

Review Article

Utilization of Management Information Systems in Strategic Decision Making in the Human Resources Sector

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Abstract: This study employs a systematic literature review and bibliometric analysis to examine trends, patterns, and conceptual developments in Human Resource Management Information Systems (HR-MIS). The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework was applied to ensure the literature review process was conducted systematically, transparently, and reproducibly. Selected articles met key inclusion criteria: published before April 16, 2026, written in English, and specifically discussing HR Management Information Systems. The Scopus database, an abstract and citation database of peer-reviewed literature, served as the primary data source for this literature review. A visual mapping analysis was performed using VOSviewer, software for constructing and visualizing bibliometric networks, to map citation networks, collaborations, and keyword co-occurrences, uncovering the intellectual structure and evolutionary trajectory of the human resource field. The findings indicate that the use of HR-MIS is strongly correlated with improved efficiency in strategic decision-making and resource allocation. The literature is divided into two primary clusters: strategic information governance and the operational impact on organizational behavior. By integrating bibliometric and systematic methodologies, this study successfully provides a comprehensive identification of key contributors, research trends, benefits, challenges, and future research agendas.

Keywords: HR-MIS; Systematic Literature Review; Bibliometrics; VOSviewer; PRISMA.

1. Introduction

Digital transformation in human resources is currently a profound restructuring undertaken by organizations to optimize their human capital, rather than merely adopting new technologies (Khan et al., 2025). In this evolving context, daily employee data is now recognized as a strategic asset that influences institutional policy, rather than just a static document (Marler & Boudreau, 2017). As a result, there has been a significant shift from traditional, administrative human resource management toward evidence-based management and data analytics (data-driven HR) (Chaudhary et al., 2025).

This new reality underscores the highly strategic positioning of implementing Management Information Systems (MIS), particularly Human Resource Information Systems (HRIS) (Natarajan et al., 2024). Through their features, these systems transform raw employee data, such as competency records, attendance, performance, and demographic data, into comprehensive predictive analytics for decision-makers (Thite, 2020). As Noe et al. (2021) highlight, systematically strengthening MIS architecture can enhance HR functions, directly influence operational efficiency, reinforce involvement in strategic decision-making, and foster a defensible competitive advantage for the firm. Together, these developments highlight the expanding strategic value and role of MIS within organizations.

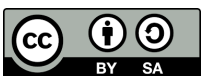
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Ideally, HR-MIS should accurately calculate staffing needs, map internal competencies, and design equitable career development programs (Armstrong & Taylor, 2020). By digitalizing these administrative procedures, organizations can reduce human subjectivity, accelerate operational bureaucratic processes, and optimize company financial expenditure, as noted by Bondarouk et al. (2017). Nevertheless, the practical implementation of data-driven management is often hindered by structural factors, such as incompatibilities between legacy information system infrastructures and modern business demands that require agility (agile project work) (Kavanagh & Johnson, 2020). This disconnect between ideal function and reality represents a clear challenge for organizations aiming to maximize HR-MIS impact.

Despite widespread recognition of the importance of HR-MIS, comprehensive mapping of the role of system efficiency in strategic decision-making across global research fields remains limited (Tahsaldar et al., 2025). Many previous studies have focused solely on the technical aspects of application implementation, neglecting the psychological impacts in industry, such as job satisfaction and employees' behavioral readiness to adopt systems (Amrutha & Geetha, 2020). This theoretical gap underscores the need for a systematic literature review that harmonizes technological integration with the human dimension of organizations, thereby setting the stage for this study's problem statement and focus.

To address this literature gap, this study centers its attention on the term "HR Management Information System" as its primary focus. The study process begins with keyword selection via a top-down (deductive) approach, refining general searches into more specific, targeted topic analysis. By combining the Systematic Literature Review (SLR) method and bibliometric analysis, this research is designed to answer four primary research questions:

- **RQ1:** What are the developmental trends in research regarding the utilization of HR-MIS to support strategic decision-making in organizations?
- **RQ2:** Which HR management functions are most heavily optimized through MIS implementation?
- **RQ3:** What is the role of HR-MIS in mitigating organizational risks and assisting resource allocation?
- **RQ4:** What are the future research directions for developing adaptive HR-MIS architectural frameworks?

