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Payroll Transformation Programs in Cloud HCM: A Stakeholder-Centric Governance Model

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Abstract- Cloud HCM platforms are becoming a game-changer in payroll operations, offering an opportunity for automation, real-time data integration, streamlined processes, and scalable workforce management. While implementation-focused models of payroll transformation tend to focus on the process, they lack adequate attention to aspects of stakeholder accountability, governance, decision rights, compliance and change management. This poses problems such as ownership, slow decision making, integration issues, compliance risks and resistance to organizational change. This study suggests the Stakeholder-Centric Payroll Governance Model (SCPGM) to deal with the above limitations in the context of payroll transformation programs in Cloud HCM environments. The model proposed involves a framework of stakeholder identification, governance roles, decision-right matrix, risk and compliance controls, communication mechanisms and performance monitoring. The model aims to bring HR, payroll, IT, compliance, implementation partners and business leadership on board during the transformation process. Proposed quantitative evaluation criteria include implementation efficiency, decision time, accuracy of payroll, adherence to compliance, and satisfaction and transformation risk of stakeholders. Target decision-making time should be reduced by 20-30%, payroll processing efficiency should improve by 15-25%, and the stakeholder satisfaction with the transformation should be maintained at more than 90%. The proposed SCPGM offers a governance model to enhance accountability, collaboration, transparency and the results of Cloud HCM payroll transformation initiatives.

Keywords- Cloud HCM, Payroll Transformation, Stakeholder Governance, Human Capital Management, Payroll Automation, Digital Transformation, Change Management, Risk Management, Compliance, Decision-Making.

I. INTRODUCTION

The cloud-based Human Capital Management (HCM) system has revolutionized how organizations handle payroll, workforce information, employee services, compliance and monetary operations. By connecting resources, finance, time, benefits, and workforce analytics to a central, scalable digital platform, Cloud HCM empowers organizations to integrate payroll operations. While technology is important, effective governance, coordination of stakeholders, process standardisation and organisational readiness are critical to the success of any payroll transformation.

The traditional models of payroll transformation tend to limit their scope to system migration, process automation, cost savings and technical integration. These methods make things more efficient, but they don't necessarily offer good ways to establish stakeholders' responsibilities, decision authority, escalation pathways, compliance accountability, or communication between departments. This can cause delays in implementation, variability in decision-making, payroll mistakes, integration issues, regulatory risks, and employee and business user resistance within organizations.

This research introduces a Stakeholder-Centric Payroll Governance Model (SCPGM) for Cloud HCM payroll transformation programs to overcome these drawbacks. It creates a governance framework with HR, payroll, IT, finance and compliance teams, leaders, employees and implementation partners. It brings together stakeholder maps, responsibility allocation, decision-right matrices, risk management, compliance controls, communication mechanisms, performance monitoring into the transformation lifecycle.

The research aims the following five:

1. To understand who, what, and how in Cloud HCM payroll transformation programs.
2. To understand the constraints of models for payroll transformation in terms of coordination, accountability, risk management, compliance and engagement of stakeholders.
3. To create the Stakeholder-Centric Payroll Governance Model (SCPGM) that incorporates stakeholder management, decision governance, risk controls and change-management practices.
4. To assess the effectiveness of the planned model with the help of indicators like the efficiency of payroll processing or the time needed to make decisions, agreement on the correctness of the payroll data, adherence to the compliance, transformation risk, and satisfaction of the stakeholders.
5. To understand how stakeholder inclusive governance can enhance transparency, accountability, collaboration and success in Cloud HCM payroll transformation programs.

The proposed approach is to move from a technology-driven approach for transforming payroll to a governance-driven, stakeholder-centric approach for a more controlled, transparent and sustainable Cloud HCM payroll implementation.

II. LITERATURE SURVEY

Alouffi et al. [1] made a systematic literature review on security threats and mitigations in cloud computing. The study explores key security issues in cloud computing such as cloud data confidentiality, privacy, cloud data authentication, cloud access control, cloud data integrity and cloud infrastructure security. Security is an important consideration in cloud adoption, as cloud services are an agreement to store and process organizational information in distributed and remotely-accessible infrastructure. The authors survey today's security threats and the techniques available for mitigating them, in order to cover the full spectrum of security needs in the cloud. This is especially relevant to the research of secure cloud ERP systems, and defines security as a key factor that organisations must take into account when they look at cloud ERP system implementation.

