

Effectiveness of HRIS on Organizational Performance

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Abstract

This study assesses the expanse and the HRIS (Human Resource Information System) enhance organizational performance. Efficient and effective management are an important and complex process, providing a significant strengthen the number of organizational gatherings, storing and analyzing information with respect to human resources using software which is HRIS. The spreading the HRIS importance due to perception of HR practitioners that IT (Information technology) and IS (Information System) should be the part of HR function mainly to expand and use satisfactory HRM programmers. This study indicates that HRIS significantly increases overall organizational performance and its sub-dimension (HR- function, time management and cost management). The results provide insight into HRIS practice, and its effectiveness to show that HRIS significantly verifies the completeness of HR function which contributes the HR professionals with option to magnify their contribution to the strategic direction of the firm.

Keywords

HRIS, IT (Information Technology), IS (Information System), HR-function, Time Management and Cost Management.

Introduction

In today's scenario information is an important part for every business that is to be managed. On time, accurate and relevant information is necessary for planning & decision making. In recent decade, there has been enormous growth in information technology (IT). There has been a regime in hardware, software, and data management and communication technology. It was evolved from simple business computing applications in the 1960? To Enterprise Resource Planning (ERP) that was anti-discriminatory

management of core business processes, often in the real-time and mediated by software and technology. One of the important aspects measured in ERP is (HRIS) or (HRMS) module.

HRIS is a database it is also known as knowledge bank. HRIS are used by the business organization to manage and accesses the manpower in efficient manner. Kavanagh, Gueotal, and Tannenbaum (1990) define HRIS as a “System used to opting, accumulation, utilize, analyze, recoup and distributes information regarding an organization? Human resources, information system is not a very easy as a compiler. Of computer hardware and software moreover it includes people, forms, strategy, methods, and data. In the organization's HRIS is the larger part of Information System. Earlier manual systems are being used for all data record that was gradually replaced by computerized HRIS. Due to globalization and excess of information it is the need of the organization to have HRIS system which is an essential factor of any successful business.

In recent era human beings (employee) are not only considers as the worker moreover, they are widely recognized as the most important resource in any organization. They are considering being an asset for every organization. That’s why there is need to have proper communication, strategy to manage this indispensable resource of the organization through computerized software. By using of technology time is to be saved and HR staff has to spend on operational activities and utilizing their time in strategic activities to gain competitive advantage. HRIS can make an immense impact on the HR function as it allows companies to accumulate and recovers the large amounts of information quickly and efficiently. This results in the elimination of work replication and ensures streamlined processes, thereby minimizing cost. As a result of the HRIS, HR staff also spends less time on administrative tasks and engage rather on strategic decisions on organizational strategy. Most important, HRIS can assist organization to achieve competitive advantage and this leads to overall organizational efficiency. Moreover, the HRIS provides information for planning, controlling, decision making and preparing reports. As publicize earlier, the responsibility of analysis of voluminous data has been considerably simplified with the use of computers. This task ranges from preparation of payrolls to retention of information. The HRIS manager must clearly understand the value and significance of record keeping and reporting before he has finally designs the HRIS.

1. Definitions

According to Kavanagh, Guental and Tennenbaum, “A Human resource information system (HRIS) is the system used to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information regarding an Organization’s human resources.

Thus, the HRIS is a system designed to supply information required for effective management of an organization. It is not simply hardware and HR – related software system. But also includes people, forms, policies, procedure data and information in simple words, “the HRIS is a systematic procedure for collection. Storing, maintaining, retrieving and validate the data and information needed by an organization about its human resources, personnel activities and organizational unit characteristics”.

A Human Resource Information System (HRIS) uses a systematic procedure for maintaining, collecting, storing, retrieving, and validating data needed by an organization regarding their human resources, personnel activities and organizational characteristics. It can be said that HRIS is the link between Human Resource Management (HRM) activities and information technology (Kovach & Cathcart, 1999).

Recent developments in technology have made it possible to create a real-time information based, self-service, and interactive work environment (Boateng, 2007). Personnel information systems have evolved from the automated employee record keeping from the 1960s into more complex reporting and decision systems of late (Boateng, 2007). Hence, HRIS is the integration of software, hardware, support functions and system policies and procedures into an automated process formulated to harness the strategic and operational activities of the human resources department and managers in the organization (Chauhan, Sharma & Tyagi, 2011).

