

Payroll Management Buyers Guide

Software Provider and Product Assessment

EXECUTIVE
SUMMARY



***ISG** Research



Payroll Management

The payroll software market is in the midst of a profound transformation, as payroll evolves from a rigid, transactional process into an agile, integrated component of an enterprise's strategic Human Capital Management (HCM) ecosystem. Payroll is no longer just about getting employees paid accurately and on time. Today's platforms must navigate an increasingly complex regulatory landscape, deliver real-time data visibility and meet growing employee expectations for financial flexibility. This shift reflects the broader need for organizations to

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harmonize operations, reduce compliance risk and elevate the employee experience through modern, self-service financial tools.

ISG Research defines payroll management software as native self-service payroll platforms enhanced with enterprise-grade capabilities such as intelligent automation, artificial intelligence (AI)-powered analytics, deep system integrations and robust governance controls. These platforms go beyond core processing to provide high levels of configurability, insight and operational control, enabling organizations to treat payroll as a strategic function rather than a back-office process. By layering advanced features onto the foundational engine, payroll management platforms help enterprises achieve precision, scalability and proactive compliance across diverse workforce models.

Payroll's technology journey began with legacy, on-premises systems focused on batch processing and

statutory reporting within finance. The late 1990s introduced integrated Human Resources Information Systems (HRIS), where payroll shared a data foundation with HR functions such as time and attendance. Cloud computing marked the next major leap, enabling real-time compliance updates and synchronization with HCM and ERP suites. More recently, remote and global workforces combined with technologies such as AI and earned wage access have pushed payroll out of the back office. Today, payroll is recognized as a critical element of the employee value proposition and a key source of workforce and financial insight.

Enterprises now need payroll technology that can manage complexity while delivering precision. At the core is a unified data model that eliminates silos between payroll, HR and finance, creating a single source of truth that reduces reconciliation errors and compliance risk. Large organizations require platforms that offer centralized visibility and control while supporting diverse workforce models, including contractors and remote employees. The growing adoption of hybrid service models underscores the need for platforms that allow organizations to combine in-house self-service execution with optional expert assistance for compliance or tax filing, providing scalability without provider switching.



Modern payroll platforms must excel in native compliance automation, intelligent system integration and advanced user experience. Native self-service engines should manage complex calculations and automated tax filings for their respective jurisdictions. Leading platforms incorporate AI and machine learning (ML) for proactive anomaly detection to flag errors before payroll runs and reduce costly re-runs. By 2028, one-half of enterprises will benefit from payroll platforms that use AI to detect errors and omissions that would prohibit the payroll run, like missed punches, and nudge managers to take action and resolve. Enterprise-grade execution also requires open-integration frameworks that connect with time, benefits and financial systems. The employee experience is equally important. Intuitive self-service tools that support financial wellness through features such as on-demand pay, personalized statements and clear tax information can turn payroll into a positive touchpoint.

This report provides a detailed evaluation of payroll management providers based on architectural strength and advanced capability depth. Unlike broad HR technology guides, this edition assesses platforms that combine native payroll engines with intelligent automation, analytics and integration frameworks. By narrowing the scope to this segment, the report offers enterprises a targeted analysis of technical and functional fit for organizations seeking high configurability, insight and operational control.

In a world where compliance failures are costly and the employee experience is paramount, payroll technology should be viewed as a strategic investment in business resilience and workforce stability. Organizations should prioritize cloud-based architectures for regulatory agility and scalability. When evaluating providers, they must insist on advanced automation and AI-driven functionality to maintain operational control and deliver predictive insights. Enterprises should also demand robust integration that elevates payroll from a compliance obligation to a source of strategic workforce intelligence and financial flexibility. Choosing a platform aligned with these priorities will turn payroll into a competitive advantage rather than a back-office burden.

The 2025 ISG Buyers Guide™ for Payroll Management evaluates software providers and products in key areas such as AI and intelligence, analytics and insights, compliance, risk, governance, core payroll processing and automation, employee and administrator experience, integration and ecosystem enablement, payments, finance and embedded services. This research assessed the following nine providers: ADP, Dayforce, Infor, Neeyamo, Oracle, Paylocity, SAP, UKG and Workday.





