Zolak Poljašević, B.–Šormaz, D. (2025): Human resource management in public administration: Reform requirements and resistance to change. *Administrative Sciences*, 15., (2.). <https://www.econstor.eu/bitstream/10419/321238/1/admsci-15-00094.pdf>

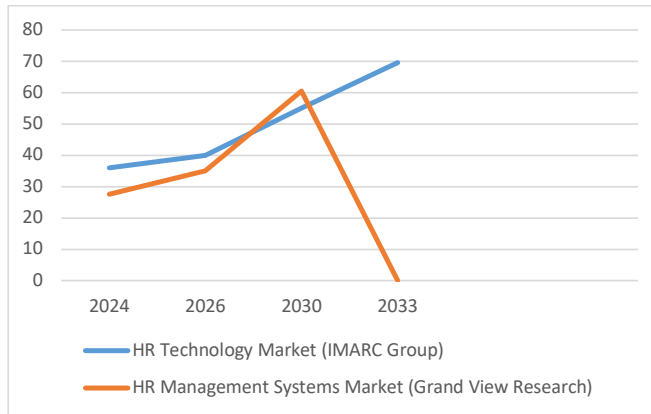
This situation, creates a serious vulnerability. Because security gaps act as an open door for outside interference. I have come to the conclusion that standard measures alone cannot be sufficient to solve this problem. Companies are advised to conduct penetration tests, regularly update the system, and also periodically conduct real security audits. Only then will HR systems work reliably.

Flexibility is important. Scalability is too

Existing systems are usually written for small and static structures. When the company grows, branches increase, functions expand — the system should also adapt without problems. Unfortunately, this is not the case now. What is the main gap? There is no modular architecture. To change one part, they often rebuild the entire system. And this is time. Cost. Risk. Recommendation: microservice-based, modular architecture. New functions can be added without touching the main system. Existing workflows are not disrupted.

What are the trends? HR technology is moving rapidly. Digital transformation is now the norm. Data analytics is too. Artificial intelligence is too. These are not only for automation. They are also used for strategic, data-driven decisions. Forecasts from IMARC Group and Grand View Research show that the global HR technology market will grow rapidly in 2024–2033. This dynamics indicates both market interest and the strategic need for HR systems.

Figure 4. Global HR Technology and HR Management Systems Market Growth (2024–2033)



Source: Compiled by the author based on data from IMARC Group (2024) and Grand View Research (2024).

The graph above also clearly shows that: the global HR technology market was worth approximately \$36 billion in 2024 and is projected to reach \$70 billion by 2033 [15]. The HRMS market was worth \$27.5 billion in 2024 and is expected to exceed \$60 billion by 2030.

Ways to Improve HR Management

1. *Digitalization and HR analytics*

E-HRM is the most promising development path for human resource management. The mentioned systems do not only automate tasks. They also do more. As Hampel (2023) says, this electronic system collects data, analyzes employee behavior and helps to make the right decisions [8]. Human resource management is no longer emphasized as just an executive function. This process has become a strategic tool. All this, in turn, reduces costs. Thanks to the technologies we mentioned, the interaction between management and employees has become efficient. Everything can be monitored in real time.

This electronic process is also applied in Turkey. Many companies in Turkey use competency analysis and KPIs. This helps them understand where employee training is needed.

2. *Structural Reform of HR Departments: What is Needed?*

These systems increasingly, transformation in HR does not happen by simply implementing technology. HR structures themselves must also change. Traditional, rigid and centralized management models are no longer suitable for today's dynamic business environment. Therefore, a flexible and adaptive HR model must be established. This new model should focus on the following key objectives:

- centralization of strategic functions (development, assessment, planning);
- decentralization of operational tasks;
- implementation of agile teams and a project-based approach;
- involvement of line managers in HR decisions.

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3. Developing Corporate Culture and Leadership: Returning to the Human Factor

These systems increasingly, no matter how much technology develops, the person himself remains the main role in human resource management. Even the most modern system, if it does not have a strong corporate culture and sound leadership behind it, remains just a technical tool. Therefore, I believe that organizations should pay special attention to creating an environment based on trust, interaction, open dialogue and feedback [16]. Because without these elements, HR policies remain only on paper. For example, the experience of European countries shows that investing in leadership programs, as well as the implementation of mentoring and coaching models, significantly strengthen HR strategies. But I have come to the conclusion that these initiatives will not be sustainable. That is, leadership development must be complemented by strategic talent planning. If we are developing leaders, we must also think about their successors.

4. Strategic Talent and Retention Planning: Building the Future Today

We have found that all of these human resource management processes are important for developing countries. The process is not limited to specific sectors. It also affects the entire economy. This process is key to the long-term success of not only employees but also the organization itself [16].

Conclusion

The results suggest that modern HRMS systems are not just about technology. This mechanism is a strategic path for companies. Management, in turn, is a path that combines data, analytics, and employee experience. Each of the integrations we mentioned makes the work more agile and efficient. Modern HRMS systems do not only simplify management. They also strengthen corporate culture. Basically, they play the role of an intersection between the company's strategic goals and daily tasks. These systems are seen as a user-friendly and functional mechanism. IRIE is easily integrated with other corporate platforms. Because all this creates a single digital structure. This will help companies quickly adapt to market changes. However, we do not deny that there are difficulties along with them.

It is important to develop a digital work culture. We need to invest not only in technology, but also in people to achieve better results. Based on our final conclusion, we consider the digital evolution of Human Resources Management (HRMS) to be an important issue. These systems are a symbol of business agility and sustainability. We have come to the conclusion that many companies are using analytics and artificial intelligence to increase employee productivity and motivation. This is the foundation of any organization's success.