Quadri et al. [2] have studied about the multi-criteria decision making (MCDM) approach to evaluate and rank the critical success factors (CSFs) of cloud ERP adoption. Conventional approaches struggle to detect the most influential factors for cloud ERP adoption due to the various technical, organizational, financial and managerial considerations involved in such a process. The study adopts MCDM approach to prioritize these factors in relative importance. This practice is advantageous as a decision-maker can review multiple criteria at the same time and identify the factors that will need to be given more focus when implementing cloud ERP. The reference directly assists research on how to select, implement, factor prioritize cloud ERP and how to make strategic decisions using MCDM.

Kutnjak et al. [3] studied the impact of the COVID-19 epidemic on the speed of digital transformation across industries, and the issues, barriers and problems faced by this transformation process. The study shows how organisations had to quickly shift to digital technology to keep their businesses going, operating remotely, keep communicating and delivery services functioning during a time of disruption. The challenges of technological readiness, organizational resistance, skills, infrastructure, financial resources, and security were also brought to light by the swift digital transformation. When discussing cloud-based enterprise systems, it is important to consider the context and motivation because cloud technologies can offer scalability, remote access, flexibility and continuity during disruptive times. It also emphasizes that organizational and technological barriers must be taken into account when designing a cloud adoption framework.

Tongsuksai et al. [4] investigated the characteristics and benefits that influence the adoption of cloud ERP in small and medium-sized enterprises (SMEs) in NZ from the vendors' perspective. The study offers clarity as to the reasons SMEs are turning to cloud ERP and the advantages vendors attribute to cloud ERP. Cloud ERP can lower costs of having a large on-premise IT infrastructure and offer access to enterprise applications, scalability, flexibility, and possibly better operational efficiency. It's important to the vendor because they have first-hand experience with customer needs, issues, and obstacles during implementation and adoption. It is applicable for studies on SME cloud ERP adoption, benefits of adoption, factors of implementation, view of cloud ERP vendors, and organizational transformation.

Skafi et al. [5] explored the factors affecting SMEs adoption of cloud computing in Lebanon, based on Technology–Organization–Environment (TOE) framework and contextual theory. The study acknowledges that besides the technological

characteristics, organizational capacity and environmental factors also have an impact on the adoption of technology. These technological factors can include perceived benefits, compatibility, and complexity, and organizational factors can include resource availability, organizational support and preparedness. Environmental factors can be competition, regulatory condition and outside pressures. This document will be helpful when creating a cloud adoption framework as it illustrates the need to consider technological, organizational and environmental dimensions together.

Ahn and Ahn [6] used a comprehensive approach to study the factors behind organisations' willingness to move to cloud-based ERP. The study takes into account several factors that impact an organization's decision to shift ERP functionalities to cloud infrastructure. The adoption of cloud ERP isn't always solely a technical choice, rather organizational factors and contextual considerations are also assessed, including perceived benefits, risks, organizational readiness, cost, trust, security, and more. The study thus adds to the understanding of the behavioural and organizational factors that influence the adoption of cloud ERP. The information in this reference can be helpful when researching the intention to adopt cloud ERP, organizational readiness, perceived risk and benefit of cloud ERP, technology acceptance, and organizational ERP migration decisions.

Tongsuksai et al. [7] studied the impact of cloud ERP implementation on firm performance in small and medium sized organizations (SMEs). This study aims at identifying if cloud ERP systems bring measurable organizational benefits when implemented. By providing access to centralized information, Cloud ERP can help streamline business processes, enhance operational coordination, improve decision-making, respond quickly, and manage resources more effectively. The reference is critical as it goes beyond adoption intention and accounts for outcomes of organizational cloud ERP implementation. It can then enable the study of the relationships among the factors of cloud ERP adoption, system usage, and organizational performance in research models.

Ahmadzadeh et al. [8] created a Quality Function Deployment (QFD) model to prioritize critical success factors of ERP using organizational agility enablers. The study relates ERP implementation with agility of an organization, as in today's competitive business environment, organizations require enterprise systems that will respond quickly to the changing market and operational needs. QFD is a systematic approach for converting organizational needs into important factors for the implementation and enhancement of a system. This reference is especially relevant for research related to ERP, critical success factors, QFD, organizational agility, prioritization, and multi-criteria decision making and could offer methodological support to understand which of the factors of ERP adoption or implementation should be given more importance.