2. Literature Review

2.1. Human Resource Management Information System (HR-MIS / HRIS)

A Human Resource Management Information System (HR-MIS) or Human Resource Information System (HRIS) is an integrated software solution that combines information technology and human resource management (HRM) principles to streamline HR processes within organizations.

A Human Resource Management Information System (HR-MIS) or Human Resource Information System (HRIS) integrates information technology with HR management. Thite (2020) notes that the core of e-HRM is not merely digitizing documents but transforming transactional practices into strategic capabilities. The system converts raw data, such as competencies, track records, and demographics, into predictive analytics. This transformation moves organizations from traditional administration to data-driven HR, eliminating bias, accelerating responses, and delivering sustainable competitive advantages.

2.2. Data-Driven Strategic Decision-Making (Data-Driven HR)

Strategic decision-making in the modern era requires accurate estimation and precise mapping of human capital (the collective value, experience, and skills of employees). Marler and Boudreau (2017) note that evidence-based HR analytics, the use of data and analysis to guide HR policy, is a strategic asset that shapes overall company policy. However, the transition toward data-driven management often faces structural barriers, particularly the misalignment between legacy (older) information system architectures and the demands of more agile (flexible and fast-paced) work models.

This conceptual gap requires a framework that not only emphasizes the technical aspects of software adoption but also aligns technological efficiency with employees' mental readiness and behavior within the organization.

3. Research Methodology

This study employs concurrent quantitative and qualitative approaches, integrating bibliometric analysis and a Systematic Literature Review (SLR). Data review procedures were strictly governed by the PRISMA framework to ensure transparency and validity of the conclusions. (Tiwari & Murty, 2025)

3.1. Data Synthesis Stages (PRISMA Protocol)

The literature selection process in this study was systematically conducted and documented in accordance with the PRISMA protocol. The initial stage began with a document search in the Scopus database using the search string "Management Information Systems in Strategic Decision Making in the Human Resource Sector," focused on titles, abstracts, and keywords.

The initial step identified 526 potential articles. During the first screening phase (Screening I), articles were filtered strictly based on time constraints; documents outside the 2020–2026 range were excluded (n=241), leaving n=285 articles.

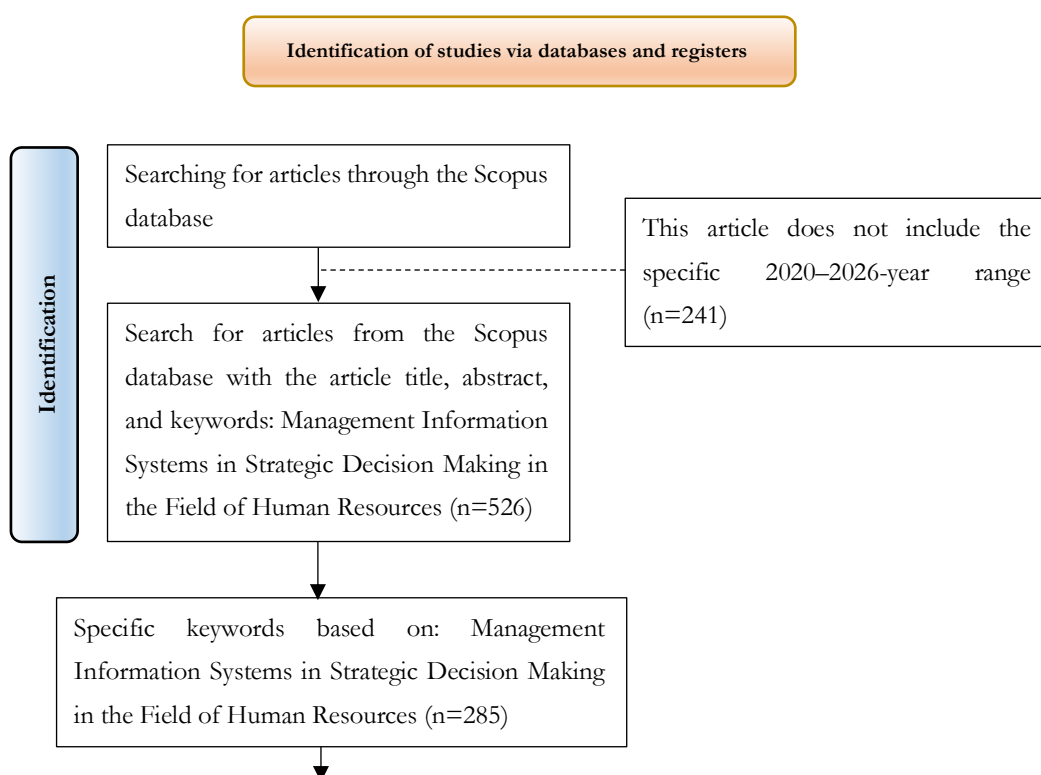
Subsequently, in the second screening phase (Screening II), selection was based on disciplinary relevance, excluding documents not belonging to the "Business, Management, and Accounting" field (n=235), yielding a new data subset of n=50 articles.

