A Practical Guide on How to Maximize the ROI of HR Tech

Table of Contents

How to calculate ROI from your HR tech 19

Intangible ROI of HR tech 23

How Akrivia HCM can help you generate better ROI 28

Conclusion 32

Additional resources 33

Introduction to HR tech

Over time, the human resources sector has evolved. Companies used newspaper ads to advertise job openings in the 1950s, and now HRs are using applicant tracking systems (ATS) and job parsing systems for hiring. In recent years, HR tech has witnessed tremendous growth. The HR tech industry is estimated to reach 91.8 billion U.S. dollars by 2026 (Statista). With so many companies investing in HR tech, there is a growing need to analyze the ROI of HR tech. Stakeholders want to implement HR tech that realizes its functions and has measurable ROI. The necessity of evaluating the ROI of HR tech arises from a company's need to budget the investment, build a business case for the HR tech, and convince the stakeholders to invest in it in the long term.
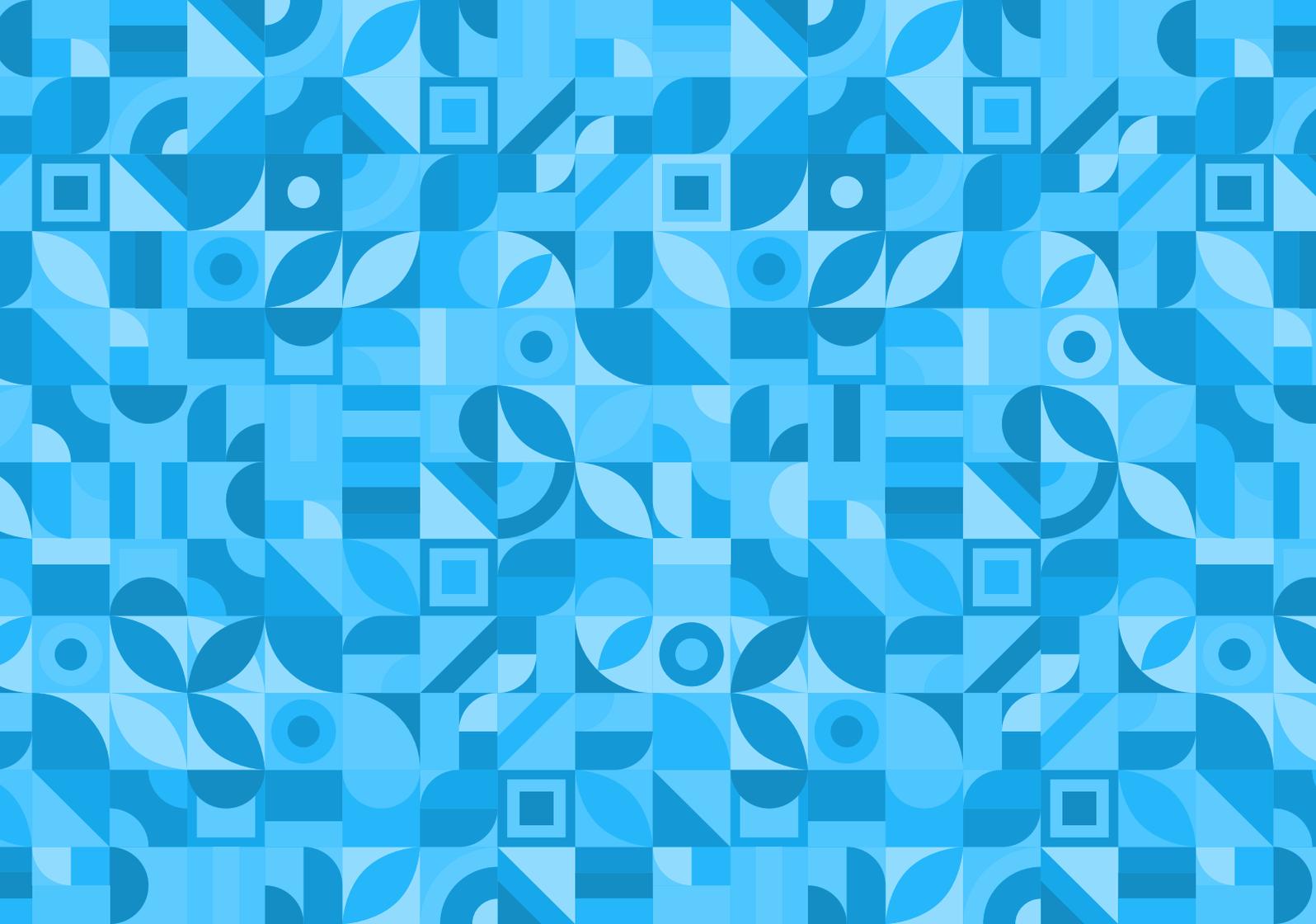
Why is HR tech needed?

Manual HR procedures lead to expensive mistakes.

According to Forbes's HR statistics trends, 80% of businesses use HR software. However, 36% of the HRs feel they need more adequate technology to deal with HR proce sses. Despite the statistics, some companies are still handling HR processes manually, which can lead to inefficiency and drain revenue. Below, we have outlined some significant problems that come with manual HR processes –

Problems with manual HR workflow

$1000
per employee

Inaccurate Time logs
APA estimates that mistakes in manual payroll processes cost an average of over one thousand dollars per employee per year.

165hrs
per year

Unplanned absences
The Society for Human Resource Management (SHRM) highlights that supervisors dedicate more than three hours each week to addressing attendance and scheduling–related issues. This administrative burden translates to an average of 165 hours per year, per manager, spent reconciling absenteeism and managing schedule discrepancies."

35%
of HRs time

Payroll processing
Sage HR Annual report reveals that HR spends a staggering 35% of their time on payroll.

$30,000

Wage and work hours
Even seemingly minor wage and hour issues can result in significant financial outlay, with the average cost of resolution is approximately $30,000. Unsuccessful cases can escalate these costs to over $100,000.

Benefits of HR Tech: A tech-focused solution for HRs

Implementing HR tech has many benefits, including substantial cost savings, better time investment and increased productivity. HCM can create a unified hub for all employee data and streamline all HR processes. It is the best way to manage the entire life cycle and helps companies be more efficient and compliant.

Centralized Data Infrastructure

A Centralized data system is a single system that contains all the HR data. It has the ability to interact seamlessly with all the module systems which ensures all HR processes are smooth and efficient.

Leave Management

A unified database has a reliable and accurate employee leave history which makes it easier for HRs to track employee activity and manage payroll accordingly.
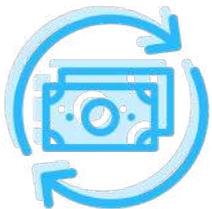
Automated payroll processing

The adoption of payroll software has been shown to eliminate 90% of the time traditionally spent on payroll-related activities. It represents a pivotal shift toward greater efficiency, accuracy, and resource optimization within HR departments."

Employee Self-service

This empowers employees by granting them the autonomy to manage various work-related tasks independently and efficiently. It also alleviates the burden on HR staff by allowing them to redirect their focus towards more critical initiatives.
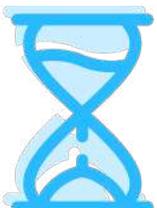
Better timekeeping

Modernized Time Management solutions do more than track and optimize work. They should also ensure that an organization is safe, ethical, and innovative in managing both resources and activities.