Buyers Guide Overview

ISG Research has conducted market research for over two decades across vertical industries, business applications, AI and IT. We have designed the ISG Buyers Guide™ to provide a balanced perspective of software providers and products that is rooted in an understanding of business and IT requirements. Utilization of our research methodology and decades of



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experience enables our Buyers Guide to be an effective method to assess and select software providers and products. The findings of this research provide a comprehensive approach to rating software providers and rank their ability to meet specific product and customer experience requirements.

The 2025 ISG Buyers Guide™ for Payroll Management is the distillation of continuous market and product research. It is an assessment of how well software providers' offerings address enterprises' requirements for payroll management software. The Value Index methodology is structured to support a request for information (RFI) for a request for proposal (RFP) process by incorporating all criteria needed to evaluate, select, utilize and maintain relationships with software providers. The ISG Buyers Guide evaluates customer experience and the product experience in its capability and platform.

The structure of the research reflects our understanding that the effective evaluation of software providers and products involves far more than just examining product features, potential revenue or customers generated from a provider's marketing and sales efforts. It can ensure the best long-term relationship and value achieved from a resource and financial investment. We believe it is important to take a comprehensive, research-based approach, since making the wrong choice of payroll management software can raise the total cost of ownership, lower the return on investment and hamper an enterprise's ability to reach its potential. In addition, this approach can reduce the project's development and deployment time and eliminate the risk of relying on opinions or historical biases.

ISG Research believes that an objective review of existing and potential new software providers and products is a critical strategy for the adoption and implementation of payroll management software. An enterprise's review should include an analysis of both what is possible and what is relevant. We urge enterprises to do a thorough job of evaluating payroll management software and offer this Buyers Guide as both the results of our in-depth analysis of these providers and as an evaluation methodology.



Key Takeaways

Payroll management is shifting from a transactional back-office function to a strategic capability embedded within broader HCM and financial ecosystems. Modern platforms unify compliance automation, AI-enabled anomaly detection and integrated data models to improve accuracy and operational control. As workforce models diversify and regulatory complexity increases, organizations require systems that provide real-time visibility and self-service tools that enhance employee experience. These expectations elevate the importance of scalable architectures, strong integration frameworks and proactive governance.

Software Provider Summary

The ISG Buyers Guide™ for Payroll Management evaluates nine software providers offering products supporting AI and intelligence, analytics and insights, compliance, governance, core processing, automation, experience and ecosystem integration. The research ranked the top three overall leaders as ADP, Oracle and UKG. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. ADP, Dayforce, Oracle, SAP and UKG were rated as Exemplary, with no providers rated as Innovative. Workday was rated as Assurance; and Infor, Neeyamo and Paylocity were rated as Merit.

Product Experience Insights

Product Experience, representing 80% of the evaluation, focuses on Capability (30%) and Platform (50%), which includes adaptability, manageability, reliability and usability. ADP, Oracle and UKG achieved the highest performance as Leaders in this category, supported by their breadth and depth across payroll management capabilities and their robust platform foundations that deliver reliable performance, strong governance and scalable integration across HR and finance ecosystems. Leaders demonstrated enterprise-grade platform capabilities across varied roles and contexts.

Customer Experience Value

Customer Experience, representing 20% of the evaluation, focuses on validation and TCO/ROI. ADP, Oracle and SAP were the Leaders in this category, showing strong customer advocacy and clear investment in success outcomes. Providers with lower performance often lacked publicly available customer validation or failed to demonstrate structured ROI measurement and proactive lifecycle engagement.

Strategic Recommendations

Enterprises should treat payroll management as a strategic investment that unifies compliance automation, operational control, integration depth and employee experience. Buyers should prioritize providers that combine strong platform architectures with AI-enabled insights and configurable workflows. Solutions that automate compliance, enhance visibility and provide intuitive self-service capabilities will support greater resilience and workforce stability. Using these criteria, organizations can align provider selection with long-term needs for agility, governance and financial accuracy.



How To Use This Buyers Guide

Evaluating Software Providers: The Process

We recommend using the Buyers Guide to assess and evaluate new or existing software providers for your enterprise. The market research can be used as an evaluation framework to assess existing approaches and software providers or establish a formal request for information from providers on products and customer experience and will shorten the cycle time when creating an RFI. The steps listed below provide a process that can facilitate best possible outcomes in the most efficient manner.

