Examining the challenges encountered by diverse enterprises or businesses implementing or adopting Oracle's cloud suite to manage its human capital operations

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Acknowledgement

I would like to start by expressing my gratitude to my parents for their unwavering belief and support, which has enabled me to pursue my studies at the National College of Ireland. I feel fortune to have been mentored by Jennifer Evans Fitzsimons, whose guidance has been invaluable and without whom this dissertation would not have been possible. I also owe a special thanks to the participants whose valuable insights and perspectives have greatly enriched the depth and quality of this study.

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Acronyms

HCM – Human Capital Management
HR – Human Resources
ERP – Enterprise Resource Planning

Abstract

The research explored the problematic list of challenges met via businesses using the Oracle Cloud Suite whilst coping with their core business activities, with a specific focus on Human Capital Management operations. When you agree with the idea, remember that ‘businesses’ can

refer to many different types of enterprises. It could be a hospital, a small store, or even a large car company. Every business, no matter what size, would benefit from an on-premises or cloud-based system to handle its human capital related operations like Human Resources, Absence Management, Payroll and many more. The adoption of cloud-based has been increasingly accepted within the modern business environment, imparting scalable and advanced tools for corporations to streamline operations. Oracle Cloud Suite, a complete suite of cloud-based applications, has supplied the necessary operations needed for successful Human Capital Management. However, the usage or adoption of these offerings inside a cloud-based technology has its own challenges that call for an investigation.

To study the challenges faced by businesses using Oracle Cloud's Human Capital Management services, a few individuals that work in consulting firms as an expertise in Oracle Cloud's Human Capital Management were interviewed for this research.

Chapter One

Introduction

The aim of this research is to investigate and assess views on the challenges faced by businesses using Oracle Cloud Suite in managing human capital operations. This chapter will show the rationale for choosing this research topic and supply an overview of the following chapters by briefly outlining each one's content.

1.1 Rationale for selection of the research topic:

The research topic was selected because cloud technology is becoming increasingly popular among businesses, and managing human resources is critical to their success. This research desires to know what challenges firms have when they use Oracle Cloud Suite to manage their operations. The researcher hopes to develop following research aims:

- Significance of Oracle Cloud HCM Suite
- Experiences of consultants who design the human capital operations of various businesses(clients)
- Maintenance requirements to use the solution effectively
- Management of data's storage and possible security issues
- Opportunities for improvement and changes
- Gaps in existing literatures

The choice of this research topic is important for today's businesses. Managing human capital is important, Oracle Cloud Suite is widely used, and this research can find ways to make it better. This research aims to give helpful ideas for making decisions, improving how organizations work, and making human capital management better.

1.2 Outline of the research:

Chapter Two explores relevant literature on this research area.

Chapter Three will explain how this research was completed. It will show why research was done, how the information was collected, why certain participants were chosen to be interviewed, and how the analysis of data was done. Further, ethical considerations are highlighted.

Chapter Four will present the conclusions from data collection and analysis. The many themes that appeared from data analysis will be presented alongside supporting citations from the narratives.

Chapter Five explores the findings, highlighting their relevance to the research and how to relate the earlier literature.

Chapter Six will summarize the research study and supply directions.

Chapter Two

Literature Review

2.1 Introduction:

This chapter reviews the literature on the challenges faced by businesses using Oracle Cloud Suite in managing human capital services. Almost every business manages its operations and the data associated with those operations on the Internet. To be more precise, businesses use cloud technology. Oracle Cloud Suite has been delivering solutions to businesses, one of which is Human Capital Management. The solutions do offer many benefits but managing them poses challenges. The main challenges that businesses using Oracle Cloud Suite to manage their human capital solutions encounter are examined in this research. There is limited information available on this subject, and there are just a few literatures addressing the less attended challenges encountered in Oracle's HCM Cloud.

2.2 Acceptance of implementation by businesses:

Businesses may face difficulties in accepting the results of implementation of Oracle Human Capital Management System, and these difficulties may cause stakeholders to hesitate. Oracle is aiding companies and individuals worldwide in utilizing cloud computing through their software such as Oracle Cloud (Joshi, 2018) and the Oracle Cloud's HCM suite delivers a wide range of features and functionalities and is dependent entirely on cloud technology. Cloud computing involves accessing remote resources via the internet, due to which clients may face availability challenges (Singh, 2017). This may overwhelm the users, particularly those who are used to traditional systems.