Better communication for employees

HCM software serves as a centralized communications hub, enabling seamless interaction among all employees within a company.

Checklist to decide whether you need HR Tech

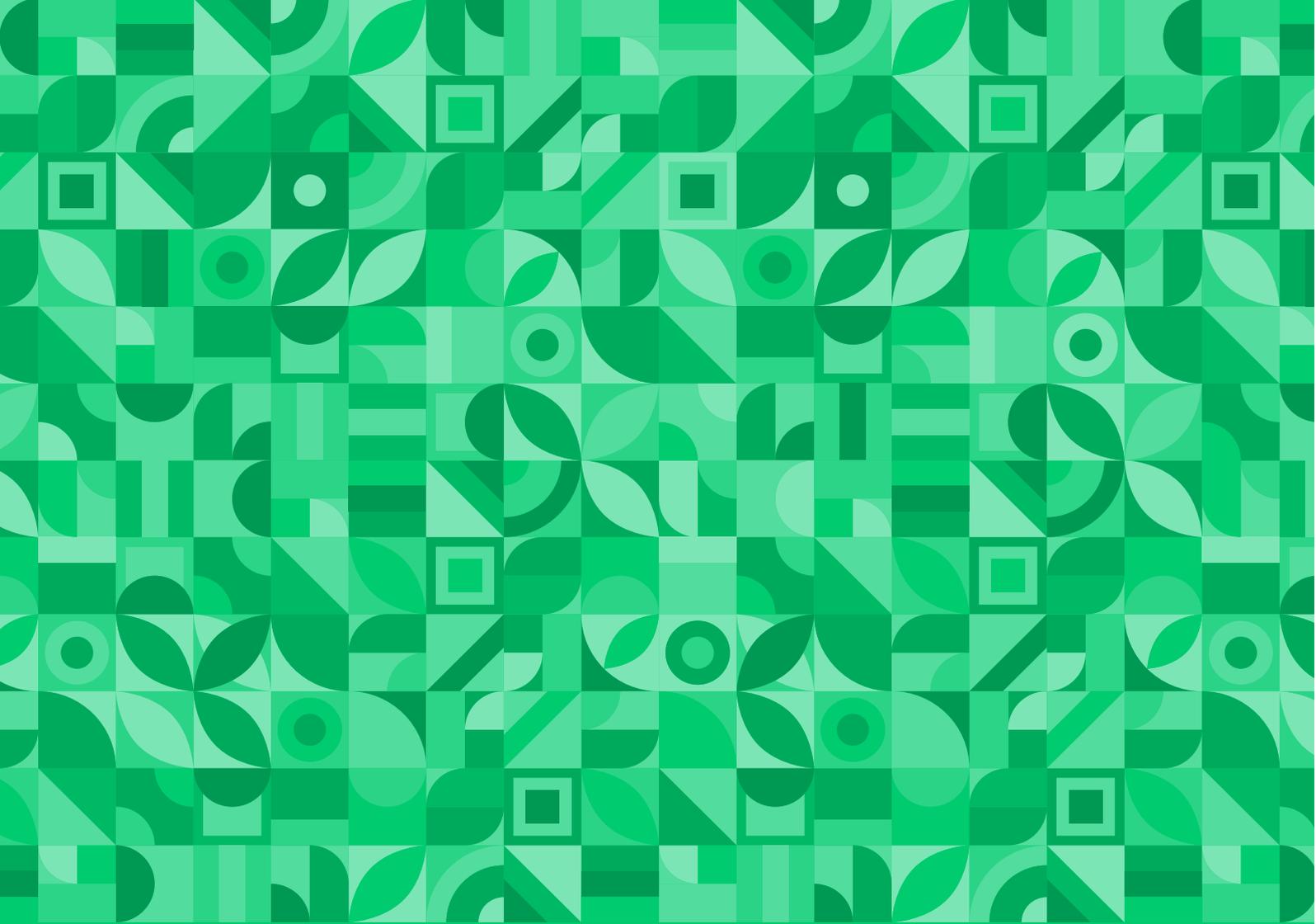If you find it difficult to track attendance, manage remote workers, communicate effectively with your team, and ensure compliance with labor laws, then consider implementing HRMS software. Use the checklist below to assess whether your company could benefit from streamlining its HR operations with the help of HRMS software.

HRMS Software Checklist

☐ Is your HR department still using manual methods for HR processes?

_____

☐ Is your HR department struggling to manage employee data?

_____

☐ Do you find it hard to track employee attendance using your current methods?

_____

☐ Do you have remote workers? Do you face any struggles while tracking remote workers?

_____

☐ Do your employees find applying for time off challenging?

_____

☐ Do you find it difficult to communicate with remote workers and manage them?

_____

☐ Is it hard to track employee performance manually?

_____

☐ Is it difficult for your HR department to organize employee evaluation and training? Is it still manual?

_____

☐ Do you need help managing employee benefits like health insurance, PF and others?

☐ Do you struggle with payroll compliance?

☐ Are you struggling to manage employee compliance with labor laws and regulations?

☐ Do your recruiters need help managing the recruitment process?

☐ Do you need help with employee communication and engagement in your organization?

☐ Are you experiencing difficulties in data security and compliance with data protection regulations?