2. Information System (IS)

An information system is a set of people procedure and resources to acquire, process, store, communicate, gather, process and distribute information within an organization (O’ Brien, 1995).

3. Purpose of the Study

The purpose of the study is to initiate the better comprehension of HRIS and its implementation in the organization performance.

4. Objective of The Study

This study basically focuses on the:

- To assess the effectiveness of HRIS for organization development performance.
- To measure the effect of HRIS on managerial function of the organization.

5. Review of Literature

Khushbu Arora in his study importance of HRIS a critical study on service sector identified that HRIS has many authority it can easily serve as a data base for various HR functions like human resource planning, performance appraisal and Training & development etc. the overall subscription of HRIS is that it helps in managing various strategic activities of HR department very efficiently and effectively.

Kovach and Cathcart in their study do HRIS matter for HRM today identified that an HRIS can be used first, for administrative purpose in organization. It is related to administrative and operational efficiency, which reduce costs and time. Martin sons (1994) categorize two types of HRIS usages according to their degree of experience, he suggests the payroll and benefits of the administration and employee ditching records were electronically unsophisticated because of their electronic replication of the contents for a HR department.

Yeung et al.(2007) study focuses on organization learning impact and changes on organizational performance, and found that a proper management of the information in the information-based economies of this age of information economy is important, and that a consequential relationship stand between the variables organizational learning and innovativeness, and organizational performance, and that the basic sustainable strategic resource for a company in 21st century is the skill to transmogrify separate new information and adapt it to the processes, and to transform itself into a continuously-learning organization (Yeung et al. 2007: 2459-2477).

McEvily and Chakravarthy (2002) argued that technological knowledge involved in the information-based organizational performance in the global market of the information age and integration of the knowledge in organization's main production development process might contribute to organizational efficiency and competitive advantage (McEvily and Chakravarthy, 2002: 285-305).

Argote and Ingram (2000) suggested that an information and communication infrastructure facilitating the communication in the organization would make information sharing easier, and this quality strengthen the organizational learning and enhance organizational performance (Argote and Ingram, 2000: 150-169).

Gold et al. (2001) state that it is a exacting process to abruptly change common organizational structures with a long history, and that managers' unwillingness and information management in information-based organizations relate to the skill of managing information, and that information management infrastructure and information processing process are important, and that transformation to information-based organization structure would develop organizational skills and effectiveness (Gold et al. 2001: 185-214).

Bulbul (2007) concluded that businesses' "success of creating value" in digital economy of the information age depends on their relations with all employees, customers, suppliers and shareholders, and the "knowledge" they derive from these relations, and that the businesses which hold more information or succeed in preserving the information more would increase their market value, and that information-based organizational structure and information management are what businesses need in the long run in order to enhance their organizational efficiency and performance, as well as achieving a sustainable ruthless advantage (Bulbul, 2007: 176-177).

Johnson and Guental (2011) believe that HRIS can prevent the costly error that occurs in the matter of social benefits, and save the organization from the resulting expenses (Johnson and Guental, 2011: 1-48).

Wiblen, Grant and Dery (2010) argued that HRIS would diminish organizational costs through automation of the precursory labor-intensive operations, and support and facilitate the communication from the lowest to the highest level of the organization, and be an instrument that increases efficiency (Wiblen et al. 2010: 251-267).

Brown (2008) allocates the efficiency of HRIS and its ability to give more effective and fast results than the ones on paper. He tells that HRIS can be concluded as a necessary action for an organization but it may not result in more efficient if it is not an effective tool for HR functions, and might on the counter hamper efficiency (Brown, 2008).

6. Research Methodology

The research is facilitated using secondary analysis that involved the works of numerous scholars who have worked on the various dimensions of HRIS and its implementation in the organization performance. The comprehensive studies were evaluated to undertake further research and add value to HRIS based literature. The research objectives were rated on the basis of the past studies and the knowledge were reused for idea generation to examine critical success factor for fulfilling of HRIS and discovering the HRIS tools which leads productive execution of HRIS in organization performance.