Costs are associated with implementing Oracle HCM system, including license fees, charges paid to the consulting firm to ensure the system implementation is successful and further maintenance support is provided. Concerns have been raised with measuring Return on Investment (ROI) (Phaphoom et al., 2015) which is why businesses may hesitate to spend too much money on a new system, especially when they have limited funds.

2.3 Integration with the current on-premises system and the necessary data migration:

Oracle recognizes that its clients use a mix of different systems like Oracle, SAP, Salesforce and custom-build software for which Oracle has Fusion, their platform to make sure that all these systems work together in an organized way (Sun et al., 2021) but yet on-premises systems often use outdated technologies and might not interact with cloud-based technologies like Oracle HCM Cloud easily. Differences in data formats in on-premises and cloud-based environments might give rise to compatibility issues. Oracle needs to ensure that their application can connect to the database smoothly and that the middleware responsible for the connectivity does not slow down the performance between the database and application (Sun et al., 2021). Data mapping between the systems, transforming data to meet the requirements of the cloud platform, and supporting the accuracy of data and consistency during the migration process are some potential challenges.

Resolving incompatible API's or protocols and supporting real time data synchronization between systems are just a few difficulties that may arise from integration complexity. Businesses that have invested heavily in IT resources may find it challenging to migrate to a

cloud environment (Singh, 2017) as they will need to spend money on platforms for integration or middleware solutions to streamline the integration process and enable smooth data transfer between on-premises and cloud environments.

2.4 Security of the data:

Oracle HCM system may store employee and employee dependent information, payroll information, and others. A system that deals with personal information by gathering, moving, handling, or storing it, there is a chance that people's privacy could be at risk (Pearson & Benameur, 2010). Businesses must make sure they have the right data privacy safeguards to protect the information and adhere to applicable laws, which can be complex and may vary according to the legal entities of the business in distinct locations. There may be some situations where governments of distinct locations where the data is stored or processed might have the legal authority to access the data and in certain cases, users might not even be told if this happens (Pearson & Benameur, 2010).

Insider threats are a danger to the security of data regardless of their purpose. Users with privileged access to the system may carelessly expose the sensitive data. Data theft can happen because of employees who misuse their access, hackers breaking into service provider's system or even the users accessing the data they should not (Pearson & Benameur, 2010). To reduce the risk of insider threats and unauthorized access, businesses must put in place measures including regular monitoring of user activity, defined authority roles for users and necessary employee training and awareness.

2.5 Customization in an already implemented solution:

Customization of an already implemented Oracle Cloud HCM solution might be necessary and difficult. Even though Oracle Cloud HCM offers a wide range of features and functionalities to meet the diverse needs of businesses, there are times when businesses need more customizations to fit the solution to their specific requirements. As more applications are used in a business, there is a need for more tools to manage these applications on the cloud (Odun-Ayo et al., 2018). Also, customization done must be compatible with the current version of the system and upcoming updates made to it.

The system can become more complicated and riskier when customizations are made. People get into information they are not supposed to because virtual machines share resources (Odun-Ayo et al., 2018) and if customizations are not implemented correctly, modifications to any program or any other configuration may affect the system's security, performance, and stability. Ongoing maintenance and support of customizations may require more funds, further adding to the total cost of an already implemented solution. Cloud expenditure has risen from $307 million to $529 million (Singh, 2017).

2.6 Scalability of the data:

Oracle's older data centers were not designed to manage the current load (Singh, 2017). As the volume of data increases, it needs to ensure that their database is scalable to accommodate growing data storage. Oracle Cloud platform offers a variety of storage options, including block volumes, document storage, and object storage spaces (Rajput et al., 2023) where these options cater to diverse storage requirements. If a storage option is not implemented properly to manage data, then scalability issues may develop if the system infrastructure is not designed to handle massive amounts of data efficiently.

2.7 Conclusion:

Using Oracle Cloud for managing human capital presents many challenges that need careful consideration. Each part of the process has its own set of challenges, from getting everyone to accept the new system to ensuring it works with the existing ones. Businesses often struggle to accept the results of using Oracle Human Capital Management system. This can make people hesitant to use them. Costs and concerns about measuring how much funds they make from investments add to the hesitation. Getting Oracle Cloud to work with the existing systems and moving different data formats between them can be tough. It is critical to ensure that everything works together seamlessly. Keeping data safe in Oracle HCM system is important. There is a risk of employees, hackers, or even the government getting into the system. Businesses must have strict data security policies and procedures in place. Sometimes, businesses need to change their systems to meet the new requirements, which might be difficult. The change must be carefully planned and thoroughly tested. And as more data is added, the system needs to be able to handle it. To deal with all these challenges, businesses must plan for time. At the conclusion of the literature review, it becomes evident that while existing research has provided valuable insights into the challenges faced by any business that use or adopt Oracle Cloud's HCM suite, there remain notable gaps in understanding the challenges in practical. This chapter serves as a bridge to the subsequent Methodology chapter, where we outline our approach to addressing these gaps and contributing to the field through empirical
investigation.

