A Study of Human and HRIS

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ABSTRACT

This paper aims at setting an agenda for HRIS research from an integrative perspective. This perspective assumes that organization and information systems cannot be separated. By first elaborating on this integrated perspective in terms of a web of causes and consequences of the implementation of ICT in organizations, a list of new organizational phenomena is presented. Subsequently, research on HRISs up to date is summarized, resulting in the observation that HRIS research needs to be broadened and deepened. In section three, we combine the list of emerging phenomena with how HRISs are being implemented and used in mainly large global companies We raise a number of critical questions for HRIS research per each emerging phenomena and suggest a number of appropriate research

KEYWORDS:

Human resources, management, information systems, training process, industrial, human resources information systems,

INTRODUCTION:

We are living in an age of change. The tempo of change in the latter half of the last century has significantly accelerated. As this century progresses, it is expected that the rate of change will increase further. Much that was relevant in past has already become irrelevant. There is an increasing realization in the recent times that the success of a business enterprise (especially Service Sector) in a complex and changing environment lies in efficient management of its Human Resources. Information is an asset and accomplishment for any organization to co-ordinate its activities. Hence an information system is required to be communicated effectively with the environment. Information stored in paper & files did not provide the holistic view required to optimize the most important assets of the knowledge economy, its human resource. It is only recently that the information technology has started playing an important role in storing and using information in every respect. In this new era the HRM also not grow without this concept of Information System. With this new modifications the traditional Human Resource Management has became a service to the organizations which is known as Human Resource Information System (HRIS).

HRIS is an effort towards speedy, effective and professionally handling of information on resources for efficient management of Human Resource function. HRIS is a computerized system used to acquire, store, analyze and distribute information regarding an organization's human services and to provide services in the form of information to the clients or users of the system. Thus HRIS is a system that enables storing of information of Human Resource in every aspect such as Personal, Academic, Qualification, Family, Medical,

Career and Performance Evaluation, Training & Development & Wage and Salary of individuals. Unlike manual systems the HRIS enables availability of all such information in a single screen. Reports on various parameters can be generated with ease. Moreover reliability of such records is assured. An HRIS system helps your HR staff streamline day-to-day processes, manage employee benefits, reduce paperwork, and track ongoing employee data. By managing these and other activities from a single location, you can move onto more productive tasks. In addition, an HRIS system can provide employees with self-service access to their personal information so they can get answers to basic questions on their own. Depending on your organization's circumstances, this can take various forms and may require a higher level or more in-depth view, but the most important aspect is that the process can provide you invaluable knowledge and assist you with leveraging your investment.

BACKGROUND

Human resources operations challenge organizations with a dualistic yet interdependent set of outcomes. Organizational change that may be perceived as a threat to the status quo, while the other set of outcomes gives highly valuable potential benefits for organizational performance. This paradox rose from the requirement for U.S. businesses to improve productivity from their skilled workers in order to satisfy the demand shift from manufacturing to technological and intellectual innovations. This means that both organizational productivity gains and competitive advantage depend on high quality worker competence. In other words, increasing productivity through people is now essential. As a result, essential human resource functions have recently become even more critical to general organizational well-being.

To achieve these complex objectives, many organizations have turned to information systems technology. The emphasis on technology has been prompting the false assumption that HRIS is synonymous with computerized human resource information systems. In reality, computer technology is not required for a successful HRIS function, and many HRIS activities still defy computer automation. Nevertheless, computer based information technology serves as a tremendous tool for HRIS applications. With this major charge, information systems technology has introduced wide spread implementation of human resource information systems that more fully allow organizational members to participate in information sharing and decision-making. Indeed, past studies have shown that over 90 percent of organizations have a formalized and separate HRIS department or an equivalent. Furthermore, successful HRIS functions support such key processes as executive decision-making, employee training, technology selection, interdepartmental integration, and organizational reporting structures.

According to Senge; HRIS provides the support to introduce and to develop "systems thinking" in an organization, especially when the organization is driven by strategic vision, a mission based road map for future organizational goals. Practices such as holistic problem solving, continuous improvement, and team learning are examples of the processes that accompany these HRIS structures.

WHY HRIS IS SERVICE?