1. Define the business case and goals.
Define the mission and business case for investment and the expected outcomes from your organizational and technological efforts.
2. Specify the business and IT needs.
Defining the business and IT requirements helps identify what specific capabilities are required with respect to people, processes, information and technology.
3. Assess the required roles and responsibilities.
Identify the individuals required for success at every level of the enterprise from executives to frontline workers and determine the needs of each.
4. Outline the project's critical path.
What needs to be done, in what order and who will do it? This outline should make clear the prior dependencies at each step of the project plan.
5. Ascertain the technology approach.
Determine the business and technology approach that most closely aligns to your enterprise's requirements.
6. Establish software provider evaluation criteria.
Utilize the product experience: capability and platform, with support for adaptability, manageability, reliability and usability, and the customer experience: TCO/ROI and validation.
7. Evaluate and select the software provider and products properly.
Apply a weighting the evaluation categories in the evaluation criteria to reflect your enterprise's priorities to determine the short list of software providers and products.
8. Establish the business initiative team to start the project.
Identify who will lead the project and the members of the team needed to plan and execute it with timelines, priorities and resources.

Using the ISG Buyers Guide and process provides enterprises a clear, structured approach to making smarter software and business investment decisions. It ensures alignment between strategy, people, processes and technology while reducing risk, saving time and improving outcomes. The ISG approach promotes data-driven decision-making and collaboration, helping choose the right software providers for maximum value and return on investment.



The Findings

The software providers and products evaluated in the research provide product and customer experiences, but not everything offered is equally valuable to every enterprise or is needed to operate in business processes and use cases. Moreover, the existence of too many capabilities in products may be a negative factor for an enterprise if it introduces unnecessary complexity. Nonetheless, you may decide that a more comprehensive set of capabilities in the product is important, and where they match your enterprise's requirements.

An effective customer relationship with a software provider is vital to the success of any investment. The overall customer experience and the full lifecycle of engagement play a key role in ensuring satisfaction and long-term success. Providers with dedicated customer leadership, such as chief customer officers, tend to invest more deeply in these relationships and prioritize customer outcomes to TCO and ROI expectations. It is equally important that this commitment to customer success is clearly demonstrated throughout the provider's website, buying process and customer journey.

Overall Scoring of Software Providers Across Categories

The research finds ADP atop the list, followed by Oracle and UKG. Providers that place in the top three of a category earn the designation of Leader. ADP and Oracle have done so in five categories; UKG in four; and SAP in one.

The overall representation of the research below places the rating of the Product Experience and Customer Experience on the x and y axes, respectively, to provide a visual representation and classification of the software providers. Those providers whose Product Experience have above-median weighted performance to the axis in aggregate of the two product categories place farther to the right, while the performance and weighting for the Customer Experience category determines placement on the vertical axis. In short, software providers that place closer to the upper-right on this chart performed better than those closer to the lower-left.