Chapter Three

Methodology

3.1 Introduction:

This chapter outlines the methodology for identifying issues in managing human capital services for firms that use Oracle Cloud Suite. This chapter outlines the research objective and methodology used. Further, it will outline the selected participants, data collection methods and analytical procedure.

3.2 Research questions:

- What Human Capital Management services are provided by Oracle Cloud that need high quality maintenance and what is the maintenance needed?
- As Oracle HCM Cloud Suite offers a wide range of functionalities, how is the data security managed?
- While the business operations are ongoing on the system, how is the regular increase in data handled?

3.3 Qualitative approach:

The research method used in this study is a Qualitative Approach. A qualitative approach is used for this research because it is considered most relevant. The qualitative approach and utilization of semi-structured interviews in this research closely align with the theoretical assumptions underlying the research questions regarding the challenges faced by diverse enterprises implementing Oracle's cloud suite for human capital management. By employing semi-structured interviews, participants were afforded the opportunity to elaborate on their experiences, thereby enhancing the flexibility, breadth, and depth of information provided.

This methodology facilitated a nuanced exploration of topics such as maintenance requirements for Oracle's HCM cloud services, data security management, and the handling of increasing data volumes, which are central to the research questions. This approach provides a more in-depth understanding of Oracle's HCM Cloud Suite compared to a quantitative approach that is structured, large scale, and statistically focused.

3.4 Participants:

In qualitative research, the selection of participants depends on the type of information the researcher aims to gather and the specific group of individuals who are best positioned to provide it (Njie & Asimiran, 2014). This study will use purposive sampling. Purposive sampling is a non-random selection strategy in which participants are chosen based on specific characteristics related to the research (Etikan, 2016). Purposive sampling is regarded as the most proper given the specialist nature of this research and the necessity to gain ideas from people who have direct experience using cloud technology in managing human capital services. The number of participants does not affect validity in qualitative research where the level of methodological participation is crucial (Surawy-Stepney, N. et al., 2023) which is why, potential volunteers who met the screening criteria were chosen using professional network, LinkedIn and were reached through email communication.

Participants in this study were selected based on the following criteria,

- Consultants employed in firms holding consulting expertise in Oracle Cloud Suite to manage Human Capital services.
- Direct Engagement in the implementation, management, and use of Oracle Cloud Suite in various businesses(clients).

- Willingness to contribute and offer their experiences, challenges, and views about the topic.

Table 1 – Participant Profile

Participant Number	Job title	Gender	Age in years	Experience in years
1	Oracle Cloud - ERP Consultant	Male	26	3.9
2	Oracle Cloud - HCM Consultant	Male	25	4
3	Oracle Cloud – HCM and ERP Consultant	Female	26	3.10
4	Oracle Cloud – HCM Consultant	Male	26	3.8
5	Oracle Cloud – HCM Consultant	Male	25	1.8
6	Oracle Cloud – HCM Consultant	Female	28	5

As a result, potential volunteers who met the screening criteria were chosen using professional network, LinkedIn and were reached through email communication.

The current study utilized a semi-structured interview schedule. The development of the schedule is outlined in the following subsection i.e., procedure

3.5 Procedure:

Before the interviews commenced, a predetermined interview schedule was drafted to assist the researcher in maintaining the interview structure (refer to appendix three). Each participant was interviewed with a similar set of questions aimed at eliciting their overall experiences with Oracle's human capital management cloud suite. These questions predominantly comprised open-ended questions, with a few closed ones addressing details such as years of experience, gender and so on. A fundamental focus of qualitative research is uncovering the meanings hidden with people's understanding and interpretation of reality (Njie & Asimiran, 2014) therefore, an example of an open-ended question featured in the interview schedule is "What difficulties do you have on a daily basis when handling a growing amount of data in Oracle Cloud HCM?" Such open-ended questions afford participants greater latitude in expressing themselves, particularly when discussing challenges.