If you answered "yes" to any of these questions, it may be beneficial for your company to consider implementing HRMS software.
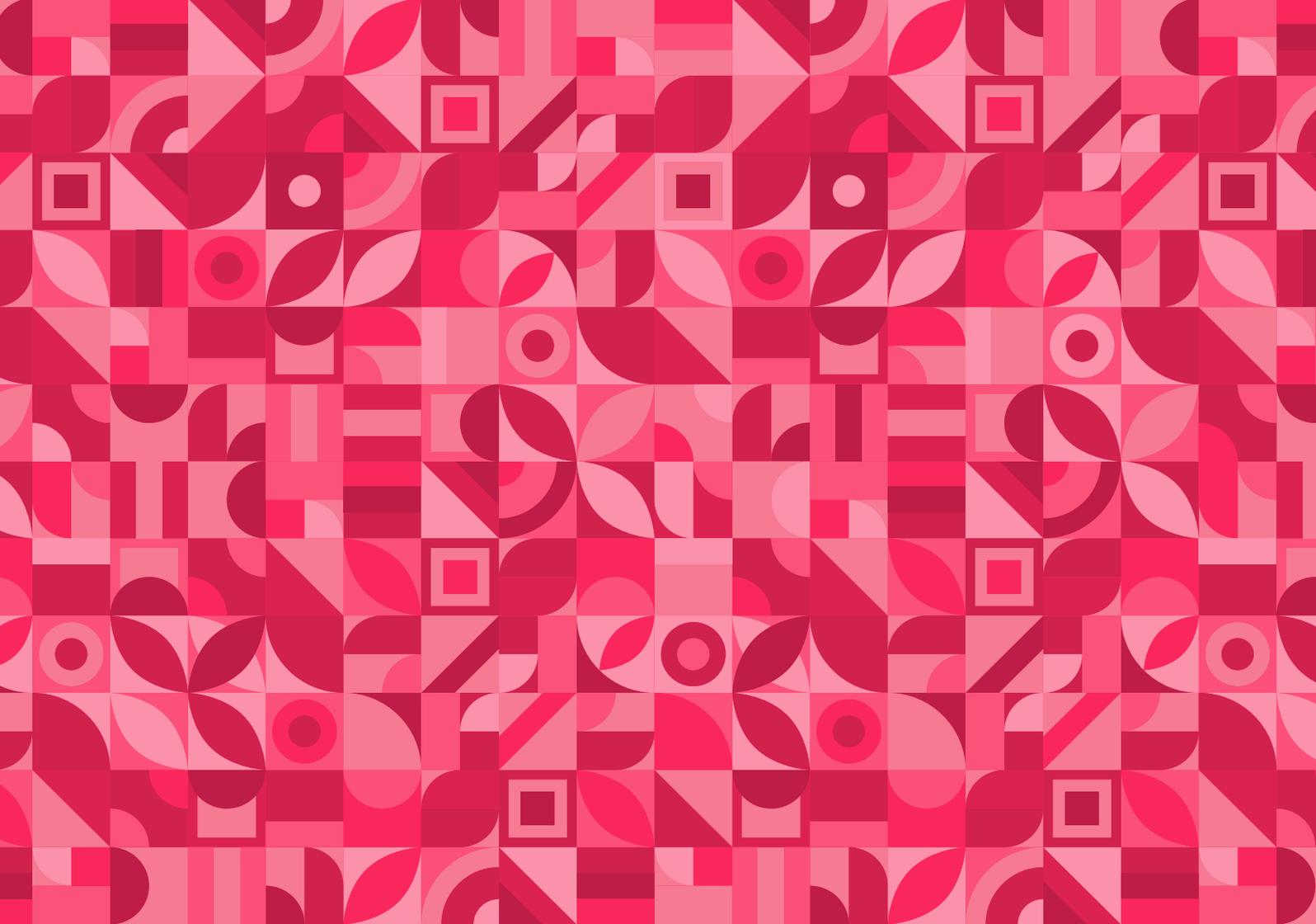
How to choose the correct HR Tech for your organization:

Parameters to look for

In the past few years, there has been tremendous growth in the HRMS industry. Many companies have adopted HRMS software, and many are looking to adopt it in the next 12-24 months. With so many options in the market, it can be challenging for companies to pick a solution that fits them well. Few parameters can determine whether the HCM software is the best choice-

System functionality and features

While choosing HCM software, it is essential to note the product's functionalities and features. The system functionalities of the HR Software should align with your business needs.

There are aspects of system functionality you need to consider –

- **What are the product modules the software offers?**
  Many HCM software offers various modules that address specific HR areas, such as Recruitment, Learning and Development, Payroll, Attendance and leave management, and more. Identify which areas you need help with and check whether the HCM software you are considering offers the product modules.

- **What are the main features the software offers?**
  Examine all the main features that the software offers. This will empower you to make an informed decision based on whether it aligns with your specific needs.

- **Can the software be customized?**
  Check whether the HR software can be customized according to your needs and how flexible the vendor is regarding your company's needs.

- **Is it Scalable?**
  Ensure that the HR software is scalable and can handle the increasing volume of employee data. Moreover, it should be able to accommodate additional features or modules and support a growing workforce.

User experience and interface

While adopting HR tech, every company wants to rush the onboarding process but needs to focus more on employee experience. Employers need to change the way they implement digital transformation in their organization. There needs to be a shift from technology-led changes to employee experience (EX) and appreciation. Here are some important aspects of user experience that you need to focus on –

- **Easy UI:** New HR software should be easy for employees to use. Choose software based on its simplicity of user interface, ease of navigation, and clarity.

- **Navigable:** Pick easily navigable software with easy visual cues, tooltips, and contextual help options to guide users through the software's functionalities.

- **Self-service:** Self-service portals in HR software can enable employees to be self-sufficient.

- **Mobile accessibility:** Verify whether the software offers mobile applications or responsive web interfaces that enable on-the-go access from smartphones or tablets.

Data security and compliance

When selecting HCM software, it is essential to prioritize data security and regulation compliance. Confirm that the HR software aligns with data protection regulations to safeguard sensitive information. Assess the software's adherence to data regulations, as this reflects the vendor's dedication to protecting personal data and mitigating legal and reputational risks.

Customer Support

While evaluating the type of HR software you want, you must check whether they offer good customer support. It is crucial to assess the availability and responsiveness of customer support channels provided by the software provider, such as phone, email, or chat support. Efficient and accessible customer support is pivotal in ensuring prompt resolution of issues and inquiries related to the HR software, contributing to a positive user experience.

Integrations

When selecting HR software, it's crucial to ensure that the chosen solution is compatible with your current suite of tools. It's imperative to ask: Can the software seamlessly integrate with our existing HR systems and tools? Specifically, do the integrations offered by the software provide a seamless experience? Seamless integrations are crucial as they facilitate efficient data sharing and eliminate the need for duplicate data entry.

Pricing models

Pricing is one of the main factors that hold buyers back when picking HR software. So, before you choose HR software, making an informed decision that aligns with your budget is crucial. It would help if you asked yourself these questions –

- What type of pricing model does the HR software offer? Is it subscription-based, per-user, or one-time fee options?

- Are there any contract tenure requirements? Is there any minimum tenure requirement?

- Are there any additional costs? What are the maintenance costs?

Implementation process

Regretting the implementation process after picking software can be unfruitful because you can do nothing about it. So, before onboarding your team onto the HR software, you need to learn more about the implementation process. Ask the vendor and the customers and research the implementation process. Ask questions like –

- How long does it take to implement the software?
- What level of involvement will the HR team have during the implementation?
- **Does the vendor assist in implementation?**
- **Is the implementation easy enough for even non-tech employees?**
- Are there any factors that affect the implementation of the software?

Ensuring a smooth transition while implementing new HR software is critical to its successful adoption by employees. This approach minimizes friction and allows for more seamless software integration into the HR processes.

Vendor reputation

Before deciding, it's crucial to delve into the vendor's background and market standing. Opting for a reputable vendor with a long-standing presence in the market provides more assurance than a vendor who's only been around for a year. Consider these key questions:

- How many years has the vendor been in the HR software market?

- Are there good customer reviews and testimonials for the software?