Note the actual term "HRIS system" is a bit redundant. However, it's a common name for the software and some experts even associate the "S" in HRIS with "Solution" or "Service Software" to make the phrase a bit clearer. You'll also see HRIS referred to by other names such as "HRMS" (Human Resources Management Systems) or "HCM" (Human Capital Management). Regardless what a vendor calls it; just make sure the software can handle the tasks you need it to. The employee and manager self-service application, which is one way for Human Resources to add value to an organization, we are seeing a real focus on customer service as Human Resources becomes an increasingly effective strategic business partner. The wave in the late 1990s toward packaged implementations and using the "best of breed" application software to standardize and define business processes is giving way to more custom development to meet increasingly complex business requirements and to deliver better customer service. HRIS can provide service effectiveness in four ways: Firstly, with emphasis on increased productivity from the workforce, recruitment, short term working, temporary, and less redundancies. Secondly, it deals with the increasing demands made by legislation, which related to HR practices and the increased need to produce statistics for government. The third factor was the rate of the development of computer technology. The final factor was the increased availability of HRIS at lower costs.

NEEDS OF HRIS

1. Efficiently storing each employee information and data for reference- personal data management, pay roll accounting, benefits management and planning.

2. Enabling informed decision making in day-to-day personnel issues, planning, budgeting, implementing and monitoring Human Resource function.

3. Providing data / returns to government and other public

4. Facilitating decision making in areas like promotion, transfer, nomination, settling employee's provident funds, retirement, gratuity, LTC, and earned leave compensation.

