

Implementation of Various Human Resource Management Systems In Organization By Advanced Methodologic Pattern and Business Theory.

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ABSTRACT

This paper provide an insight to the fields of human resource management (HRM) and information technology (IT), and the combination of these two fields into human resource information systems (HRIS). The history of the field of HRM and the impact of computer technology on HRM will be covered, as well as the advent of using a human resource information system and the subsequent effects on both HR and IT professionals. The different types of HR activities will be discussed as well as the different types of information systems used in HRIS. A central focus of this chapter is the use of data from the HRIS in support of managerial decision making. The development of the field of HRIS has had a significant impact on the emergence of strategic human resource management (strategic HRM), as is discussed in this paper. Leading management thinkers suggest that "it is not technology, but the art of human- and humane management" that is the continuing challenge for executives in the 21st century. The effective management of human resources in a firm to gain a competitive advantage requires timely and accurate information on current employees and potential employees in the labor market. With the evolution of computer technology, meeting this information requirement has been greatly enhanced through the creation of HRIS. The final purpose is to emphasize how an HRIS can provide timely and accurate employee information to assist decision makers at both the strategic and operational levels in an organization. As a consequence, the quality of employee information will have a strong effect on the overall effectiveness of the organization.

Keywords - HRMS, Flow management, Information system, recruitment system, organization change

I INTRODUCTION

The growing importance of HRIS is evidenced by the recognition of human resource management (HRM) practitioners, academics, and managers that information technology (IT) has become a critical aspect of developing and using HRM programs to better manage the human capital of an organization. Thus, a comprehensive education in the HRM field requires the knowledge and skills for developing, implementing, and maintaining a human resource information system. After reviewing the many definitions of an HRIS, we define it as a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resources to support HRM and managerial decisions. An HRIS is not simply computer hardware and associated HR-related software. It requires cooperation among departments for its best use. That is, it includes hardware and software; it also includes people, forms, policies and procedures, and data. As you can see, creation of this "set of practices" would be impossible without the use of technology. We utilize technologies in the form of a Human Resource Information System (HRIS) to help us analyze individual applicants for employment; to maintain information on compensation packages, performance management, training, and retention; and to systematically capture knowledge from the people

resources within our companies. You will be part of the generation of leaders that has to incorporate these technologies so that your organization can improve effectiveness and efficiency.

In an international environment, as long as proper research is performed, most HRM concepts can be applied. The important thing to consider is proper research and understanding of cultural, economic, and legal differences between countries. This section will provide an overview of some specific considerations for an international business, keeping in mind that with awareness, any HRM concept can be applied to the international environment. In addition, it is important to mention again that host-country offices should be in constant communication with home-country offices to ensure policies and practices are aligned with the organization. An application service provider (ASP) carries out on behalf of the organization all or much of the administration of the human resource information system. Organizations, often smaller or medium-sized, can use an ASP to outsource the burden of running the system. For data collection, structured questionnaires were distributed for survey research and cross-sectional research design was adopted. Relative Advantage and Compatibility had positive relationship with HRIS adoption. However, Top Management Support and HRIS Expertise were found to be the top contributors to the decision of HRIS adoption. It was stated that

introduction of new innovations in information systems could meet with organizational reluctance. The main cause was the complexity of new technology.

II LITERATURE REVIEW

The world of business has been stirred by advent of information technology, information systems and internet technology. Researchers have highlighted the fact that Information technology provided opportunities to transform organizations and help them achieve competitive advantages. In current knowledge economy, organizational success is dependent on efficiency of human resources (HR). It is opined that IT should play vital role in Human Resource Management (HRM) domain. Similarly, it is shared that businesses gain competitive advantages not only with Information Technology (IT), but with usage IT to complement resources. It is further stated that a successful way to run business in today's world is using appropriate application of Information Technology (IT) in HRM. Due to the increasing use of computerized information system in the industrial operations of developed economies, HR functions of enterprises got used to information systems highly during the 1980's. Human Resource Information Systems (HRIS) were primarily seen as a sub function of Management Information Systems (MIS) which support the HR functions of an organization. correctly pointed out that an HRIS (also known as a human resource management system, or HRMS) can be as informal as the payroll records and time cards of a small business, for the vast majority of organizations, corporate success will increasingly depend on the coordinated, strategic management and integration of the organization's human resources and information technology. Achieving this strategic coordination requires those responsible for developing, implementing, operating, and maintaining an HRIS to have a broad knowledge of the organization's human resource programs, the relationship between human resource programs and overall strategic planning, and the potential inherent in computer and data technology.