7. HRIS and Organization Performance

The solicitation of information technology in HRM has been constantly increasing since 1990. From that period its use and impacts on HRM has been fascinate the researcher (Shrivastava & Shaw, 2003). Development in information technology has been change the HR functions within organizations. Now a days, many organization have considered under the services of HRIS to support the HR department in performing the main HR function, promote administrative efficiency, enhancing decision making, speeding up information sharing (Lengnick-Hall & Moritz, 2003). While, Chugh (2014) noted that reduce the workload by minimizing administrative tasks. One of the more advantages of HRIS it's used it as a tool to attain special administrative efficiency by adding values in the department of human resources in extents, HRIS allows HR managers to take part in strategic decision making by being informed with real time relevant information about company's human talented (Lengnick-Hall & Moritz, 2003).

HRIS are seen to facilitate the providing of quality information to management for making informed decisions. In particular, it reinforces the provision of administrative report and summaries for top management are the key for learning organization that sees their human resource as providing a major merciless advantage. HRIS means that

helps HR professionals perform their job roles more effectively (Broderick and Boudreau, 1986). Human resource information system helps to improve the performance of human resource function by providing managers with necessary information to support the plan of human resource management, which increases the efficiency and efficacy of human resource to utilize the most of limited resources available for more output and ample with quality, particularly through controlling and reducing cost (Hayajneh et al., 2013).

8. Impact of HRIS on HR Functions

HR Information systems reinforce activity such as recognize the inherent qualities of employees, to maintain the employee records and creating the programs which develop employees' skill and talent (Bal, Bozkurt & Ertemsir, 2012; Targowski & Deshpande, 2001). Shani and Tesone (2010) agree with Targowski and Deshpande (2001) that HRIS contributes to the various HR functions due to the common database to all individuals HR related units such as payroll, benefits administration and pensions. This prevents work replication and various work processes become more efficient. Furthermore, Bal et al. (2012) believes that HRIS can carry varied HR practices such as,

Workforce planning;

- Staffing;
- Compensation;
- Salary forecasts;
- Employee relations;
- Performance appraisal
- HR management information system;
- Recruiting;
- Training system;
- Performance records;
- Employee self-services;
- Scheduling;
- Absence management.

However, Shani and Tesone (2010) note that having a recruitment module in a HRIS does have a demerit in that online recruitment only provides a pool of active job seekers, while often the best candidates are actually passive. Poorly designed websites also damage an organization's image and result in loss of helpful candidates. The connection between

the selection function and a HRIS is seen more favorably. Due to this fact that resumes sent along with the internet or email can be scanned for keywords relating to specific knowledge, skill and competencies thus reducing the need to manually fetch out this task (Shani & Tesone, 2010).

9. Impact of HRIS on Time Management

The HRIS remove work from replication and various work processes are streamlined thus leading to efficiency and response time of traditionally labor intensive HR activities (Dery, Grant & Wiblen, 2006; Targowski & Deshpande, 2001). Furthermore, researchers believe that when the HR functions was computerized into HRIS, faster decision making was carried out on the development, planning and controlling of HR because of data became much simpler to store, updates, classify and analyze (Ngai & Wat, 2006; Sergio, pez, Sebasti & Ugarte 2010; Shani & Tesone, 2010; Targowski & Deshpande, 2001).

10. Impact of HRIS on Cost Management

It is noted that proving more challenging to convince top management of need to change an inefficient system as the cost factor is sometimes viewed excessive expenditure (Shani & Tesone, 2010). Nagai and Wat (2006) that the setting of cost up and HRIS can be maintained excessive, which is a major obstacle in its implementation. In their study, obstacles intercept the implementation of HRIS were examined and it was concluded that the greatest obstacles to adoption of the HRIS is sufficient financial support. Kavangh and Thait (2009) state that due to the difficulty and data complete the HRM function, it is one of the last management functions to be targets for automation compared to other business functions.

Lori and Elaine (2002) agree with Kavangh and Thite (2009) that HR was the last functional unit in org to receive budgeting for IT which in turn is a true reflection of the low status HR has traditionally held in most organizations. HR is often sight as a cost centre, not a profit centre for the organization and held a low status HR has held a low status within organizational recent years. Organization sometimes realize the cost reduction and coherence achieve too soon in the execution of HRIS system, so they provide captivating evidence needed to get a project up and running. The payback period or the time it takes to recover the investment may be as short as one to three years (Boatengs, 2007)

11. Impact of HRIS on Efficiency of Organization

The HRIS provides HR department to a broader and effective service through operating in web portal that makes the organization working more productively and well organized.