Faccia and Petratos [9] discussed the potential of blockchain technology in the integration of enterprise resource planning (ERP) and accounting information systems (AIS) focusing on e-procurement and system integration. It is important to note that the study points out the potential of blockchain technology to enhance transparency, traceability, data integrity, and trust in transactions. By combining these capabilities with ERP and accounting systems, organizations can gain more accurate transaction records and better visibility of the business processes. The reference is pertinent to the studies of blockchain-enabled ERP, accounting information systems, e-procurement, transaction security, data integrity, and enterprise-system integration.

Sarwar et al. [10] explored data vaults in the context of blockchain-empowered accounting information systems, aiming to help manage and integrate data in blockchain-based accounting systems. It is a combination of structured data-management approaches and capabilities of blockchain technologies that seek to enhance accounting information handling, tracking, and reliability. Blockchain technology can ensure that all information is recorded as if it were impossible to tamper with it, and a suitable data architecture can manage and organize all the transaction data. This reference would be applicable to the studies on blockchain-based accounting systems, data management, enterprise information integration, data integrity, auditability, and secure financial information systems.

III. PROPOSED METHODOLOGY

A. Research Framework

This study is based on numbers and models, developing and testing an approach to manage payroll changes in the context of Cloud HCM environments. The model, Stakeholder-Centric Payroll Governance Model, emphasizes people engaged, in how decisions are made, how payroll functions, risk

management, and ensuring that rules are followed, as well as the measurement of success and the continuous evolution of the system. The steps of the method are: looking for people to involve, determining who is involved is most important, assigning roles to people in the management process, adjusting payroll, considering the risks and rules, and reviewing the effectiveness of the method with numbers.

Information from how payroll works and how well it is doing is sent back to the management part. This allows the business to know when something goes wrong, who is to blame for it, what it needs to do about it, and whether the changes are effective or not.

B. Identifying and Ranking Stakeholders

The first step is to determine all the people involved in planning setting up running and checking the Cloud HCM payroll changes. There are several main groups: HR managers, payroll staff, finance staff, IT staff, those who ensure the rules are adhered to, business managers, employees and staff who help with setup. Every person is assessed according to their level of power in relation to what they are accountable for, what level of risk they have and what their involvement is in the process.

A score is made for each person to see how attention they need in the management process.
Si = (Ii + Ri. Ei + Pi) / 4

Where:
Si = Score for how important a person's
Ii = How much influence the person has
Ri = How much responsibility they have
Ei = How risk they are exposed to
Pi = How involved they are
If all four are rated from 1 to 5 the score will also be between 1 and 5.

For example:
If an HR manager has I = 5, R = 5, E = 4, P = 5:
Si = (5 + 5 + 4 + 5) / 4 = 4.75
So the HR manager gets a score for management attention.
People with scores get more attention in making decisions talking about things handling risks and solving problems.

C. Managing Governance and Decision Rights

Once the model has determined who the most significant people are, he or she establishes who is responsible for what when it comes to the payroll changes. A table that identifies who is responsible, accountable, to whom, and who needs to be told. Individuals are granted rights to set up payroll and move data, connect systems per rules, approve money, keep things safe, test and deploy.

The system also establishes means of obtaining approval and resolving issues. People responsible for the process make small decisions, leaders make bigger or more complex decisions. This will provide people with clarity of responsibility and with the guidance they need.

The effectiveness of the system is monitored on effectiveness of agreement on the speed of decision making, effectiveness of decision regarding rule compliance, effectiveness of risk control, effectiveness of monitoring.
GES = (A + D + C + R + M) / 5

Where:
GES = Score for how the system works
A = How well people agree
D = How fast decisions are made
C = How well rules are followed
R = How well risks are handled
M = How well things are watched
Each part can be rated from 0 to 100.

For example:
If:
Alignment = 90
Decision efficiency = 85
Compliance = 95
Risk control = 88
Monitoring = 92

Then:
GES = (90 + 85 + 95 + 88 + 92) / 5 = 90
So the system is 90% effective.

D. Connecting to Cloud HCM and Payroll Work

In the third step, the management system is linked to the Cloud HCM payroll system. This involves employee information, time and leave, benefits, funds, payroll and other systems. APIs and data exchange are tools that help transfer information from the Cloud HCM system to other tools.

The payroll work process involves verifying employee information, confirming all money earned, deducting money, figuring taxes, ensuring that the legal money is paid, rechecking the payroll, seeking approval and making payments. Payroll data is verified prior to processing payroll to identify incorrect, duplicate or unauthorized data. If any issues arise they are handed over to the people according to the management table.