The best way to learn more about a vendor is to talk to current, long-term, and past customers. They can share their experiences, and you can make an informed decision based on the vendor's credibility and reputation.
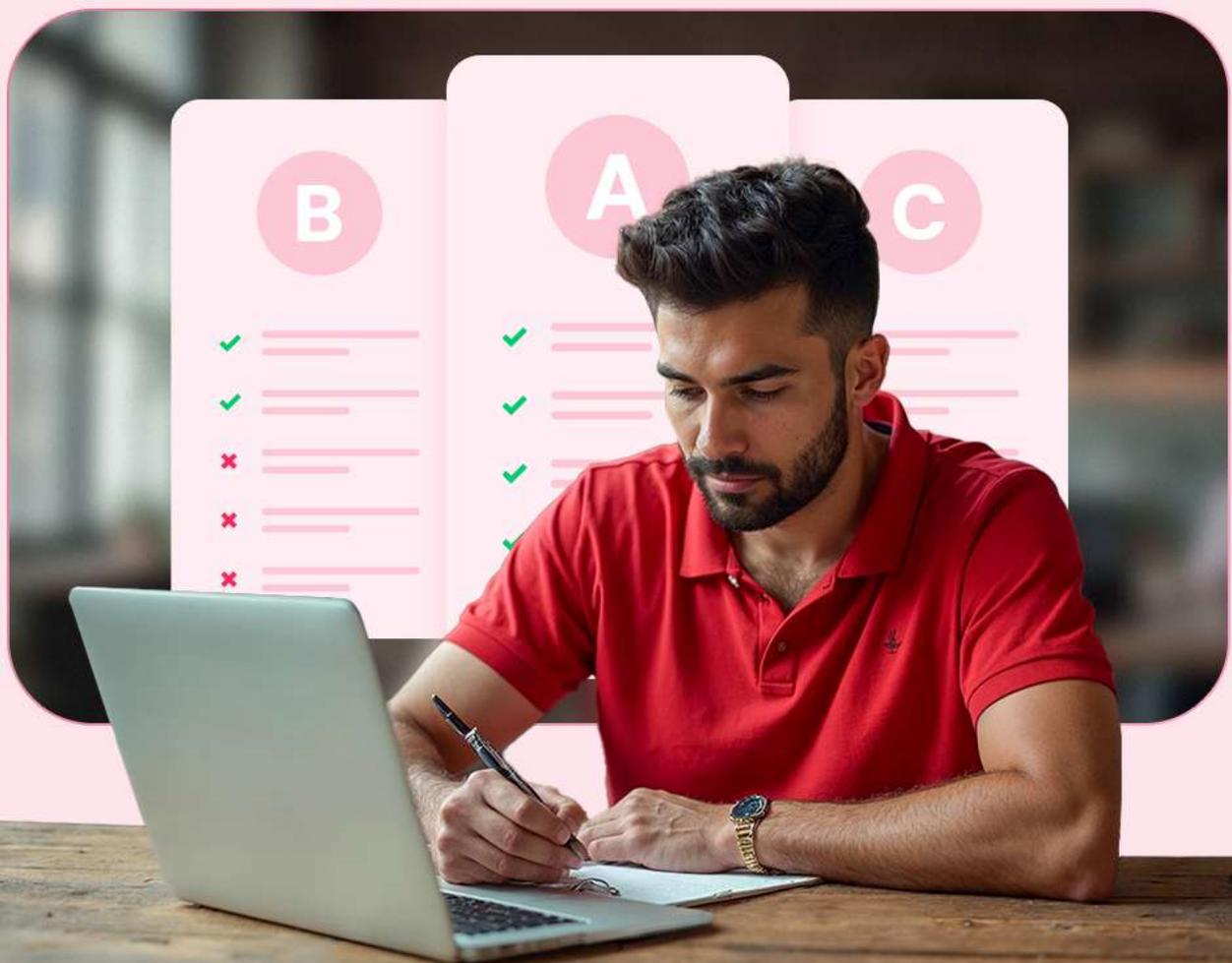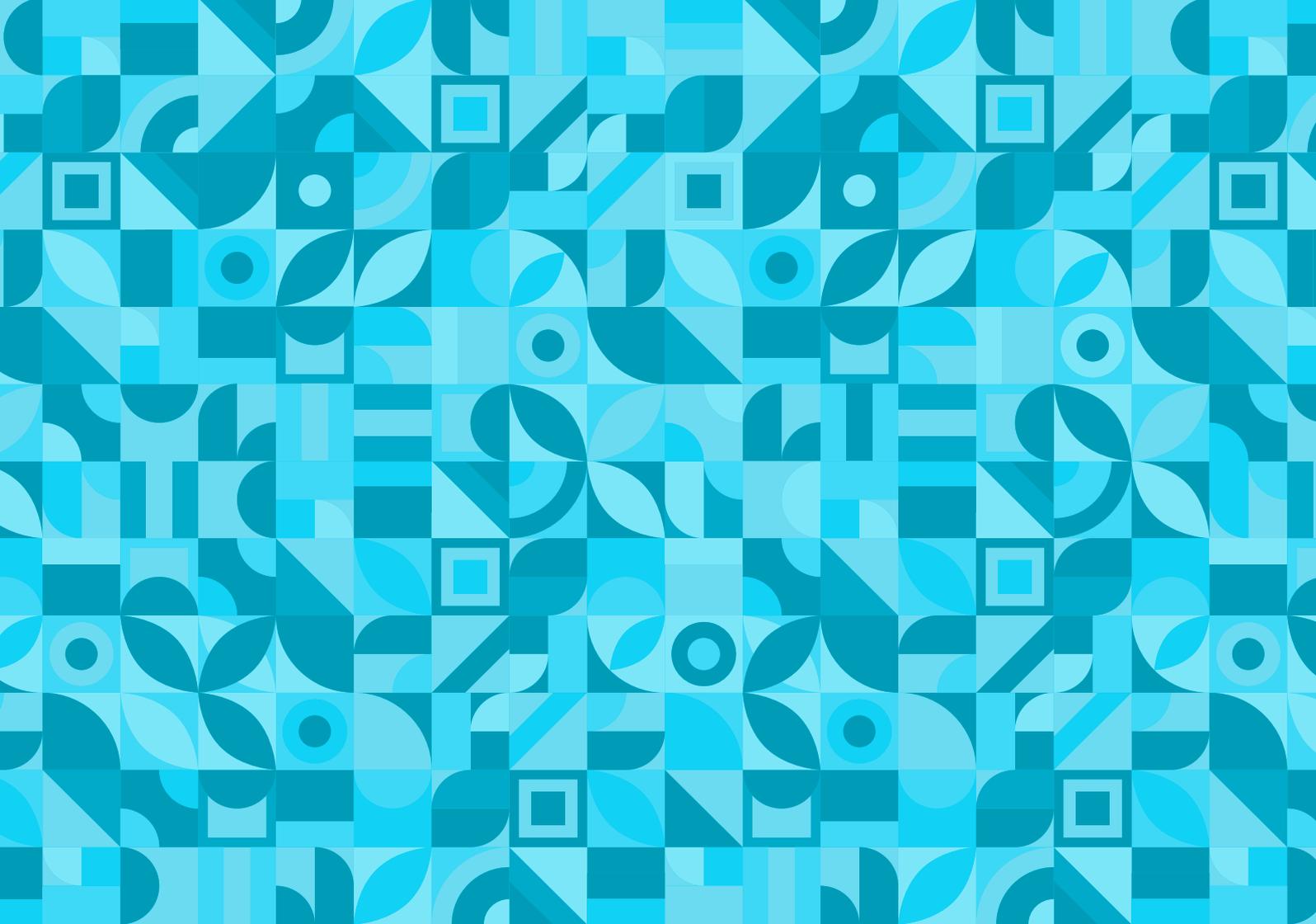
11 Must-have HRMS capabilities according to Gartner

Absence Management
Your HRMS solution should be able to manage employee leave management like applying for leaves, sick days, paid–time offs and manage approvals as well.