During the eligibility evaluation phase, an in-depth analysis was conducted to filter out articles that did not feature specific keyword interconnections among "Human Resource Management," "Decision Making," and "Information System" (n=18).

Through this inclusion and exclusion process, a final total of n=32 articles (Included) were deemed eligible for analysis.

3.2. Bibliometric Analysis

Bibliographic data from the 32 selected articles were analyzed using VOSviewer software. Keyword analysis (co-occurrence network) was utilized to map relationships between research variables, with automatic cluster structures formed based on data link strength (Aghimien et al., 2025) (total link strength = 266, with 67 links from 13 primary keywords).



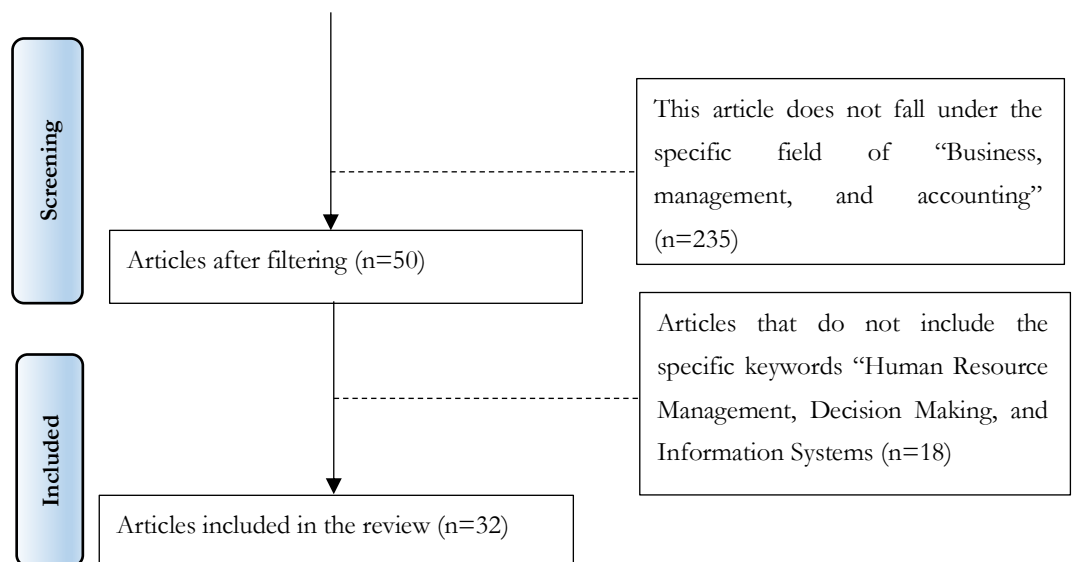


Figure 1. PRISMA Protocol

4. Result and Discussion

4.1. Intellectual Research Network (VOSviewer Visualization Analysis)

Based on a VOSviewer visual mapping of the keyword network, the research field on the use of Management Information Systems (MIS) in human resource decision-making is divided into two primary clusters. This grouping reflects distinct yet complementary theoretical and practical focuses within global literature.