E. Managing Risks and Following Rules

Risk management and adherence to rules is done via the payroll changes. The biggest threats are employee data, issues with reporting systems, employees accessing where they shouldn't, payroll setup problems that violate the law, delays in approvals and not utilizing changes properly.

For each risk, the probability of occurrence is evaluated as well as the severity of the risk and the difficulty of locating the risk. The amount of action required is determined by the risk score.

RPS = P x I
Where:
RPS = Risk score
P = How likely the risk is
I = How bad the risk is
Both are rated from 1 to 5.

For example:
P = 4 I = 5
RPS = 4 x 5 = 20
A higher number means the risk needs attention.
This way is simpler than adding up the chance the effect and how hard it's to find.

High risk problems are presented to those with responsibility and remedies are provided that will help them avoid these problems and fix them. Checking rules is about ensuring that the laws are adhered to and company rules are adhered to, who has access to things, audits are. Data is safe.

F. Checking How Well the Payroll Changes Work

The effectiveness of the model is confirmed by observing, for example, how quickly payroll is processed, how accurate the figures are, how quickly decisions are made, how well the rules are adhered to, how much risk there is and how satisfied people are. The new way is compared to the way of managing payroll changes.

How right the payroll is is found by how correct payroll records there are compared to the total.
PA = (Correct Payroll Records) / (Total Payroll Records) x 100
PA (%) = Nc / Nt x 100
Where PA = Payroll accuracy
Nc = Number of payroll records
Nt = Total payroll records processed

Percentage Improvement for Higher-Is-Better Indicators
When the performance indicators are such that the higher the score, the better the results; the percentage improvements that can be obtained by the Stakeholder-Centric Payroll Governance Model are computed as follows:

$$PIk(\%) = \frac{(Mk,SCPGM. - Mk,Traditional)}{Mk,Traditional} x\ 100$$

where Mk,SCPGM is the value of performance measure k in the Stakeholder-Centric Payroll Governance Model, and Mk Traditional is the value of the measure in the traditional approach.

G. Percentage Reduction for Lower-Is-Better Indicators

For indicators where a lower value means results, such as decision turnaround time and transformation risk the percentage reduction is calculated as:

$$RIk(\%) = \frac{(Mk,SCPGM - Mk,SCPGM)}{Mk,Traditional} x\ 100$$

where RIk represents the percentage reduction in metric k.

H. Transformation Performance Index

Because payroll transformation performance cannot be fully captured by an indicator the Stakeholder-Centric Payroll Governance Model combines multiple performance measures into a Transformation Performance Index.

Before combining each performance metric is converted to a common 0–100 scale.
Normalization of Higher-Is- Metrics
For a higher-is-better metric:
Mk∗ = 100 x (Mkmax. Mk) / (Mkmax. Mkmin)
where Mk∗'s the normalized value of metric k Mk is its observed value and Mkmin and Mkmax are the minimum and maximum reference values.
Normalization of Lower-Is- Metrics

For a lower-is-better metric:

$Mk* = 100 \times (Mkmax. Mk) / (Mkmax. Mkmin)$

This transformation ensures that a normalized score always means better performance regardless of the original direction of the metric.

Transformation Performance Index

The overall TPI is calculated as the sum of all normalized performance metrics:

$TPI = \sum Wk\ Mk*$

where TPI is the Transformation Performance Index $Mk*$ is the normalized value of k Wk is the weight assigned to metric k and K is the total number of performance indicators.

The weights are constrained by:

$\sum Wk = 1,\ Wk \geq 0$

If there is not evidence to justify different weights equal weighting can be used:

$Wk = 1 / K$

This helps reduce bias when calculating the overall transformation performance score.

I. Continuous Improvement and Feedback Mechanism

The last step is a loop that brings together performance monitoring and governance actions. The threshold is applied to each performance indicator. If the key indicator fails to meet the threshold the person in charge takes the necessary action(s) to address the issue and the affected payroll process is rechecked.

The feedback loop follows this order:

Monitoring → Gap Identification → Responsibility Assignment → Corrective Action → Governance Review → Performance Reassessment → Process Optimization

The evaluation ends when all important governance, compliance, performance and stakeholder requirements meet their set thresholds or when the approved payroll transformation program is done.

Algorithm 1: Stakeholder-Centric Payroll Governance Algorithm

Input: Cloud HCM payroll requirements, stakeholder information, payroll processes, governance requirements, risk information, compliance requirements and performance data.