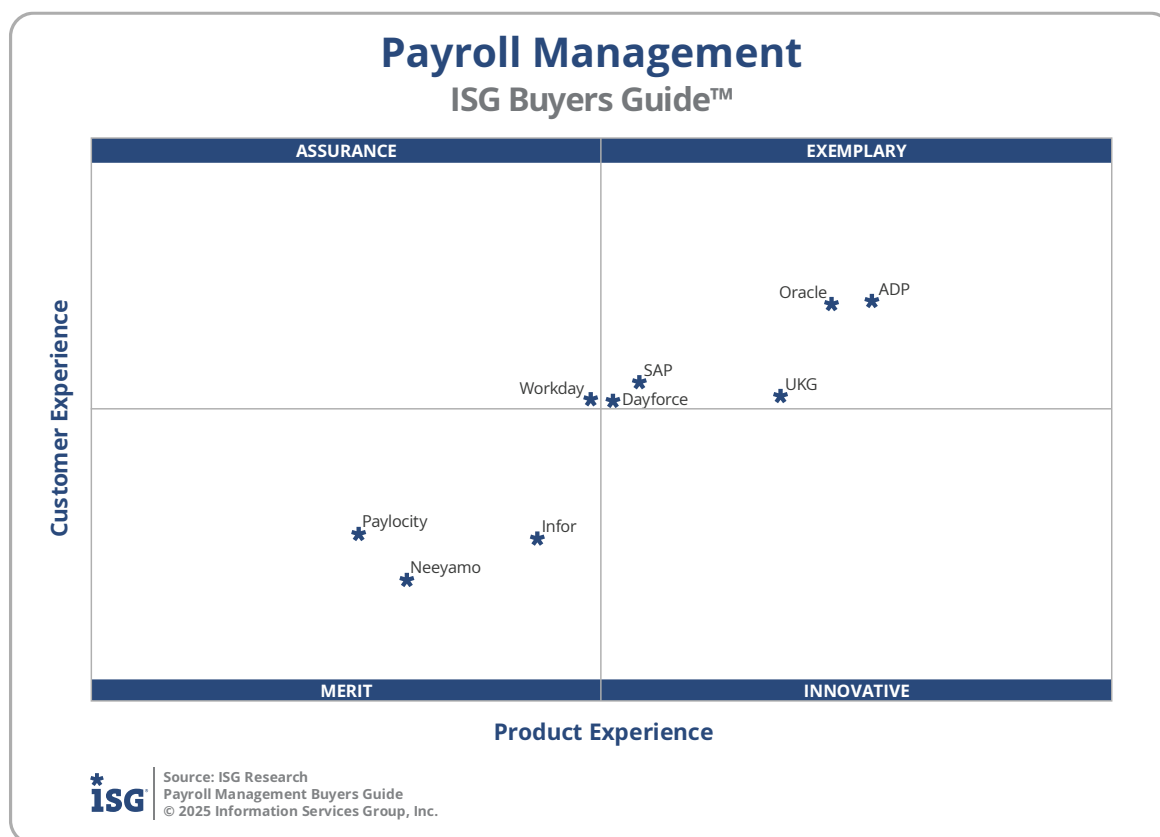
Payroll Management Overall

Providers	Grade	Performance
ADP	A-	Leader 87.1%
Oracle	A-	Leader 86.1%
UKG	A-	Leader 82.8%
SAP	B++	79.5%
Dayforce	B++	78.6%
Workday	B++	78.1%
Infor	B+	73.4%
Neeyamo	B+	69.6%
Paylocity	B+	69.0%



Source: ISG Research
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The research categorizes and rates software providers into one of four categories: Assurance, Exemplary, Merit or Innovative. This representation of software providers' weighted performance in meeting the requirements in product and customer experience.



Exemplary: This rating (upper right) represents those that performed above median in Product and Customer Experience requirements. The providers rated Exemplary are: ADP, Dayforce, Oracle, SAP and UKG.

Innovative: This rating (lower right) represents those that performed above median in Product Experience but not in Customer Experience. No providers are rated Innovative.

Assurance: This rating (upper left) represents those that performed above median in Customer Experience but not in Product Experience. The provider rated Assurance is: Workday.

Merit: This rating (lower left) represents those that did not surpass the median in Customer or Product Experience. The providers rated Merit are: Infor, Neeyamo and Paylocity.

We advise enterprises to use this research as a supplement to their own evaluations, recognizing that ratings or rankings do not solely represent the value of a provider nor indicate universal suitability of a set of products.



Product Experience

The process of researching products to address an enterprise's needs should be comprehensive and evaluate specific capabilities and the underlying platform to the product experience. Our evaluation of the Product Experience examines the lifecycle of onboarding, configuration, operations, usage and maintenance. Too often, software providers are not evaluated for the entirety of the product; instead, they are evaluated on market execution and vision of the future.

The research results in Product Experience are ranked at 80%, or four-fifths, using the underlying weighted performance. Importance was placed on the categories as follows: Capability (30%) and Platform (50%). ADP, Oracle and UKG were designated Product Experience Leaders.

Payroll Management Product Experience

Providers	Grade	Performance
ADP	A-	Leader 69.7%
Oracle	A-	Leader 68.7%
UKG	A-	Leader 67.4%
SAP	B++	63.9%
Dayforce	B++	63.2%
Workday	B++	62.7%
Infor	B++	61.3%
Neeiamo	B+	58.0%
Paylocity	B+	56.7%



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Customer Experience

The importance of a customer relationship with a software provider is essential to the actual success of the products and technology. The evaluation of the Customer Experience and the entire lifecycle an enterprise has with its software provider is critical for ensuring satisfaction in working with that provider. The ISG Buyers Guide examines a software provider's customer commitment, viability, customer success, sales and onboarding, product roadmap and services with partners and support. The customer experience category also investigates the TCO/ROI and how well a software provider demonstrates the product's overall value, cost and benefits, including the tools and resources to evaluate these factors.