Semi-structured interviews were used for this research. Allowing participants to elaborate which increased their flexibility, range, and ability to deliver more information. The researcher had some main topics to talk about during the interview, but also listened carefully to what the

participant says and ask more questions based on that (Surawy-Stepney, N. et al., 2023). Interviews are effective for gathering detailed information but are time-consuming. Difficulties hindered finding enough information during interviews (Dodgson & Trotman, 2021) and obtaining trustworthy data on research issues was tough with a smaller number of participants.

Data collection took place in February and March 2024. Microsoft Teams application was used to record the interviews and all the interviews were fully transcribed in the application itself. Each interview was about 30 to 45 minutes. All the participants were the researcher's professional connections. All the participants were contacted through email containing details of the research. Clearly communicating the participants, the aim of research and outlining the expectations from them (McGill et al., 2023) is crucial which is why they were provided with an information sheet and consent form. Interviews were semi-structured; to be flexible to delve into different aspects of the challenges businesses encounter with Oracle Cloud Suite. Besides interviews, data was also collected from the relevant literature to provide additional information and support the findings derived from the interviews. The interviews were done online and recorded with permission. The transcripts were generated and downloaded for further study.

Interview recordings were studied and transcribed. Data was analyzed to find common themes and patterns. Utilizing coding strategy for data analysis seems to offer an approach that can provide organized output and transparency (McGill et al., 2023) which involved organizing the information into categories and looking at how they are related to each other. Literature was studied from distinct sources to confirm these findings. Analysis maintained its objective and was carefully carried out throughout the process to ensure the results are trustworthy.

A research proposal was submitted and was approved by the supervisor. Prior to the interview, participants received early notification, with an information sheet in which a summary of the research, the sort of information needed, the purpose of the research and how the information would be utilized is all mentioned (See Appendix 1). Participants signed a consent form agreeing to participate in the interview while maintaining confidentiality and anonymity (See Appendix 2).

3.6 Conclusion

The chapter examines research methodology. It described the research questions, the approach used for gathering data, the participant data, and the way data was analyzed, and ethical considerations.

Chapter Four

Findings

4.1 Introduction:

This chapter will utilize the primary themes identified and showcase the results derived from the interview procedure and subsequent analysis of data. Initially, a concise overview of each participant's profile is provided. The key themes that emerged following the data analysis because of challenges faced by the various businesses utilizing/adopting Oracle Cloud in managing human capital operations were; customer's reluctance to adoption, intricacies in deploying and tailoring solutions, integration hurdles, coping with daily increase in data, securing access to certain operations and recommendations for improvements. The interconnection of these themes is evident, as data analysis reveals that many businesses encounter similar challenges when utilizing Oracle Cloud's HCM suite.

Interview recordings were studied and transcribed. Data was analyzed to find common themes and patterns. Utilizing coding strategy for data analysis seems to offer an approach that can provide organized output and transparency (McGill et al., 2023) which involved organizing the information into categories and looking at how they are related to each other.

Each theme is outlined in the further sections, with corresponding quotes provided for each theme in tabular format.

4.2 Customer's reluctance to adoption:

Table 2 – Customer's reluctance to adoption

Definition	A customer's reluctance refers to the hesitancy displayed by client organizations towards accepting, implementing, or utilizing Oracle HCM Cloud.
Quotes	*So, it's the way we communicate with a client that helps us with consulting. If we are unable to elaborate or explain much clearer, or if the client is not able to get many details or insights from us, it creates a gap between the client and the businesses.* *(Participant 4)* *.... let's elaborate via an example. This will help you understand much better. In our system, we store companies as legal entities, along with various details of those companies. Then, we have different business units that vary from client to client. For instance, some may want to have their location specified, while others may prefer it based on the legal entity.....we need to explain and elaborate to the business how our system works. If they are not technically strong, we need to clarify what details are stored here....* *(Participant 4)* *.... they might accept it, but on the other hand, this is not always the case because, on the client side, there is always an expert sitting there on behalf of the client, dealing with the consulting company that is handling the implementation and support for them. So, at that time, due to differences in opinions, if there is a divergence in thought processes about how to approach a solution for which they are seeking or a custom solution, the biggest challenge there is user usability and how well it can be maintained.* *(Participant 1)* *They are a bit hesitant because the entire system is new—new screens, new processes. They are worried about missing something since we are currently training employees on the system.* *(Participant 2)* *Even after receiving a high amount of training, they might not feel very comfortable with the interface and the way solution works. The user's familiarity with how the solution operates posed a significant hurdle when implementing new developments or features.* *(Participant 5)*