Output: Stakeholder priorities, governance decisions, risk controls, performance measures, TPI and improvement results.

Steps

Initialize the Cloud HCM payroll transformation program.
Identify all stakeholders.
Collect stakeholder influence, responsibility, risk exposure and participation values.
Calculate the stakeholder priority score Si.
Rank stakeholders based on Si.
Assign RACI roles.
Define decision rights, approval workflows and escalation levels.
Integrate Cloud HCM payroll with required external systems.
Validate. Payroll data.
Identify transformation risks and compliance requirements.
Calculate the risk priority score RPSj.
Assign risk. Mitigation actions.
Execute payroll processing and validation.
Measure payroll accuracy, processing efficiency, decision turnaround time, compliance, transformation risk and stakeholder satisfaction.
Calculate payroll accuracy using Equation (6).
Calculate improvement or reduction percentages using Equations (7) and (8).
Normalize the performance metrics using Equations (9) and (10).
Assign performance. Check the weight constraint using Equations (12) and (13).
Calculate the Transformation Performance Index using Equation (11).
Compare SCPGM performance with the governance approach.
Ending condition: When all significant governance, compliance, performance and stakeholder requirements are fulfilled to their defined levels or the transformation program is approved.
Generate the governance and performance report.

Correct Equation Sequence

The final sequence should therefore be:

$PA \rightarrow PI \rightarrow RI \rightarrow Mk*$ (higher) $\rightarrow Mk*$ () $\rightarrow TPI \rightarrow \sum wk = 1 \rightarrow wk = 1 / K$

J. Methodology Summary

The proposed method creates a link between how much stakeholders are involved and the results of payroll transformation. Governance effort is directed as a result of stakeholder prioritization. Governance structures determine to whom decisions are made and accountabilities are given. Cloud HCM integration speeds up and automates payroll. Change

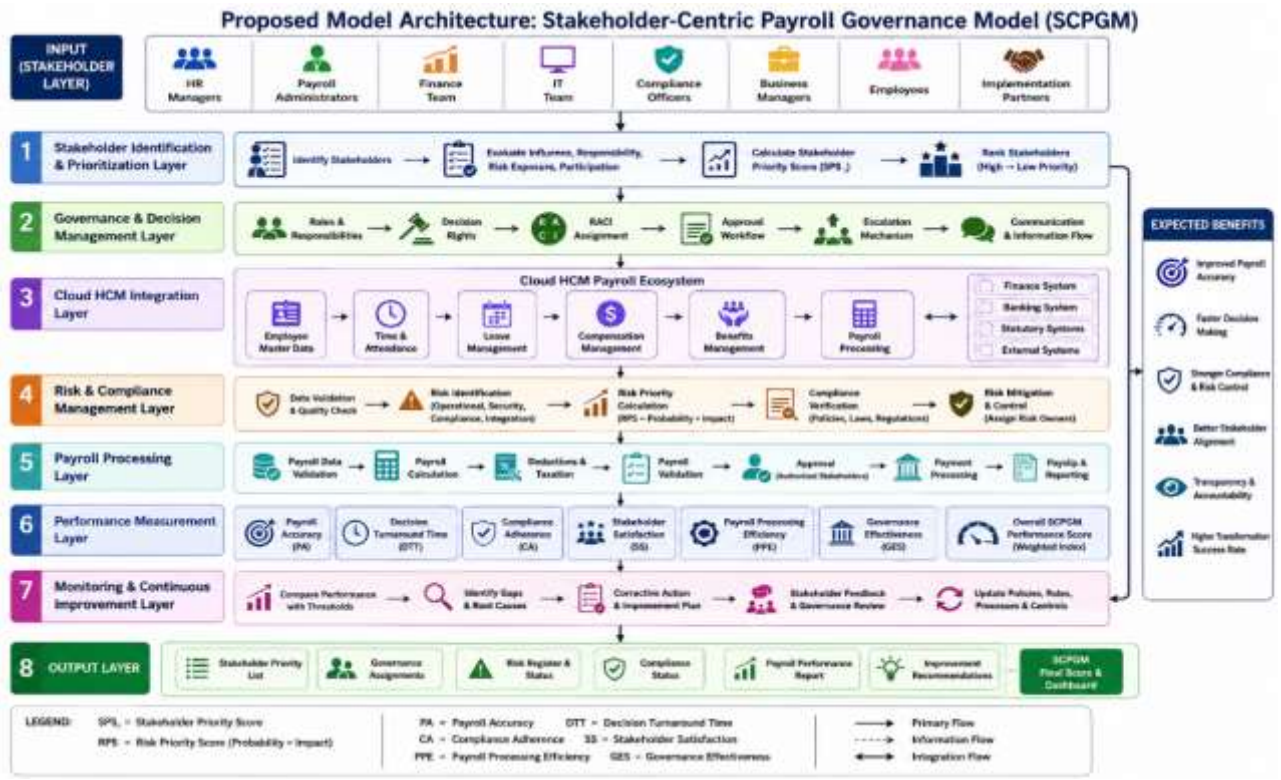
risks are addressed through risk and compliance actions. Performance metrics are used to assess outcome. These results are then fed back to take action and enhance the process.