HRIS as a single system covers a whole range of activities ranging from HR planning to IT development for the human resource department. HRIS can help long range planning with information on labour force planning, employee demand and supply forecasts, staffing with appropriate employees, developing training programs that are necessary, salary and pay forecasts and budgets and overall employee assistance services. Risk and security management

can be another important function done by HRIS by analysing individual employee data. So, HRIS can be defined as "integrated system used to gather, store and analyze information regarding an organization's human resources" comprising of databases, computer applications, hardware and software necessary to collect, record, store, manage, deliver, present and manipulate data for human resources function"

Perhaps, the most central use of technology in human resources management is an organization's human resources information system (HRIS). It provides current and accurate data for the purpose of control and decision-making; in this sense, it moves beyond simply storing and retrieving information to include broader application such as producing reports, forecasting human resources needs, strategic planning, and evaluating human resource's policies and practices. In spite of going through several studies, literature, directly relating to Human Resource Information Systems and the proper use of HR in the context of firms of Bangladesh is very scarce whereas our study assays to show the relationship between these variables.

III ROLE OF HRIS IN ORGANIZATION

HRIS shape an integration between human resource management (HRM) and Information Technology. Even though these systems may rely on centralized hardware resources operationally, a small group of IS specialists residing within the personnel department increasingly manage, support, and maintain them. HRIS support planning, administration, decision-making, and control. The system supports applications such as employee selection and placement, payroll, pension and benefits management, intake and training projections, career-pathing, equity monitoring, and productivity evaluation. These information systems increase administrative efficiency and produce reports capable of improving decision-making. Cost decrease: Effects of IS on HR costs appear in several ways. First, it reduces costs of processes and works. For example, transforming from traditional HR to e-HR reduces costs of some HR applications, such as, postal cost, announcement cost and data processing cost. Using self service technology reduces the processing costs of HR up to 75%. E-selections and e-recruiting decrease costs of staffing and selections due to reduced employee turnover, reduced staffing costs, and increased hiring efficiency. Second, using self service HR allows employees to perform their own work themselves directly. Thus, HR professionals spend less time on routine tasks.

- (i) Continuing support from top management
- (ii) The involvement and participation of users
- (iii) A detailed plan of progress

All information systems need to be modified from time to time to suit organisational, changes. The project manager or consultative committee should continue to monitor and review all aspects of the HRIS. The important issues to be considered during an HRIS development and implementation are the HRIS's needs analysis. The needs analysis should be done first to ensure legal and government compliance, meet growing organizational needs, use technology to cut costs, and provide a long range view for the organization. The second important issue to consider during an HRIS development and implementation is the cross functional duties during the implementation. The third important issue to consider during an HRIS development and implementation is the costs related to an HRIS. In the last selecting a vendor is also an important aspect during the HRIS development and implementation. Not only this, performance appraisal being the top motivating factors in the organizations need to be managed properly and HRIS helps for the same by analyzing the employee's devotion to his work and his regularity in the organization. In this dynamic scenario, the importance of HRIS can't be neglected. This research work focuses on the contribution of HRIS in HR department of organizations in service sector. The literature review at hand highlighted the importance of HRIS and its various subsystems and some papers als highlighted the importance of HRIS in various industries of service sector.

IV FLOW RELATIONSHIP MODELS IN HRIS

We begin this section of the paper with an introduction to a process model of the management of change in organizations. The **HRIS-research model** can best be seen as a general perspective to use in any planned change effort. Examination of the use of any successful change effort used will reveal some, if not all, of the components of the action-research model. Thus, although we use the term *model* to describe the prescriptions of action research, it is better viewed as an approach to the management of change. Careful reading of the change management literature reveals that the action-research model appears in, or is part of, most change management projects. The basis of the action-research model is the interaction of managerial or organizational action and research that both evaluates the action taken and provides data for future planning of the change effort. Thus, using this model involves the interlocking of the

research processes of data collection, analysis, and evaluation and the management action processes of planning, directing, and implementing change., a cycle in the action-research model would include the following: (1) initial data collection and gap analysis, (2) feedback of results to the HRIS project team, (3) action planning for the next phase of the HRIS project, (4) directing and implementing changes during the next phase, (5) data collection and analysis to evaluate the changes, and (6) feedback of results to the project team and action planning for the HRIS project.