Core HR
It should be able to create an employee database and maintain key HR functions.

Performance Management
It should be able to track employee progress based on measurable goals.

Product usability
Easy to use UI and intuitive design for better user engagement.

Self–service Processes
Can employees use the self–service portal to submit their requests and raise tickets?

Compensation Management
Can the platform manage compensation and predict compensation trends for company benefits?

Employee benefits
Does the HRMS solution have an employee benefits module or product (even a feature), that helps employee enroll to company benefits and check their usage?

Employee Onboarding
The platform should be able to walk new employees through their onboarding process, asking them to upload necessary documents and take onboarding programs.

Learning Management
Can it track employee learning and recommend various training programs?
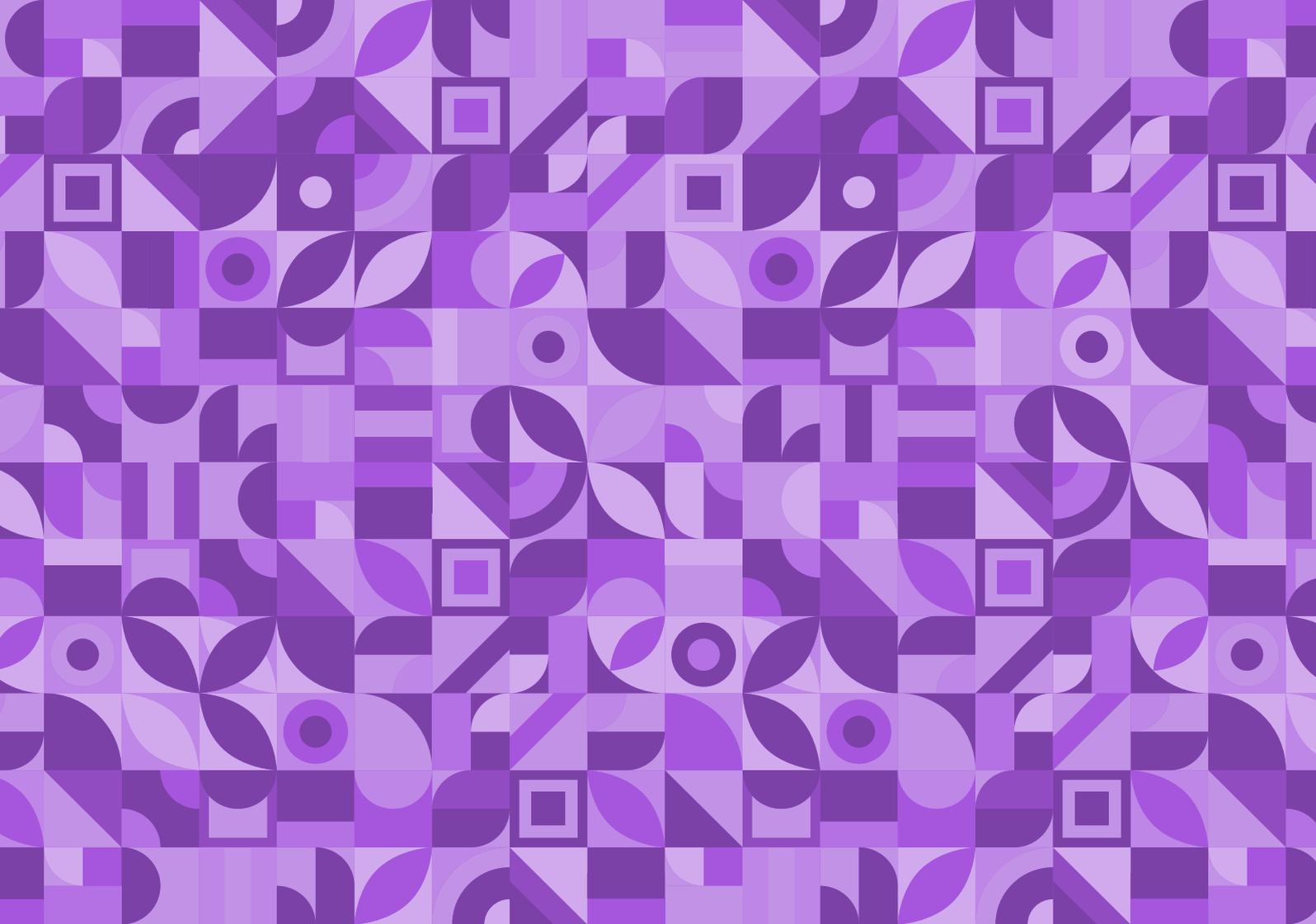
Payroll
Does it have payroll features that calculate salary, wages and taxes?

Succession Planning
It should be able to plan company's succession planning–recommending who can succeed after whom and transition candidates internally.

How to calculate the ROI from your HR tech

Implementing new HR technology can be a significant investment, so it's crucial to conduct a thorough cost-benefit analysis to determine the potential return on investment (ROI). Here is how you can determine the ROI of your HR tech:

Identify the Costs

Start by identifying all the potential costs of implementing the new HR technology. These may include:

- Software licensing or subscription fees (one-time or annual)
- Implementation and integration costs
- Training and change management expenses
- Potential lost productivity during the transition period
- Ongoing maintenance and support costs

Ensure that you account for both the direct and indirect costs to understand the total cost of ownership (TCO). Employers often look at the purchase price when they want to buy HR tech. If the asset's purchase price is less, they go ahead and buy it. However, they should consider the long-term price of HR tech or the total cost of ownership.

According to Investopedia, "Total cost of ownership (TCO) is the purchase price of an asset plus the costs of operation."

Total Cost of Ownership (TCO) = Purchase price + Costs of operation

When making a decision, it's essential for employers to take a holistic approach and consider the total cost of ownership when selecting HR software. Opting for software with a lower TCO in the long run is a more cost-effective choice.

Estimate the Benefits

Next, identify the potential benefits the new HR technology can bring to your organization. The benefits may include measurable parameters like money and time, or it may include intangible benefits like improved HR processes. These may include:

- Improved employee productivity and engagement
- Streamlined HR processes and reduced administrative tasks
- Enhanced data-driven decision-making
- Better compliance and risk management
- Improved talent acquisition and retention
- Increased cost savings in other areas (e.g., reduced paper usage, travel expenses)

Quantify these benefits as much as possible, assigning monetary values to each one if possible. This will help you understand the financial impact of the new HR technology and make it easier to calculate the total costs of implementation.

Calculate the ROI

With the costs and benefits identified, you can now calculate the ROI of the HR tech investment. The formula for ROI is:

ROI = (Total Benefits – Total Costs) / Total Costs x 100

For example, if the total cost of the HR tech implementation is $200,000 and the total estimated benefits are $320,000, the ROI would be:

ROI = ($320,000 – $200,000) / $200,000 x 100 = 60%

ROI table for time savings

HR function	Time used for function after HRMS (in mins)	Time used for function after HRMS (in mins)	Time saving in Total
Leave & attendance	2470	180	2290

ROI table for cost savings

HR function	Costs before use of HRMS	Costs after use of HRMS (in $)	Cost saving in Total
Recruiting	$4,50,000	$1,00,000	$3,50,000

This is how you can calculate your HR tech's cost and time savings and build a business case around it. It will help you decide whether you want to subscribe to HR tech further. However, it is hard to determine if you wish to buy software when you have not tried it out for some time. In that case, you can ask the vendor to share case studies.