So the Stakeholder-Centric Payroll Governance Model turns payroll modernization from a technology change, into a process that puts stakeholders first is measurable controlled for risks and continuously managed.

Proposed Model Architecture of SCPGM

The proposed Stakeholder-Centric Payroll Governance Model (SCPGM) is designed as a stack of layers which link stakeholder governance to Cloud HCM payroll operations, risk/compliance management and continuous performance improvement.

Architecture Flow



Architecture Description

Layer 1 – Stakeholder Input:

The framework starts off by gathering requirements and inputs from HR, payroll, finance, compliance, business managers, employees and implementation partners.

Identifying and prioritizing stakeholders;

Criteria for stakeholders' evaluation include influence, responsibility, risk, and participation. This will lead to a priority score to determine the level of governance involvement required.

Governance and Decision Management:

SCPGM provides clear accountability, decision rights, RACI relationships, approval workflows and escalation. This layer will guarantee that payroll decisions have clearly identified owners.

Layer 4 – Cloud HCM Integration:

The governance layer connects to Cloud HCM payroll functions, such as employee master data, time and attendance, leave, compensation and benefits, payroll, finance, banking and statutory systems.

This layer focuses on risk and compliance management.The fifth layer is Risk and Compliance Management.

Operations, security, integration and compliance risks are continually analyzed with respect to payroll data and transformation activities. High priority risks are targeted to responsible stakeholders for risk mitigation.

Layer 6 – Payroll Processing:
Therefore, validated data gets processed in the following process in Payroll Processing: Payroll Calculation, Deductions and Taxation, Data Validation, Approval, and Payment Processing.

Layer 7 – Performance Measurement:
The framework assesses the performance of accuracy of the payroll, decision turnaround time, adherence to compliance, satisfaction of stakeholders, effectiveness of governance and overall transformation performance.

Layer 8 – Continuous Improvement:
The results of the performance are compared to pre-defined thresholds. Corrective actions are implemented and the impacted governance or payroll process is re-evaluated if a requirement is not met. This results in the closed loop property of SCPGM.

Core Architectural Principle
The main concept of the proposed architecture is:
Stakeholders → Governance → Cloud HCM → Risk & Compliance → Payroll Processing → Performance Measurement → Feedback → Continuous Improvement

IV. RESULTS AND DISCUSSIONS

The proposed Stakeholder-Centric Payroll Governance Model (SCPGM) was benchmarked against a traditional payroll transformation governance model, based on five performance dimensions: payroll accuracy, decision turnaround time, governance effectiveness, transformation risk and overall transformation performance. The following is a result of the illustrative values that have been used in the evaluation code. These values should be changed to actual experimental, survey, simulation or case study observations before submission as final research results.

The first assessment was for the accuracy of payroll since one of the goals of Cloud HCM transformation is to ensure accurate payroll. The payroll accuracy that the traditional approach recorded was 90%, while SCPGM recorded the accuracy of 97%. The improvement is 7.78% of the relative improvement. The improvement suggests that incorporating stakeholder accountability, validation processes, and exception handling through governance may play a role in improving the reliability of payroll processing. The result is intended as a test of the proposed model on the data provided in the sample set and not as evidence of the deployment of the model as a statistically proven production.