4.3 Intricacies in deploying and tailoring solutions:

Table 3 – Intricacies in deploying and tailoring solutions

Definition	Intricacies in developing and tailoring solutions refer to the complex and detailed aspects involved in the implementation and customization of the system operations to meet specific needs or requirements.
Quotes	*Okay, there are certain pages we open, and then we must customize something on one page. It sometimes happens that the page suddenly becomes unresponsive. I don't know why this is the case, but generally, certain tasks in Oracle products also encounter this issue at times.* *(Participant 3)* *In our system, we have a tool called page composer where we perform customizations. The challenges arise while customizing something new, as we need to test it from scratch.* *(Participant 4)* *Later, after businesses have used certain facilities or specific functions, they consistently require changes. Not all customizations are possible due to limitations within Oracle Cloud itself. While we can perform some customizations, it is limited.* *(Participant 6)* *.... It's essential to note that Oracle's documentation lacks clarity on such matters. Determining the possibility of a specific scenario is often challenging due to this lack of clarity. Reaching out to Oracle repeatedly for clarification on certain matters is both time and resource- consuming.* *(Participant 5)* *Oracle Cloud HCM doesn't offer much scope for implementing custom solutions that can remain functional in the future. For instance, if certain features are restricted in subsequent quarterly updates of the cloud platform, any custom solution you have built may need to be altered again.* *(Participant 1)*

4.4 Integration hurdles:

Table 4 – Integration hurdles

Definition	Integration hurdles refer to the challenges encountered when attempting to combine different systems together and ensure data compatibility.
Quotes	*If you are going from Oracle to Oracle, it's very smooth, but we have also encountered a scenario where we were migrating from SAP to Oracle Cloud.....So, one of the biggest challenges was mapping because you must*

	completely reimagine the solution. It cannot be a simple migration; you cannot just take whatever they are using in SAP and move it to the Oracle Cloud because both systems communicate differently with the business and with the data provided by the business. *(Participant 1)* *An example from a current project I am working on, the client uses IRIS, which is an on-premises system, and they are moving to Oracle Cloud. Understanding how the on-premises IRIS System works and explaining how Oracle Cloud works is one of the tasks. Therefore, we have a dedicated team that extracts data from IRIS itself to assess how we can make their transition to the Oracle Cloud more efficient, minimizing their workload while they use our cloud operations.* *(Participant 3)* *So, I haven't faced any integration level issues with our client's business. However there have been data level challenges that we have addressed such as certain data loading was not achievable given the historical records which came from an old system to be integrated with Oracle Cloud.* *(Participant 6)*

4.5 Coping with daily increase in data:

Table 5 – Coping with daily increase in data

Definition	Coping with daily data increases refers to the management of continuous influx of data daily.
Quotes	*We have a functionality called HDL data loader, essentially used to upload a large amount of data in a specific format into the system. This technology, this functionality, helps us manage large amounts of data effectively.* *(Participant 5)* *For example, if the hiring process accelerates and the employee count suddenly increases, it will have a downstream impact on all other processes operating within that environment*

	or suite. Consequently, the processes will slow down. *(Participant 2)* *Due to loading bulk data, certain processes within our system slow down. Consequently, if a large amount of data is being loaded into the system simultaneously with another process that's also handling significant data, the system tends to slow down. This is a major drawback, and I believe the product development team may be addressing this.* *(Participant 3)* *First, we gather all kinds of employee data, such as personal information, educational background, employee history, etc. Then while loading the data into the system, we tend to categorize it into different groups. For instance, if I need to enroll payroll related data for 1000 employees, I will first segregate that data..... I load the data, accordingly, starting with the employment related categories and then moving on to payroll data. Segregating the data into smaller components based on where it needs to be loaded proves to be highly beneficial.* *(Participant 6)* *We breakdown data into manageable pieces and utilize the spreadsheet HCM data loader to facilitate data loading into the system.* *(Participant 6)*

4.6 Securing access to certain operations:

Table 6 – Securing access to certain operations

Definition	Securing access to certain operations refers to the action of controlling who can perform

	certain operations or access certain windows in Oracle HCM Cloud system.
Quotes	*Oracle handles data security well. They offer features like two-factor authentication for customers who require it. Additionally, they provide single sign-on (SSO) capabilities. These measures help prevent client systems from being hacked or compromised.* *(Participant 3)* *We can't simply grant access to all operations to an entire organization. Oracle provides data security options through pre-defined role..... For example, if I assign a role to an employee, such as HR or department manager, they will only have access to the operations and data relevant to their assigned role.* *(Participant 2)* *Even if you attempt to login into another person's account, you won't be able to because a code is sent directly to their mobile device. This generates a push notification on the client's mobile, making it nearly impossible to bypass these security measures. Oracle demonstrates robust data security practices in this regard.* *(Participant 3)*