Present the Findings to Stakeholders

Use the results of your cost-benefit analysis to create a compelling business case for the HR tech investment. Highlight the key benefits, the estimated ROI, and the technology's strategic alignment with your organization's goals. This will help you secure buy-in from key stakeholders, such as the executive team and the board of directors.

Remember, the ROI of HR tech is not just about the financial benefits; it's also about the intangible benefits, such as improved employee experience, better compliance, and enhanced decision-making. These intangible benefits are equally important and contribute to the holistic value of the investment. By taking a comprehensive approach to calculating the ROI, you can make a strong case for your HR tech investments and ensure that they deliver maximum value to your organization.
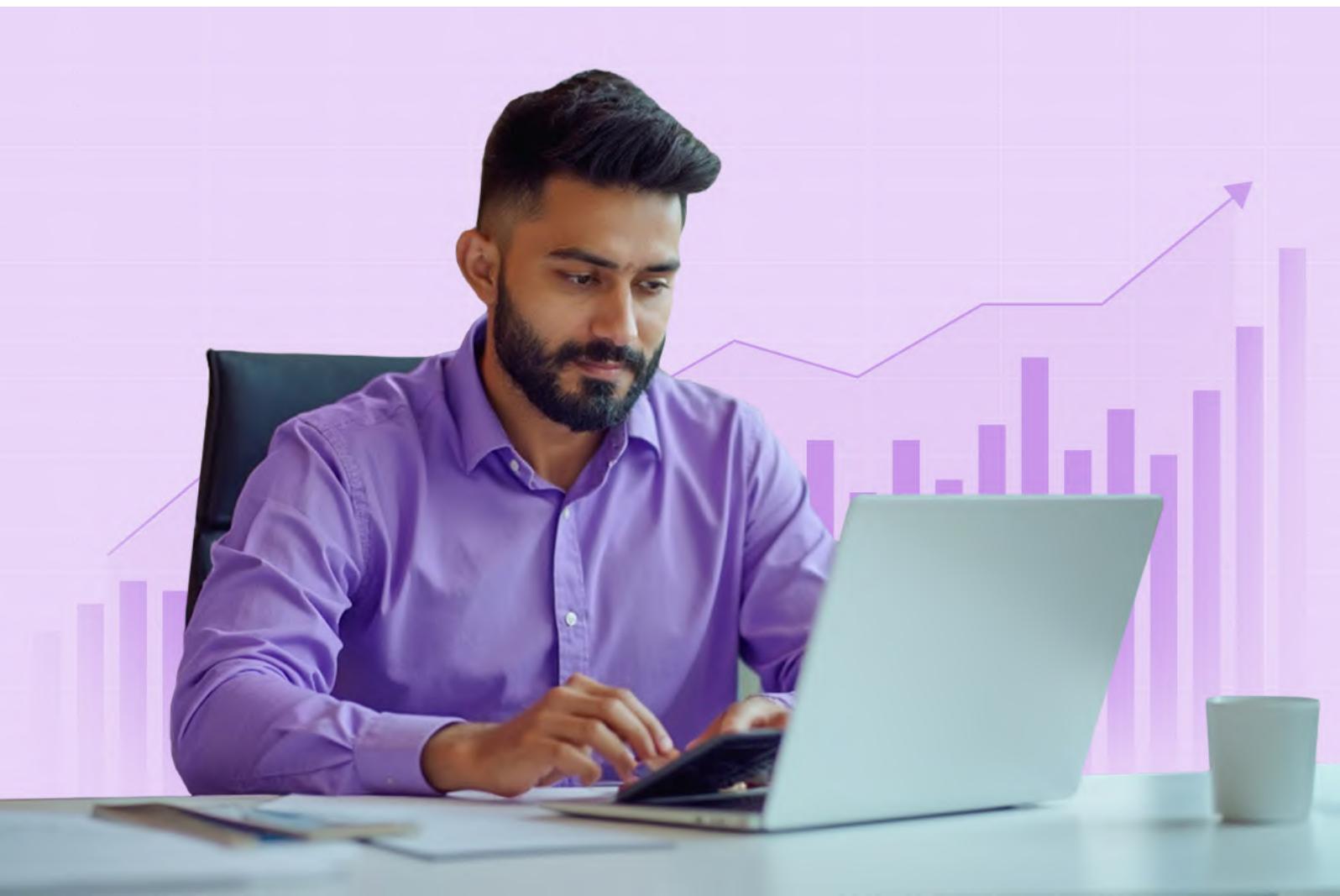
Intangible ROI of
HR tech

While there are some measurable benefits of HR technology, there are times when the benefits of HR tech cannot be measured directly. It is hard to determine the total savings when the benefits can't be calculated. However, in this section, we will mention a few advantages of HR technology that cannot be measured directly:

Improved productivity

HR software can improve productivity in many ways, from increasing employee engagement to reducing time invested in manual tasks. According to Workast, 48% of companies implement HR tech, believing that it contributes to desirable employee experience and that improved employee experience directly affects employee productivity. HR tech benefits a company's productivity in many ways:

- **Automating administrative work:** AHR professionals often find themselves bogged down by manual tasks that could be easily automated. According to Smartsheet, 40% of workers surveyed spend at least a quarter of their work week on manual, repetitive tasks, with email, data collection, and data entry occupying the most time. However, HR tech liberates them from these tasks, allowing them to focus on more strategic and impactful responsibilities.

- **Improve communication:** Inconsistent communication can hamper productivity. Studies have identified that about 25% of missed performance goals are due to a lack of communication at the workplace. However, HR tech improves communication between HRs and employees. That much was evident in an older McKinsey report, which showed that well-connected teams see a productivity increase of 20–25%. Moreover, better communication directly impacts collaboration. HR tech improves collaboration between teams and increases the company's overall productivity.

- **Employee self-service saves time:** HRs spend most of their time dealing with employee issues. Sometimes, they must deal with a delayed paycheck, and sometimes, an employee complaint. HR software has employee self-service portals that are extremely useful for employees. They can quickly raise tickets for their complaints. So rather than maintaining a manual entry of complaints, employee self-service portals have provisions for employees to solve their problems themselves. It saves time for HRs and promotes better communication between management and employees.

- **Reduce time on manual tasks:** A McKinsey survey found that 60% of employees' time would be saved every day if manual tasks were automated. When HRs spend time on manual tasks, their productivity levels drop. However, using HR software helps them invest more time in crucial tasks that need a human touch, making them more efficient and effective in their roles.

The productivity boost after using HR tech in the organization is massive. Because these parameters are not quantifiable, one cannot measure them while adopting HR tech. However, it will reflect in the company's productivity and employee engagement.