Table 1. Cluster

Cluster	Colour Identification	Items	Keywords Item	Teoretic Focus/ Main Theme
Cluster 1	Green	6	<i>human resource management, information management, strategic planning, resource allocation, decisions makings, risk perception.</i>	Strategic Information Governance and Organizational Risk Mitigation.
Cluster 2	Red	5	<i>decision making, human resources management, learning systems, behavioral research, job satisfaction.</i>	Technical Operational Impact and Industrial Behavior/Psychology Analysis

4.2. Strategic Information Governance and Organizational Risk Mitigation

The first cluster (green) integrates several core concepts, including human resource management, information management, strategic planning, resource allocation, decision-making, and risk perception. The close relationship among these concepts confirms that information governance is a critical foundation for long-term strategic planning. In the context of resource allocation, a robust HR-MIS architecture supports top management in performing accurate calculations. This aligns with research by Liyanaarachchi et al. (2022), which shows that optimal resource allocation policies directly affect system efficiency, reduce operational lead times, and increase macro productivity.

The availability of this structured data sharpens management's risk perception. Drawing on Qudrat-Ullah's (2025) interdisciplinary perspective on business decision-making, mastery of comprehensive information enables policymakers to select rational options, detect operational threats early, and minimize potential company losses.

4.3. Technical Operational Impact and Behavioral/Industrial Psychology Analysis

The second cluster (red) highlights micro-organizational aspects, including keywords such as decision-making, human resource management, learning systems, behavioral research, and job satisfaction. This network empirically **demonstrates how the implementation of**

technology directly affects the psychological state of the workforce. Behavioral research in this cluster demonstrates that data transparency and easy access to information are positively correlated with increased job satisfaction.

This phenomenon is supported by a study by Vavpotič et al. (2026), which found that when top management teams support strategic decision-making, a situational approach to technology maturity and information system transparency significantly influences technology acceptance and workers' psychological satisfaction.

4.4. Research Trends in HR-MIS for Strategic Decision Support

Visual mapping results from 2020 to 2026 reveal a substantial shift in theoretical paradigms. Early in the decade, most of the literature viewed HR-MIS merely as a digital document filing system or a passive electronic archive. Recent research increasingly focuses on using these systems as Strategic Decision Support Systems (SDSS). The current focus is on how daily transactional employee data can be transformed into predictive instruments to forecast future talent needs to support business expansion.

This evolution is underscored by research by Abras et al. (2025) regarding the use of generative AI-powered decision support systems (RAG-augmented decision support systems). They demonstrated that intelligent information retrieval technologies can reduce the complexity of corporate-level strategic decision-making. This shift toward advanced analytics automation is also supported by Natarajan et al. (2024), who emphasize the role of AI-powered business intelligence in helping modern organizations remain agile.

4.5. HR Management Functions Most Optimized Through MIS

Findings indicate that MIS interventions are most intensive across three primary functions: strategic planning, learning systems, and job satisfaction.

- **Strategic Planning:** MIS is used to structure employee formations, map retirement projections, and perform skill-gap analyses. Rainer et al. (2023) reinforce that integrating strategic planning and management information systems is critical for organizations, not only for routine operations but also for navigating constantly shifting crisis challenges.
- **Learning Systems:** Integrated training modules within the system enable continuous tracking of employee competency histories. This historical data is essential for objectively preparing leadership succession paths, aligning with the smart employee promotion system optimization visualizations examined by Liu and Liu (2025).
- **Job Satisfaction:** The accuracy of performance data managed through information systems has proven effective in minimizing evaluation fraud and subjective bias. When evaluation processes are conducted objectively, they foster a sense of distributive justice, which boosts employee job satisfaction. This analysis is supported by Jamal et al. (2025), who state that transparency in technology-assisted management decision-making is a primary prerequisite for building accountability and perceived fairness among individuals in the workplace.

4.6 The Role of HR-MIS in Risk Mitigation and Resource Allocation

The integration among the variables, resource allocation, risk perception, and decision making in the green cluster indicates that HR-MIS functions as an effective tool for controlling operational risks. Modern organizations use real-time data visualizations from the system to ensure that workload distribution is fair and even. This step is vital to prevent physical and mental burnout and to avoid underutilization (the hoarding of a productive workforce).