4.7 Recommendations for improvements:

Table 7 – Recommendations for improvements

Definition	Recommendations or improvements refer to the participant's suggestion regarding the improvement of the solution.
Quotes	*What I would like Oracle to implement is the process where they provide documentation regarding any bugs discovered during their quarterly upgrades. They regularly conduct*

	these upgrades, and sometimes, during a specific upgrade, a bug may arise in the system. This can pose challenges for consultants like us because we may not be aware of these bugs beforehand. *(Participant 5)* *Typically, we have a system downtime of 12 to 24 hours when we provide our system with major updates, such as quarterly updates..... I believe the duration of maintenance and updating patches can be reduced.* *(Participant 3)* *If we encounter certain limitations or issues from Oracle, we usually turn to Oracle support centers for advice on any workarounds that may help us find a solution. We always rely on Oracle when things seem to be out of control.* *(Participant 6)*

Chapter Five

Discussion

5.1 Introduction:

The primary goals of this study were to investigate the difficulties faced by various companies when they implement Oracle's HCM Cloud for managing their human capital related operations.

This chapter will offer an analysis of the findings, explaining their significance to the research, and drawing connections to related literature. The study's findings stem from analyzing data collected through semi-structured interviews with six participants who hold expertise in Oracle's human capital management cloud suite.

5.2 Comprehending the results in connection with the research questions:

Oracle Cloud's human capital management (HCM) suite provides a range of operations that require thorough maintenance to guarantee effective functioning and client satisfaction. Integral to these services is the integration of existing on-premises systems, here participants reported that they typically encounter issues such as data migration and compatibility problems. These challenges require strong middleware solutions for seamless data transfer and precise mapping, as emphasized by Sun et al. (2021). Data security is another vital component, involving the safeguarding of sensitive personal and payroll data. Pearson and Benameur (2010) stress the importance of implementing controls to protect against risks posed by insider threats and unauthorized access, necessitating ongoing monitoring and robust data privacy protections. Also, most of the participants agreed that the customization and tailoring of solutions are crucial to adapt the HCM features to specific organizational requirements. This is intricate and can affect system's security, performance, and stability if not managed correctly, according to Odun-Ayo et al. (2018). Moreover, some participants highlighted the system's ability to scale and manage growing volumes of data to be critical. Oracle Cloud is tasked with ensuring its storage solutions can efficiently manage substantial data quantities without degrading system's performance, as noted by Singh (2017).

According to the perspectives of participants, data security in the Oracle HCM suite is upheld through multiple strong strategies. This includes stringent data privacy measures that are crucial for shielding sensitive information and adhering to diverse legal standards across various regions (Pearson and Benameur, 2010). Role-based access control is key in ensuring only authorized individuals have access to specific data or operations, thus minimizing the risk of unauthorized data access. Also, continuous monitoring and comprehensive training for employees are essential to mitigate risks from insider threats and to keep all staff well-informed about the security protocols and practices.

As enterprises consistently utilize the system, the handling of routine data growth is managed via scalable storage options such as block volumes, document storage, and object storage spaces. These solutions accommodate a variety of storage needs and efficiently manage significant amounts of data (Rajput et al., 2023). The HDL (HCM Data Loader) tool is instrumental in efficiently organizing and uploading large datasets, helping to avoid system delays. One participant highlighted that the ongoing system updates and maintenance are performed to enhance data management capabilities and to ensure the infrastructure can accommodate the increasing data demands.

5.3 Theoretical implications:

The results provide valuable perspectives on SDLC (Software Development Life Cycle) models by emphasizing the ongoing requirement for updates and maintenance in cloud-based systems, a

departure from more static cycles in traditional software development. This could influence how SDLC models are constructed, particularly in relation to Oracle HCM Cloud.

This study contributes to change management by exploring the resistance and acceptance challenges encountered when shifting from traditional on-premises systems to cloud-based systems. It offers a detailed analysis of the organizational, technical, and cultural obstacles involved in such transitions, thereby enhancing theoretical frameworks that discuss technological implementation in businesses. This nuanced understanding adds significant depth to how change management is viewed withing the context of modern technological advancements.

The research adds to the theories of systems resilience by examining how businesses tackle scalability and security issues. By analyzing how organizations manage increasing data volumes and potential security risks in cloud environments, the study aids in evolving more robust theories of information systems resilience.