Reduced turnover

Employee turnover is one of the raging problems that HRs deal with. When an employee leaves a company, they not only take the industry knowledge with them but also cause the company to lose money.

According to Gallup, "The cost of replacing an individual employee can range from one-half to two times the employee's annual salary –– and that's a conservative estimate. So, a 100-person organization with an average salary of $50,000 could have turnover and replacement costs of approximately $660,000 to $2.6 million per year."

However, the use of HR tech is not a standalone solution. It requires the expertise and strategic application of HR professionals. As Susan Stein, an HR consultant with over two decades of experience in HR and the former EMEA head of compensation and HR systems at Morgan Stanley, points out, HR software can significantly reduce turnover. It does so by enabling HR professionals to increase employee engagement and facilitate seamless interaction with the organization at every level and stage of the employee life cycle.

For example, during performance evaluation, an employee and manager can talk and discuss the employee's career path. The manager can use the HR software to create a training module for the employee, and on completion of the module, the employee can be rewarded. This can help plan the employee's growth path in the organization. Increasing employee engagement can radically reduce employee turnover.

Better time-off management

Many organizations need an accurate time-off management tool, which makes it hard to track personal time off. However, using HR software improves time-off management. Most HR software, like Akrivia HCM, have leave management product modules that allow employees to apply for leave and manage their attendance on the self-service portals. Employees do not have to send dull emails to inform the management of their leaves, but they can apply for time off on the portal and get their leaves approved. It takes the burden off HRs and managers throughout the company who manually track and manage PTO requests.

Improved HR processes

As mentioned before HRs spend a lot of time on manual processes. They can't manage their time better, and these repetitive HR processes can be frustrating. Automating HR processes reduce time and effort spent on workflows by HRs. They can improve their workflow and increase productivity. For example, with the recruitment work module, the hiring process becomes much easier.

- **Multiple job board postings:** HRMS can post multiple job postings on various job portals. HRs can choose which portals they want to post the job openings on and can hire internally as well. There are various features in HR software that give HRs the freedom to control the hiring process.

- **Resume parsing:** Sifting through multiple resumes can be time-consuming and boring. Many HR tech options have resume parsing features that enable HRs to choose the resume that matches the job requirements.

- **Application tracking system:** ATS or application tracking system makes tracking of the application easier, sending automatic notifications to candidates notifying them of their application's progress.

- **Automated interview scheduling:** When a candidate's profile matches the job description and they ace their assignment, they are automatically selected for the next stage of hiring. HR tech can automate the entire hiring process from job postings to onboarding.

Good HR software makes the hiring process more efficient enabling new employees to work better. It also takes the burden off the HRs. Recruiting is just one example of an HR process that HR software can improve. Other HR processes like payroll, leave management, learning and development can also be simplified using HR tech.

Accurate reporting

HR software not only improves HR processes, but it also enhances data accuracy and provides in-depth analysis of the employee data. Using manual processes for data analysis can create inconsistencies in reports. But automation reduces human error and produces accurate reports and insights to manage HR Data. Here are some of the benefits of automation in reporting:

- **Automating Data Collection and Reporting:** HR software can increase the accuracy of employee information by automating data collection and report generation processes.

- **Mitigating Risks of Spreadsheets:** Spreadsheets present inherent risks, such as version control, security, and access issues, where a single mistake can lead to data loss or corruption, but HR software reduces these risks by offering strong access controls and a unified database for all employee information.

- **Improved Analytics and Data Visualization:** THR software can provide real-time analytics and data visualization, helping HR and department managers identify trends and patterns in the data. This enables them to make more informed and strategic business decisions.

- **Automated interview scheduling:** HR software can provide real-time analytics and data visualization, helping HR and department managers identify trends and patterns in the data. This enables them to make more informed and strategic business decisions.

- **Answering Strategic Business Questions:** With all employee and job candidate data in one place, HR software makes it substantially easier and more accurate to answer strategically important business questions. This includes questions about the cost of hiring new employees, turnover rates, and the relationship between manager performance and departmental turnover.

- **Better Decision-Making:** Accurate data, combined with good analytical tools, enables managers to confidently seek answers to tougher questions and make data-driven decisions.
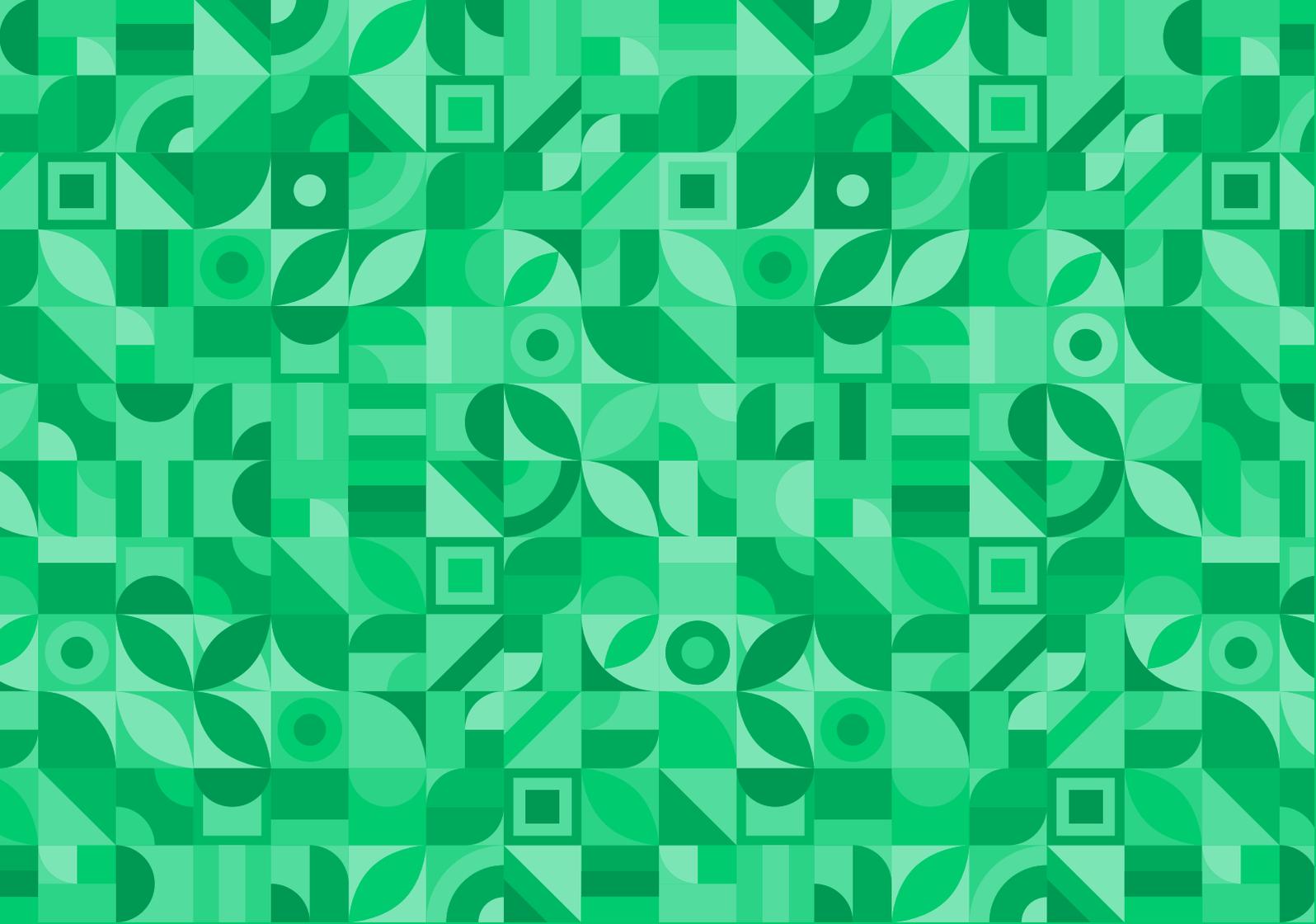
How Akrivia's HR tech has helped companies generate greater ROI

Akrivia HCM has transformed many businesses with its cutting-edge HR tech. It has helped companies simplify their complex HR processes. Continental Hospitals and Apar Industries are two such companies that benefited from incorporating Akrivia's robust product modules.