5. Cutting costs.
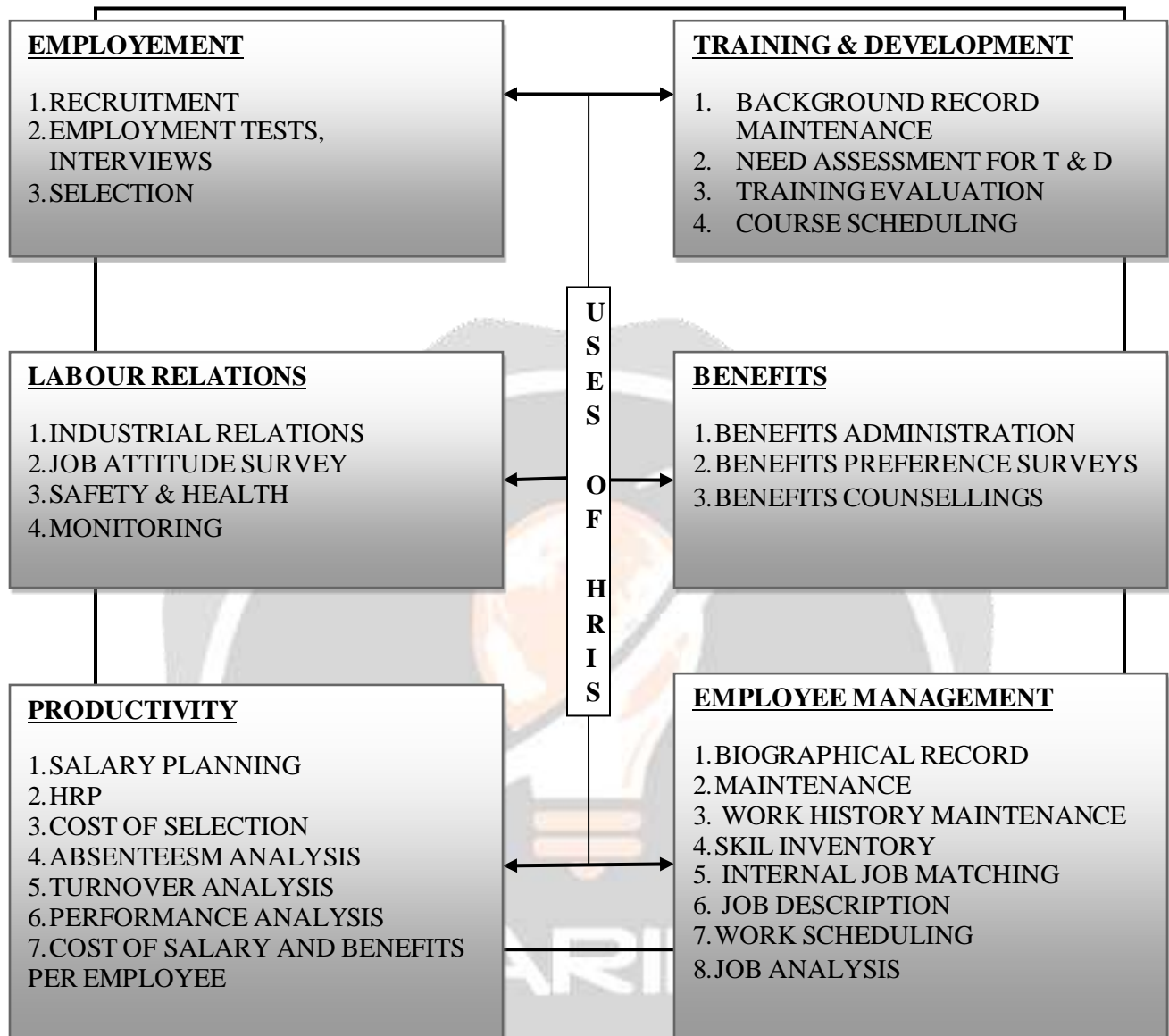
6. Improving accuracy

HRIS BENEFITS

Among the many benefits you'll find in HRIS systems:

- **Benefits management –** An HRIS system imports all employee data as well as payroll and benefits information from other systems to control all HR aspects from a single location.

- **Reporting –** Use preset reports for standard administrative documents like employee reviews, disciplinary history, and OSHA updates, or customized reports that allow you to create special fields and forms to your liking.

- **Tracking** – In addition to the previously mentioned access tracking, you can also stay on top of employee attendance and remaining vacation banks, which employees are under extended absence for family leave or jury duty, and maintain records of disputes between employees.

- **HRIS system modules** – You can focus on specific HR tasks with an HRIS system geared towards your most important responsibilities. Choose from modules that handle your core HR management, payroll services, recruitment efforts, and employee skills management, and add others as you become familiar with the functionality.

USES OF HRIS

It is important to focus on the typical and traditional roles of HR managers as well as the new emerging changes to their roles, such as HR consultancy roles, forming HR plans and strategy and integrating them to organizational level strategy. These uses are:

Table No.1 Uses of HRIS

EMPLOYEMENT

1. RECRUITMENT
2. EMPLOYMENT TESTS, INTERVIEWS
3. SELECTION

TRAINING & DEVELOPMENT

1. BACKGROUND RECORD MAINTENANCE
2. NEED ASSESSMENT FOR T & D
3. TRAINING EVALUATION
4. COURSE SCHEDULING

LABOUR RELATIONS

1. INDUSTRIAL RELATIONS
2. JOB ATTITUDE SURVEY
3. SAFETY & HEALTH
4. MONITORING

BENEFITS

1. BENEFITS ADMINISTRATION
2. BENEFITS PREFERENCE SURVEYS
3. BENEFITS COUNSELLINGS

USES OF HRIS

PRODUCTIVITY

1. SALARY PLANNING
2. HRP
3. COST OF SELECTION
4. ABSENTEESM ANALYSIS
5. TURNOVER ANALYSIS
6. PERFORMANCE ANALYSIS
7. COST OF SALARY AND BENEFITS PER EMPLOYEE

EMPLOYEE MANAGEMENT

1. BIOGRAPHICAL RECORD
2. MAINTENANCE
3. WORK HISTORY MAINTENANCE
4. SKIL INVENTORY
5. INTERNAL JOB MATCHING
6. JOB DESCRIPTION
7. WORK SCHEDULING
8. JOB ANALYSIS

SCOPE FOR HRIS SPECIALISTS

Technology has become a key part of HR as companies look at ways to function more efficiently. HRIS products help them manage one of their most important assets – their personnel. As HRIS systems have become more sophisticated, the demand for experienced professionals in this area has risen. HRIS professionals are often involved in product selection, systems customization, implementation and ongoing administration. If you are extremely detail-oriented and enjoy working with computers, this might be the job for you.