The research results in Customer Experience are ranked at 20%, or one-fifth of the 100% index, and represent the underlying provider validation and TCO/ROI requirements as they relate to the framework of commitment and value to the software provider-customer relationship.

The software providers that evaluated the highest in the Customer Experience category are ADP, Oracle and SAP. These category leaders best communicate commitment and dedication to customer needs.

Payroll Management Customer Experience			
Providers	Grade	Performance	
ADP	A-	Leader	17.2%
Oracle	A-	Leader	17.2%
SAP	B++	Leader	15.5%
UKG	B++		15.2%
Workday	B++		15.0%
Dayforce	B+		15.0%
Paylocity	B-		12.2%
Infor	B-		12.1%
Neeyamo	C++		11.2%

 Source: ISG Research
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Software providers that did not perform well in this category were unable to provide or make sufficient information readily available to demonstrate success or articulate their commitment to customer experience. The use of a software provider requires continuous investment, so a holistic evaluation must include examination of how they support their customer experience.



Appendix: Software Provider Inclusion

For inclusion in the 2025 ISG Buyers Guide™ for Payroll Management, a software provider must be in good standing financially and ethically, have at least \$20 million in annual or projected revenue verified using independent sources; sell products and provide support in one or more of the following geographical areas: North America, EU, UK and APAC; and have at least 50 customers. The principal source of the relevant business unit's revenue must be software-related, and there must have been at least one major software release in the past 12 months.

Payroll Management consists of platforms that combine a self-service payroll engine with advanced enterprise-grade capabilities. To be included, providers must offer features such as intelligent automation, AI-powered analytics, deep system integrations, and robust governance controls. These platforms are designed to meet the needs of complex organizations seeking high levels of configurability, insight, and operational control.

The research is designed to be independent of the specifics of software provider packaging and pricing. To represent the real-world environment in which businesses operate, we include providers that offer suites or packages of products that may include relevant individual modules or applications. If a software provider is actively marketing, selling and developing a product for the general market and it is reflected on the provider's website that the product is within the scope of the research, that provider is automatically evaluated for inclusion.

All software providers that offer relevant payroll management products and meet the inclusion requirements were invited to participate in the evaluation process at no cost to them.

Software providers that meet our inclusion criteria but did not completely participate in our Buyers Guide were assessed solely on publicly available information. As this could have a significant impact on classification and ratings, we recommend additional scrutiny when evaluating those providers.



Products Evaluated

Provider	Product Names	Version	Release Month/Year
ADP	ADP GlobalView® Payroll, ADP Celergo, ADP Global Payroll, ADP Lyric HCM	N/A	October 2025
Dayforce	Dayforce Payroll	2025.2.1	November 2025
Infor	Infor HR Payroll	N/A	October 2025
Neeyamo	Neeyamo Global Payroll	N/A	October 2025
Oracle	Oracle Fusion Cloud Payroll	25D	October 2025
Paylocity	Paylocity Payroll	N/A	June 2025
SAP	SAP SuccessFactors Employee Central Payroll	2H 2025	November 2025
UKG	UKG Pro® Payroll	N/A	October 2025
Workday	Workday Payroll	2025 R2	September 2025



Providers of Promise

We did not include software providers that, as a result of our research and analysis, did not satisfy the criteria for inclusion in this Buyers Guide. These are listed below as “Providers of Promise.”

Provider	Product	Capability	Revenue	Geography	Customers
Darwinbox	Darwinbox	No	Yes	Yes	Yes
Deel	Deel Global Payroll, Deel US Payroll	No	Yes	Yes	Yes
Rippling	Rippling HCM	No	Yes	Yes	Yes
Paycom	Paycom	No	Yes	Yes	No
Paycor	Paycor	No	Yes	Yes	No



About ISG Software Research and Advisory

ISG Software Research and Advisory provides market research and coverage of the technology industry, informing enterprises, software and service providers, and investment firms. The ISG Buyers Guides provide insight on software categories and providers that can be used in the RFI/RFP process to assess, evaluate and select software providers.

About ISG Research

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About ISG

ISG (Nasdaq: [III](#)) is a global AI-centered technology research and advisory firm. A trusted partner to more than 900 clients, including 75 of the world's top 100 enterprises, ISG is a long-time leader in technology and business services sourcing that is now at the forefront of leveraging AI to help organizations achieve operational excellence and faster growth. The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.