Continental Hospital is India's first LEED-qualified super-specialty hospital while Apar Industries has been in business since 1960s. Both these are leaders of their domain. However, both faced a similar problem - "Complex web of offline practices, decentralized practices, and a lack of standardization across its diverse business verticals."

The sheer number of staff (Continental hospitals: 1200+, Apar Industries: 2500+) made it difficult for these organizations to manage their HR processes.

Challenges faced by Continental Hospitals and Apar Industries

• **Multiple third-party vendors for various HR processes**

  The Factories Act deals with the working regulation of employees. There are main sections like 54, 55, 59 that describe how employers should deal with overtime hours and pay.

  Continental Hospitals utilized numerous vendors to handle various HR processes, resulting in data consistency and report generation challenges. The complexities of managing multiple vendors led to inefficiencies that impacted the overall functionality of the HR department.

Apar Industries also dealt with lack of standardization, they were using multiple tools for various HR functions which caused inconcies in policies and procedures across different business units and geographical locations.

The need for a unified system for HR processes resulted in inconsistencies and hindered the ability to obtain accurate and comprehensive reports, which are crucial for informed decision-making.

- ### Difficulty in accessing real-time data

  Apar Industries didn't have access to real-time data due to the lack of a unified platform for all HR data, which started affecting its decision-making processes. It also led to delays in many HR processes like recruitment, performance evaluations, and talent management.

  For Continental Hospitals it made attendance tracking difficult. Attendance tracking is especially crucial for healthcare workers. For a hospital to function seamlessly, the shifts must be seamless and work with minimum friction. The existing process did not provide real-time data which led to potential errors, ultimately affecting the hospital's operational efficiency.

- ### Critical HR functions were manual and offline

  Many essential HR processes such as recruitment, appraisal, and training, were done manually, in Continental Hospitals. This resulted in inefficiencies and limited the HR team's capacity to focus on more strategic and people-centric responsibilities. Apar Industries also realized manual processes were leading to increased administrative burdens, negatively affecting employee productivity and morale.

How Akrivia Solved the Challenges

- ### Creating a unified platform for HR processes

  The Akrivia HCM team started the digital transformation process by understanding the companies' existing business practices. The next step for Continental Hospitals was data configuration and migrating all employee records into Akrivia HCM. Once the employee database was ready, it was time to start configuring individual modules to fit the business processes. For Apar Industries, the focus was on configuring the system to meet Apar's unique requirements, which were: customization of workflows, data migration, and integration with existing systems.

- **Improved HR processes because of real-time data availability**

  Both the companies faced challenges because of lack of real-time data availability. While Continental Hospitals struggled with attendance tracking, Apar Industries had a hard time with performance management.

  Akrivia HCM helped Continental Hospitals implement a flexible shift management system (with **22 shifts**) to track and process real-time attendance by using the Time & Attendance and Leave management modules.

  Apar Industries used Akrivia HCM to leverage analytics in performance management systems: It reduced the time spent on assessing employees' performance by **85%**!

- **Power of automation and digitization**

  With the implementation of Akrivia HCM, Continental Hospitals experienced a significant boost in visibility into key people metrics. They now have real-time insights into open positions, attendance levels, leaves, and onboarding progress. This enhanced visibility empowered HR teams to identify gaps and take corrective action more effectively.

  The automation of vital HR processes helped Apar Industries automate and digitize their HR processes. Akrivia HCM helped Apar Industries reduce the time spent on manual paperwork and administrative overheads by **77%**.

"The **Akrivia HCM** system brought about a considerable reduction in paperwork. Beyond the operational enhancements, it played a pivotal role in building a culture of efficiency and transparency within our HR operations."

APAR | Kirti Patkar
AGM-HR

Conclusion

According to the research firm Gartner, human resources (HR) technology emerged as the top area of investment for companies in 2023, with 46% of organizational leaders expressing a desire to increase their investment in HR tech. Despite this, only 32% of implemented HR technology initiatives were deemed successful, indicating the challenges associated with its implementation.

While the return on investment (ROI) of HR tech may not always be immediately measurable, it is important to recognize that HR technology implementations are inherently lengthy and complex processes.

Nieberg, the Director of Gartner, said – "The digital transformation of HR will take time as many HR technology implementations are complex multi-year, multi-country projects. The expected ROI is yet to be seen, and the hype around emerging technologies creates inflated expectations that are difficult to meet."

The present moment presents an optimal opportunity for CHROs to direct their investments towards HR tech functions that exhibit a high ROI, while reassessing investments in HR modules offering lower returns.

However, it is crucial to acknowledge that calculating the ROI of HR tech involves complexities beyond measurable parameters which are often undervalued. Recognizing and acknowledging the non-measurable benefits of HR tech is essential – not all the benefits of HR tech are quantifiable, yet they significantly enhance HR processes.

Additional Resources

Sapient Insights Group Annual HR systems survey White Paper 25th edition
https://sapientinsights.com/product/2021-2022-enterprise-finance-systems-research-report-3rd-edition/

This Fixable Problem causes U.S Businesses 1 billion
https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx#:~:text=The%20cost%20of%20replacing%20an,to%20%242.6%20million%20per%20year.

2024 HR technology imperatives – Gartner
https://emt.gartnerweb.com/ngw/globalassets/en/human-resources/documents/2024-hr-technology-planning-imperatives.pdf

Your HRMS system should prioritize these 11 capabilities
https://www.gartner.com/en/articles/your-hrms-solution-should-prioritize-these-11-capabilities

The ROI of HR tech explained
https://resources.workable.com/tutorial/the-roi-of-hr-technology-integration

Calculating the ROI of HR tech software
https://www.netsuite.com/portal/resource/articles/human-resources/roi-of-hr-software.shtml

Guide to maximizing ROI with HR tech
https://powermag.tradepub.com/?p=w_aaaa15309&_w=d&email=1bfec3937fb2448881adcdd738c8dbad&key=8NUIaq13CRGlfaqBi_28O&ts=17315&u=1250232330741718105059&e=YW5raXRhLnNAYWtyaXZpYWhjbS5jb2O=&secure=1&_afn=0