5.4 Practical implications:

Businesses contemplating the implementation of Oracle's Cloud Suite can gain from a more comprehensive grasp of the potential challenges and maintenance demands linked with its HCM systems. This understanding can help in more effective planning and resource distribution, facilitating smoother transitions and enhanced system performance.

The results from this study can provide valuable information to cloud service providers such as Oracle regarding the frequent challenges their clients encounter. This information could result in enhanced customer support, more customized cloud solutions, improved training resources for users, and more effective communication strategies to support businesses through their transition period.

Given the emphasized issues related to data security, the research findings can assist in developing policies or guidelines that strengthen data protection measures within cloud services. Organizations might establish stricter internal policies, and policymakers might consider these concerns when regulating cloud computing services.

5.5 Methodological flaws:

The reliance on a purely qualitative approach with semi-structured interviews introduced subjectively into the data collection and analysis processes. Although qualitative methods were suitable for obtaining in-depth insights, the absence of quantitative data limited the capacity to generalize the findings across broader populations or to quantify the impact of the identified challenges.

The small sample size might not sufficiently represent the varied experiences of enterprises utilizing Oracle HCM cloud suite. This limitation is crucial when drawing conclusions about the common challenges and their prevalence across various types and sizes of businesses.

5.6 Direction for the future research:

Further studies arising from research into the challenges faced by various businesses using Oracle's HCM cloud suite for human capital management should explore several key areas identified in the existing findings. Incorporating quantitative measures in addition to qualitative insights could offer a fuller picture of how widespread and impactful these challenges are among different organizations. Adopting a mixed – methods approach would facilitate broader generalizations and more thorough statistical analysis, thereby enriching the research's depth and practical relevance.

Another valuable direction for future research includes conducting comparative analysis between Oracle's cloud suite and other leading HCM cloud solutions, such as SAP or workday. Such comparisons could reveal distinct advantages and disadvantages of each system, offering crucial insights to businesses as they determine the most suitable platform for their requirements.

5.7 Conclusion

This chapter provided an interpretation of the results gathered and explained their relevance to the study and other related research. It aimed to minimize the impact of researcher bias on the participants answers. Employing a technique that allowed participants to share both positive and negative aspects may have helped reduce this inherit basis.

Chapter Six

Recommendations and Conclusion

6.1 Recommendations:

Drawing from the results of this study, various suggestions can be put forward to improve the deployment and use Oracle's HCM cloud suite in managing human capital operations. Firstly, enhancing communication tactics between consultants and clients is essential to provide a clear and thorough description of system functionalities and integration methods. These improvements

are vital in closing the knowledge gap and reducing customer hesitation that often arises from the complexity of the system.

Businesses should think about providing more comprehensive training programs that are customized to address the unique requirements of different businesses, tackling both technical and user-interface issues. Improved training initiatives would assist users in becoming more familiar and skilled with the system, thus diminishing reluctance, and enhancing the overall user experience.

It is advisable for Oracle to continue enhancing and expanding the customization features withing it is HCM suite to provide greater adaptability while maintaining system stability and security. This includes making sure that any customizations are compatible with all system updates and do not introduce security vulnerabilities.

In terms of data management, it is crucial to adopt more efficient data handling and storage strategies, including advanced data loaders and better scalability features, as client data volumes expand. These enhancements should concentrate on preserving high system performance and dependability, even as the data load increases.

6.2 Conclusion:

The research conducted offers insightful revelations regarding the obstacles encountered by enterprises as they implement Oracle's cloud suite for human capital management. This study identifies crucial aspects such as system integration, data security, user training, and customization, all essential for boosting system adoption and enhancing operational effectiveness. Although this research illuminates various significant issues, it also emphasizes the need for continual research to optimize cloud-based human capital management solutions. Future investigations should delve deeper into these challenges, especially through comparative studies with other HCM platforms and the creation of strategic frameworks that assist businesses in smoothly transitioning to and maximizing cloud-based systems. Ultimately, this study enhances the understanding of both practical and theoretical facets of cloud HCM systems and lays the groundwork for further scholarly and practical investigations in the domain of human capital management technology.

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Appendix One

Information Sheet

I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being done and what it would involve you. Please take time to read the following information carefully. Ask questions if anything you read is not clear or if you would like more information. Take time to decide whether to take part.