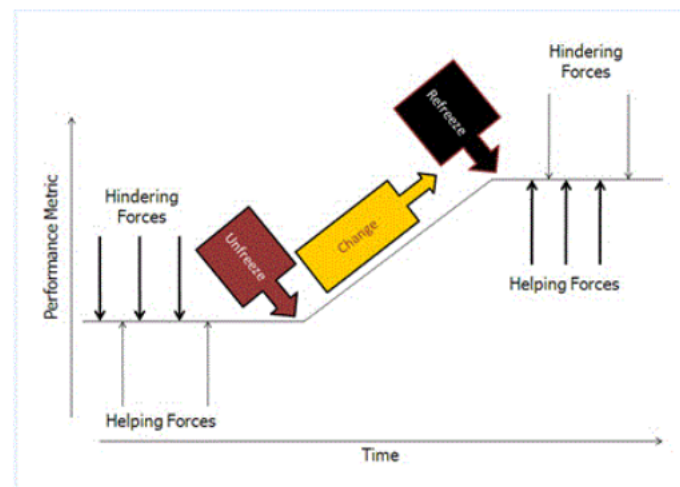


Fig. 4 Lewin's Three Step Model

One of the earliest and key contributions to organizational change is Kurt **Lewin's three-step change model** (see Figure 4). Lewin's (1946) framework serves as a general model for understanding planned change. The model has been used to explain how information systems can be implemented more effectively. Lewin's change model evolved from his interest in resolving social conflict and in improving the human condition through behavioral change. In his study of group behavior, Lewin argued that behavior was a complex interaction of what the individual brought to the situation and the environment (or *field*, as he called it). We can express this relationship as $B = f(P, E)$, where behavior is defined as a function of the person and the environment. In the main, Lewin believed that the existing condition (or status quo) was maintained by a set of forces affecting the situation, and only by identifying and plotting the potency of these forces is significant change possible.

(a) Change Equation Formula-When initiating an organizational change project, it's important early on to determine how ready people are to accept and implement the change. Gleicher's change equation formula, as modified by Dannemiller and Jacobs (1992), helps us assess this degree of readiness as follows (Beckhard & Harris, 1987): $C = (D \times V \times F) > R$, where C is the change, D the dissatisfaction with the status quo, V the vision, F the first steps (feasibility), and R the resistance to change (costs). If we refer to Lewin's (1946) force-field analysis discussed earlier, D, V, and F are all "forces for change," while R represents the "forces against change." Gleicher's change equation formula provides a simple and straightforward perspective that reveals the possibilities and conditions at work in organizational change. Note that all three forces for change must be active to offset the forces against the change, which are usually manifested as resistance to change from organizational members. The change program must address dissatisfaction with the present situation, present a clear vision of the future and what is possible, and demonstrate knowledge of the first steps necessary to reach the vision. If any one of the three is missing, the product of the equation will tend toward zero and resistance to change will dominate.



Fig. 5 Change Formula

(b) Kotter's Process of Leading Change- Kotter's (1996) eight-stage model was developed after studying more than 100 organizations undergoing change. The model offers a process to manage change successfully and avoid the common pitfalls that have beset failed change programs (see Figure 6). We can view his approach as a vision for the change process, one that calls attention to its key phases. The model provides two key lessons, first that the change process goes through a series of phases, *each lasting a considerable period of time*, and, second, that critical mistakes in any of the phases can have a devastating impact on the momentum of the change process. As can be seen in Figure 6, the first four stages coincide with Lewin's "unfreezing" first stage. The next three stages focus on introducing new practices into the organization. Finally, the last stage focuses on grounding the changes in the corporate culture, which coincides with Lewin's third stage, "refreezing." The model indicates that all the stages should be worked

through in order to effect successful change. Skipping a step or getting too far ahead in the change process without a solid base may create problems. Without the follow-through that takes place in the final step, you may not be able to make any changes



Fig. 6 Kotter 8 Stages

V CONCLUSION

Human resources information systems (HRIS) can play an important part in a company's HR function. After all, we live, work and play in the information age. Implementing an effective HRIS can be sure-fire for HR to stay on the cutting edge in its bid to deliver more effective and streamlined service. The main conclusion of this paper is the realization that the use of computerized HRIS is most effective than manual because its help to maintain data with more accuracy in less time. And that it also trues that HRIS functions improve HRM in terms of administrative purposes and analytical purposes. HRIS work as a key component of the organization and a good HRIS will provide important information about human resources needs and capabilities; this information will assist the management team in establishing the organizational mission and setting goals and objectives in motion. HRIS is not limited to the computer hardware and software applications that comprise the technical part of the system: it also includes the people, policies, procedures and data required to manage the HR function.

The recruitment system is composed of a series of workflows which interact and mutual influence with each other. Existing research about recruitment system focuses on how to combine qualitative and quantitative analysis to achieve scientific decisions. However, systems theory states that local optimum does not represent the overall optimum. Just paying attention to the selection of personnel and

scientific methods rather than to internal coordinating in the human resources department, will lead the recruitment ineffective. The total relationship flow management aims at better understanding and controlling the systems' problems.

This paper under the guidance of the theory, by determining the recruitment system behavior $HOr(t)$ and the appropriate relationship flow set () $Ord Rf t$, and focusing on the time delay and system maintenance gives some advice on building the recruitment system, hoping to expand the existing theoretical research in the field and to provide some management implications for managers.

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