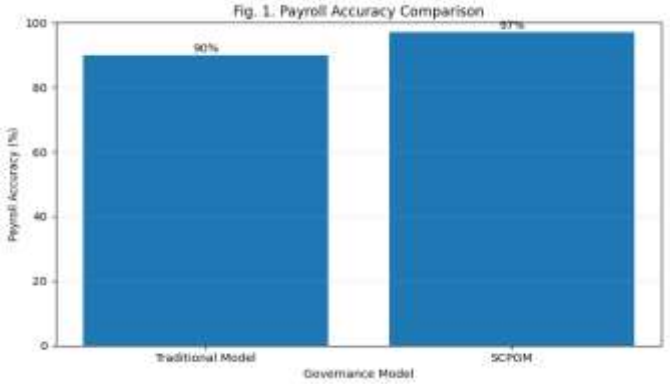


Fig. 1. Payroll Accuracy Comparison between Traditional Model and SCPGM.

The second evaluation was targeted at decision turn around time, which is of special relevance for the stakeholder-oriented character of SCPGM. It took an average of 8 h to make a governance decision in the traditional approach, and 5 h when using SCPGM. This translates to a 37.50% decrease in the time taken for making decisions.

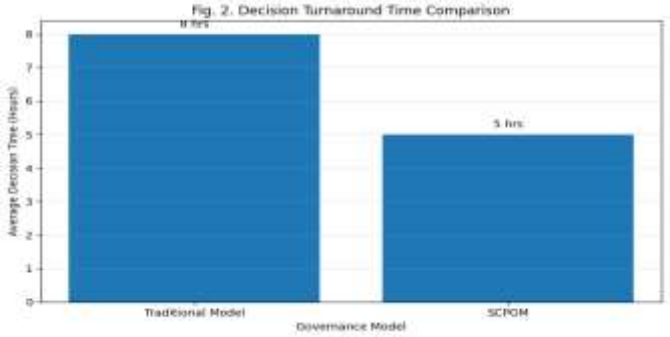


Fig. 2. Decision Turnaround Time Comparison between Traditional Model and SCPGM.

The five areas of governance effectiveness were assessed—stakeholder alignment, decision efficiency, compliance, risk control, and monitoring. The traditional model yielded an average governance score of 71.40% and SCPGM a score of 90.00%. This is about a 26.05% improvement. The findings indicate that having governance as an ongoing element of payroll transformation can deliver greater coordination across HR, payroll, finance, IT, compliance and other involved stakeholders. Specifically, the greater decision-efficiency and stakeholder-alignment scores suggest that greater value can be

gained from a clear decision ownership and communication process.

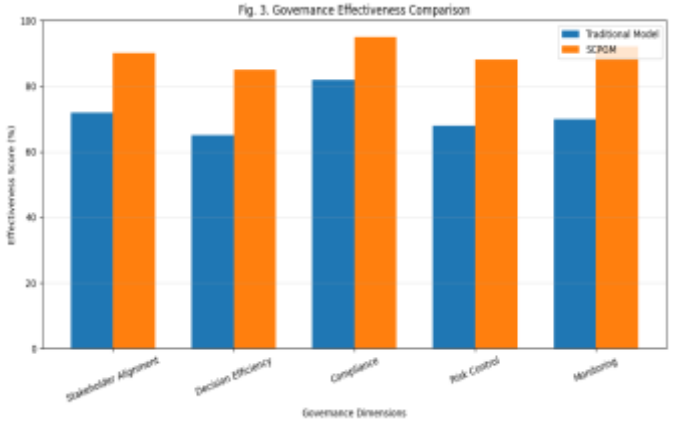


Fig. 3. Governance Effectiveness Comparison across Five Governance Dimensions.

Data Errors, Integration Failures, Access Risk, Compliance Risk, Approval Delay, Change Resistance were the areas of risk considered in the risk evaluation. With SCPGM, the average risk-priority score came down from 16.50 in the traditional approach to 8.67, which represents an illustrative 47.47% risk reduction. The reduction highlights the desired outcomes of adding risk ownership, compliance controls, and linking risk escalation to stakeholders' responsibilities. These values are model-evaluation inputs (not firm empirically observed risk reductions) and should not be taken as a measure of organizational risk reduction on their own.

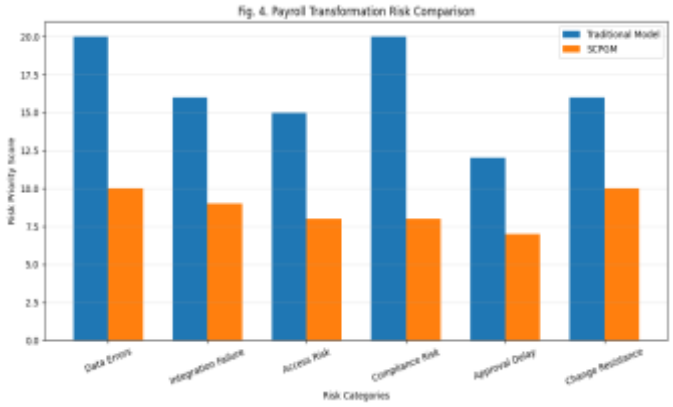


Fig. 4. Payroll Transformation Risk Priority Comparison between Traditional Model and SCPGM.