In most organizations the full potential of the HRIS is not fully utilized; this can be attributed to firms achieving automation of existing HR processes, but failing to progress to a more approachable stage of an information culture (Beadles, Lowery & Johns, 2005; Sergio et al., 2010). Shibly (2011) adds that few organizations systematically attempt to measure the productiveness of their information system, whilst HR managers are emphasize the need to better understand the factors that offering to the success of HRIS. Brown (2013) attributes that the coherence of HRIS to the system's ability by producing fastest and authentic outcomes than manually. However, Brown (2013) also cautions that implementing an HRIS program may be perceived as being a necessary step for an organization, but unless it will be an effective tool for HR functions, it will not lead to greater efficiency but may hinder it instead. However, Sergio et al. (2010) believe that an effective HRIS is imperative in today's organizations in order to cope with a number of issues such as increasing organizational demands, a more extensive use of and need for information, continuous pressures to reduce costs, as well as making HR a more strategic business partner. Nowadays, the HRIS become a key element for the increasing organization performance and effectiveness of the organization procedure. A HRIS is a response to achieve cost efficacy, reduce administrative workload, standardize HR processes or simply add strategic value in the decision making of the organization. Shani and Tesone (2010) state that HRIS is currently perceived as one of the important factors influencing the role of the HR function and the adoption of HRIS is likely to promote HR to the anticipated position of strategic partner in the organization. Evidently, a new era made its debut as the HR function and its system support became strategic partners in managing change within an organization (Lori & Elaine, 2002; Targowski& Deshpande, 2001; Pasqualetto, 1993). Successful HRIS support the planning and application of managerial key processes in the organization such as executive decision making, technology selection and organizational reporting structures.

Hence, the new HRIS system became an active tool to help employees engage more easily with the organization and each other thereby steering greater productivity and business execution (Beadles et al., 2005).

12. Employee Performance and HRIS

Performance appraisal is clearly explained the business process and goal to be achieved by fully satisfying the employee within the organization. The factors affecting employee performance are primarily environmental conditions that are influencing a business's internal and external environment and effective laws, union movements, performance and organizational culture appraisal system. These factors may have supported or hindering effects towards employees' high motivation, performance and works (Bach, 2000: 254-258). In present time the business world competitive advantages are more important and valuable rather than complete advantages. Today in the business world the organization have to manage in an intensive competitive environment that has never been matched. Being supra competitive and different in such an environment is largely possible through fully utilizing the knowledge, skills and talents of human resources the business and ensuring their morale and motivation towards the work, or briefly using these resources effectively and efficiently. Human resources management comes into play right at this point, and plays an energetic role for showing how the employees can have higher performance and efficiency as well as a high morale, motivation, happiness and well-being so that the organizations can achieve their goals and objectives compliant with their strategy "think globally, and act locally" (Simsek and Oge, 2015:17). Personnel Performance is personnel's contribution to the business goals. It shows how efficient the personnel release responsibilities and their duties. The person with a high performance is the one who has successfully released their duties and responsibilities, and his performance thereby, contribute to the organization goal. The appraisal of the performance is measuring the contribution the personnel have made to the fulfillment of business goals.

13. Conclusion

HRIS assists the HR department in making the HRM process easier, speedy, inexpensive, and more productive as well as it leads to the organization to greater success .HRIS benefits can be achieved perfectly

only if the system is adopted in the organization. On the whole, HRIS, increases the efficiency of HR function , has helped to give the ability of HR department toward the organization , developed the structure , payroll , time and attendance , performance appraisal, recruiting ,learning management , training system, performance diary of employee self-service, scheduling ,absence management system, styles reduce HR cost, increase motivational of HR personnel, analyzed to solved the problem smoothly and to developed sound performance appraisal system , systematic job analysis and smooth adoption of changing mind-set .This paper attempts to build a more complete framework of the factor which influences the organization performance. The paper showed the role of HRIS application that affected on achieving organization performance by providing the members of organization with real information which enable them to take a decision to enhance the organization performance. This study concluded that HRIS crucially increases the overall organizational performance and use of HRIS affected the efficacy of the organization. Moreover, that HRIS operation should be capitalized on materialize technology that would leave cheating in system and upgrade of the current system to the system that can explore more operations on HRIS and expand some system services.

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