WHO I AM AND WHAT THIS STUDY IS ABOUT

My name is Apurva Kale, and I am currently pursuing my Master's in MSc Management at National College of Ireland. As part of my dissertation research, I am conducting qualitative research considering the challenges faced by Oracle Cloud Suite in managing Human Capital services. I have a strong interest in understanding the practical experiences and insights of professionals working in the field. The research explores the problematic list of challenges encountered via corporations leveraging the Oracle Cloud Suite whilst coping with their core business activities, with a specific focus on Human Capital Management services. The adoption of cloud-based has been increasingly accepted within the modern business environment, imparting scalable and advanced tools for corporations to streamline operations. Oracle Cloud Suite, a complete suite of cloud-based applications, has provided Core Human Resources, Absence Management, Payroll, and other services required for successful Human Capital Management. However, the utilization of these offerings inside a cloud-based technology has its own challenges that call for research.

WHAT WILL TAKING PART INVOLVE?

Taking part will involve sharing experiences and insights during interviews, contributing to understanding challenges in Oracle Cloud HCM. Participants may discuss maintenance requirements, ongoing process management, data handling, integration challenges, and offer recommendations for improvement. The focus of our discussion today is to explore the Human Capital Management services provided by Oracle Cloud and the maintenance challenges associated with them. Your candid insights will contribute significantly to uncovering the nuances of these challenges and potential areas for improvement.

WHY HAVE YOU BEEN INVITED TO TAKE PART?

Your expertise as an Oracle HCM Functional Consultant is invaluable to my research, and I appreciate your willingness to share your experiences with me.

DO YOU HAVE TO TAKE PART?

Participation is completely voluntary, and you have the right to refuse participation, refuse any question and withdraw at any time without any consequence whatsoever.

WHAT ARE THE POSSIBLE RISKS AND BENEFITS OF TAKING PART?

Participation in the study will benefit you with a contribution to research, networking, and your professional growth. WILL TAKING PART BE CONFIDENTIAL? I want to assure you that your responses will remain confidential, and any information shared will be anonymized in the final research findings.

HOW WILL THE INFORMATION YOU PROVIDE BE RECORDED, STORED AND PROTECTED?

Signed consent forms and original audio recordings will be kept in an online student account on Microsoft Teams Files until the dissertation results are published by the end of 2024. All information

obtained during the study will be kept confidential. As the current study is part of my Masters, there is a possibility that my supervisor may request to see the data.

WHAT WILL HAPPEN TO THE RESULTS OF THE STUDY?

The plan for the research only consists of submitting my dissertation. After the award of MSc, the data will be destroyed.

Appendix Two

Participant Consent Form

• I ..... voluntarily agree to participate in this research study.
• I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any
question without any consequences of any kind.
• I understand that I can withdraw permission to use data from my interview within two weeks after the
interview, in which case the material will be deleted.
• I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.

• I understand that participation involves exploring the Human Capital Management services provided by
Oracle Cloud and the maintenance challenges associated with them.
• I understand that I will not benefit directly from participating in this research.
• I agree to my interview being audio-recorded.
• I understand that all information I provide for this study will be treated confidentially.
• I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of the people I speak about.
• I understand that disguised extracts from my interview may be quoted in the dissertation. I understand that if I inform the researcher that myself or someone else is at risk of harm they may have
to report this to the relevant authorities - they will discuss this with me first but may be required to report
with or without my permission.
• I understand that signed consent forms and original audio recordings will be retained in an online student account on Microsoft Teams Files until the results of the dissertation are published by the end of the year 2024.
• I understand that under freedom of information legalization. I am entitled to access the information I have provided at any time while it is in storage as specified above.
• I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Appendix Three

Interview Schedule

- Do you have any techniques or resources useful for managing the daily inflow of data during these procedures?
- What difficulties do you have daily when handling the growing amount of data in Oracle Cloud HCM?
- Could you describe any instances in which the sheer amount of data created difficulties for the efficient running of HCM services?
- What are the best ways, in your opinion, to guarantee excellent maintenance for Oracle Cloud HCM services?

- Would you have any suggestions to enhance Oracle Cloud's general administration of its human capital services?
- How do businesses usually take care of their employees' training needs when it comes to Oracle Cloud HCM maintenance?
- How successful, in your opinion, is Oracle's support in resolving maintenance-related issues?
- What upcoming difficulties do you foresee in maintaining Oracle Cloud HCM services as the field of human capital management develops?
- Do you think any new developments in technology or trends will affect how these services are maintained?
- Could you provide any examples of successful maintenance of Oracle Cloud HCM services that resulted in notable improvements for organizational outcomes?
- Would you like to add anything more about the difficulties and upkeep of Oracle Cloud HCM services?