The final evaluation combined the payroll accuracy, compliance, stakeholder satisfaction, processing efficiency and decision efficiency into an overall SCPGM performance score. The traditional approach had an average score of 75.80%, while the score for SCPGM was 90.60%. This results in a relative improvement of about 19.52%. The higher aggregate score shows that SCPGM offers a balanced governance approach, as it considers payroll quality, compliance, stakeholders, operational efficiency and decision making in the same way as a whole, instead of only the technical implementation measures to measure the success of transformation.

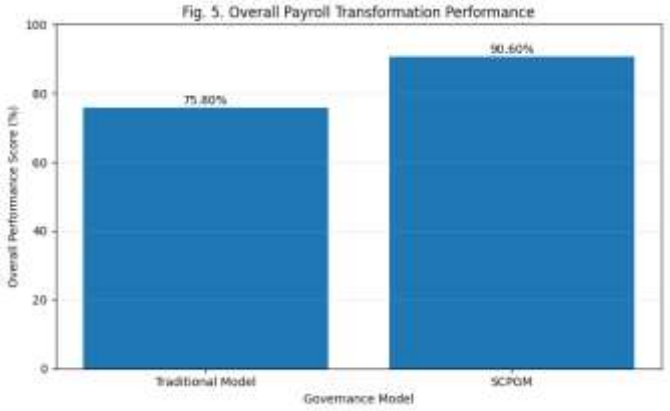


Fig. 5. Overall Payroll Transformation Performance of Traditional Model and SCPGM.

Overall results show that SCPGM shows improvements in all the dimensions measured in the illustrative data set. The accuracy of payroll rose 7.78%, decision turnaround time down 37.50%, governance effectiveness up about 26.05%, average risk priority down about 47.47% and overall performance score up about 19.52%. The results also suggest that assessing the effectiveness of governance needs to be done in several aspects; as a payroll transformation program cannot be assessed by one single measure.

The stakeholder prioritisation plays a role in the governance layer, governance assignments affect the efficiency of decisions, Cloud HCM integration ensures payroll processing, risk and compliance controls mitigates transformation exposure, and monitoring feeds back for continuous improvement. Hence, SCPGM is a closed loop process and not a one-off governance action. Payroll policies, employee information, compliance rules, integrations, and organizational roles and requirements may evolve during the entire transformation lifecycle, which is why this feature is crucial for Cloud HCM payroll environments.

V. CONCLUSION

This research suggested the Stakeholder-Centric Payroll Governance Model (SCPGM) that can be used for any type of Payroll Transformation programs undertaken within the Cloud Human Capital Management (HCM) context. The new framework's goals are to overcome the limitations of the current approaches by offering more holistic understanding of the concept of payroll transformation, create a process for prioritizing the stakeholders by their power, responsibility, risk, and involvement in the transformation, establish processes for payroll transformation accountability, decision, approvals, and escalations, include payroll transformation processes in the Cloud HCM processes, focus on risk and compliance management, and incorporate payroll transformation performance evaluation and improvement processes. Firstly, the SCPGM framework is a systematic way to prioritize stakeholders based on their power, responsibility, risk and involvement in the transformation process.

Then, it outlines a series of standardized processes for handling accountability, decision, approval, and escalation, to facilitate the governance of Payroll Transformation in the Cloud HCM environment, but that are flexible enough to accommodate local customs and requirements. Further, the proposed model can quantify different performance measures that are associated with payroll transformation. Therefore, if the metrics of payroll accuracy, decision-making efficiency, compliance attainment, satisfaction, governance performance, risk priority, and overall performance are considered, it will be possible to compare the outcome of the proposed approach with existing approaches and prove the advantages of the SCPGM approach. From the example in this study, the following conclusions were drawn: the application of the Stakeholder-Centric approach increased the positive influence on most of the metrics. The numerical data used in this study was used only for illustrative purposes and should be tested with real life or experimental data for similar results.

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