Additionally, providing macro data, such as trends in talent turnover rates, effectively heightens management's risk perception, enabling the swift deployment of preventive measures before the organization faces a talent-scarcity crisis. This IT-based internal operational risk mapping and control aligns with a study by Tahsaldar et al. (2025), which highlights the importance of optimizing integrated internal control systems, such as the COSO framework, to create effective, responsive, and risk-compliant organizational governance. It is further supported by Chaudhary et al. (2025), who utilized machine learning to predict employee attrition as part of strategic HR risk management.

4.7 Future Research Directions for Adaptive HR-MIS Architectures

Based on the distribution of nodes in the periphery of the VOSviewer visualization network, an urgent industry need was identified to align IT governance with shifting business climates. Consequently, future research agendas are focused on two primary domains:

4.7.1 Enterprise Architecture Management (EAM)

Future research is advised to focus on developing flexible, easily reconfigurable management information system architectures to support agile project work models. Yüksel's (2024) perspective strongly supports this requirement, stating that enterprise architecture management in the digital world must prioritize adaptive concepts and methods to rapidly integrate technology into agile project environments.

4.7.2 Expansion of Applied Behavioral Research

Deeper research is required to understand the psychological impacts of MIS data transparency on organizational openness cultures and employees' perceived workplace justice. This is vital because system success depends not only on sophisticated technology but also on the organizational readiness of human resources responding to the digital era.

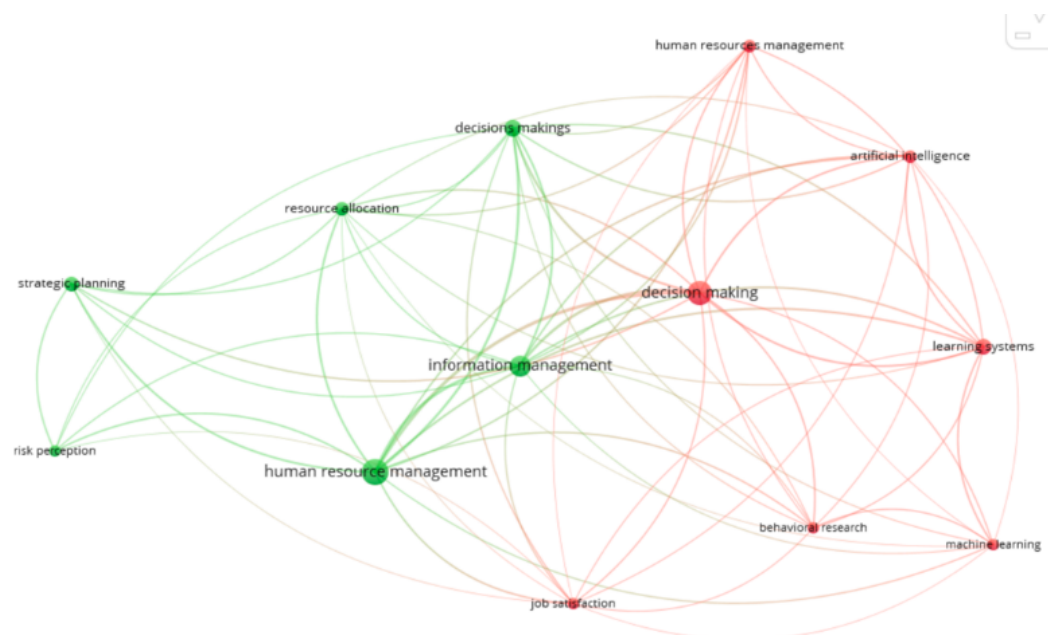


Figure 2. Bibliometric Analysis Network Visualization

Based on Figure 2, the Bibliometric Analysis Network Visualization using VOSviewer shows that this analysis is grounded in three primary indicators: node size, linkage density, and topology-based clustering. Node size represents the co-occurrence frequency of keywords, while line thickness indicates the strength of the link between concepts. The spatial distance between nodes also reflects the degree of conceptual proximity within the scientific literature explored.

4.8 Strategic Information Governance and Organizational Risk Mitigation

In the green cluster, the nodes "human resource management," "information management," and "strategic planning" emerge as the primary nodes with the largest volumes. Visually, this indicates that, on the global academic map, HR-MIS is no longer viewed merely as a record-keeping tool but as the core of an organization's strategic information management.

- **Resource-Based View (RBV) Perspective:** The network connecting the keywords 'information management' with 'strategic planning' and 'resource allocation' substantiates the foundational principles of RBV theory. Human capital data, effectively managed through information systems, becomes a valuable and rare internal resource. This network structure indicates that an organization's ability to allocate resources precisely, as detailed by Liyanaarachchi et al. (2022), is a core pillar of achieving competitive advantage.
- **Dynamic Capabilities Theory and Risk Management:** The thick line connecting decision-making to risk perception in this cluster reinforces the system's role as a macro-risk mitigation tool. Organizations must possess dynamic capabilities to reconfigure their workforce amid uncertainty. Based on Qudrat-Ullah's (2025) interdisciplinary business decision-making perspective, this visualization demonstrates that reliable, integrated internal control systems, such as the COSO framework in governance management reviewed by Tahsaldar et al. (2025), can strengthen management's risk perception, reduce ambiguity, and prevent HR misallocation before a talent crisis manifests.

The second cluster, dominated by red, exhibits close spatial proximity between the keywords "decision making," "learning systems," "behavioral research," and "job satisfaction". While the green cluster targets the macro-organizational level, this red cluster represents micro-behavioral aspects of technology implementation.

- **Application of the Technology Acceptance Model (TAM):** TAM's premises support the close relationship between learning systems and job satisfaction. When an HR-MIS is designed for high utility and ease of use, it is likely to be adopted by employees. This visual map indicates that implementing transparent, situational information systems, such as those studied by Vavpotič et al. (2026), is directly linked to workplace comfort and the efficiency of the top management team in making daily decisions. Information systems present training records and competency data objectively to support smart promotion pathways (Liu & Liu, 2025). This data transparency enhances procedural and distributive justice in the work environment. As Jamal et al. (2025) state, accountability in technology- and AI-assisted decision-making

is imperative for fostering job satisfaction and psychological trust among individuals in modern organizations.

- **Organizational Justice Theory:** The emergence of the keywords "job satisfaction" and "behavioral research" directly linked to system-assisted decision-making processes confirms that data objectivity can help minimize personal biases, such as "like or dislike" tendencies in performance evaluations. Information systems provide objective competency and training data to support precise and smart promotion paths (Liu & Liu, 2025). This data transparency fosters procedural and distributive justice within the workplace. In line with the arguments of Jamal et al. (2025), accountability in technology and AI assisted decisions is an absolute prerequisite for building job satisfaction and psychological trust among individuals in modern organizations.

4.9 Cross-Cluster Interaction and Periphery Nodes

The most compelling aspect of this network visualization is the presence of several cross-cluster links connecting the keyword strategic planning (green cluster) with learning systems and decision-making (red cluster). Theoretically, this bridge indicates that corporate-level strategic policies will only succeed if backed by learning systems and behavioral readiness at the foundational level (socio-technical alignment). Aligned with the insights of Rainer et al. (2023), organizational strategic planning must be fully integrated with.

Meanwhile, keywords located at the network's periphery, such as agile project work methodologies and adaptive IT architecture, signal clear research gaps. This spatial placement indicates that future research trajectories must begin focusing on reinforcing Enterprise Architecture Management (EAM). Organizations require flexible, agile information-system architectural frameworks, as posited by Yüksel (2024), so that HR-MIS technology can rapidly adapt to dynamic transformations in digital business models.

5. Conclusion

This study successfully outlines a comprehensive roadmap of global research on the use of Management Information Systems in strategic decision-making in the HR field. By applying the PRISMA protocol to the Scopus database, this study provides a structured, scientific visualization free from personal bias. Bibliometric analysis indicates that HR-MIS serves as the core backbone of organizations for strategic planning, risk reduction, and efficient human resource allocation.

Furthermore, this study demonstrates that success in implementing management information systems depends not only on advanced technological infrastructure but also on how well the system architecture aligns with volatile (agile) project requirements and on its positive influence on employee job satisfaction.

The primary limitation of this study is its reliance on Scopus data, which is limited. Consequently, future research is expected to broaden data sources, for instance, through Web of Science or Google Scholar, to enrich the understanding of HR-MIS evolution.

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