Here, samples of Salaries for the HRIS specialists in USA are given:

Table No 2- Median Salary by Years Experience – Job: Human Resources Information Systems Analyst (HRIS) (United States)

Source: http://www.payscale.com/research/US/Job=Human_Resources_Information_Systems_Analyst_(HRIS)/Salary/by_Years_Experience/0.jpg
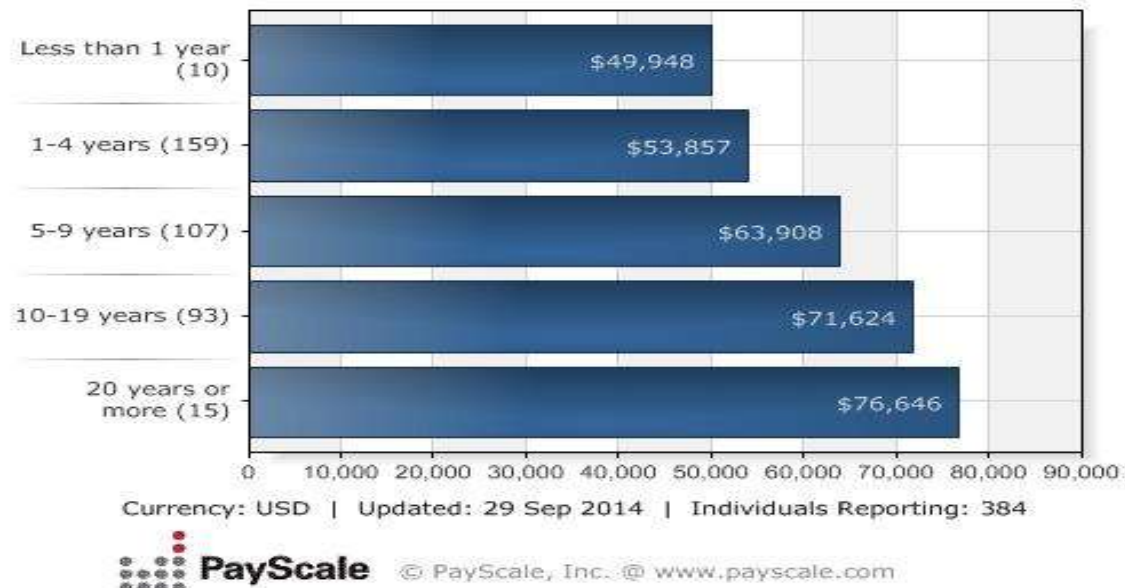
And such packages are available not only in US but all over the world and even countries like India where the economy is developing, this is due to new concepts of IT sector in HRM. The demand for such specialists in developing economies is more and the supply is less and it now became vital problem for the organizations.

RECENT TRENDS IN HRIS

Some recent trends in the HRIS literature that have been confirmed by recent work of these specialists with their clients, is a potential key to understanding the current capabilities of your HRISs and considerations for the future.

Human Resources as a Strategic Business Partner: Over the last several years there has been an increase in the HRIS literature that refers to Human Resources as a "Strategic Business Partner" rather than a monitoring and tracking organization. In the 1980s and even into the early 1990s, often times HRISs were used primarily to feed demographic data to payroll and to accomplish compliance reporting. In the 1990s and into the 00s, we have seen that Human Resources is increasingly becoming a more strategic business partner - assisting senior and mid-level managers by providing critical data on which to make business decisions. As many of us are aware, it is no longer business as usual with international workforces and e-commerce adding yet other factors that may significantly impact Human Resources' ability to provide strategic support.

International Workforces: As the corporations and workforces are becoming more multi-national, Human Resources often struggles with managing data relative to in-country nationals, other country ex-patriots reporting across organizations and national boundaries. Meeting these business requirements is taking place concurrently with HRIS applications becoming more complex from both processing and reporting perspectives.

Web Enablement: In general, there is a significant amount of news about e-commerce and web-enablement and the HRIS literature parallels it. However, there seems to be a misconception that to web-enable your HRIS, it needs to be on client / server or some other 1990s technology. You can make your 1976 - 1990s HRIS look like new technology to your customers. In addition, experts are starting to see more push

technology - pushing data out, rather than pulling it in - through the deployment of self-service applications. For example, compensation and performance appraisal data as well as standard reports are being pushed to a manager's portal.

Custom Development / Customer Service: Parallel to web-enablement of employee and manager self-service applications, which is one way for Human Resources to add value to an organization, we are seeing a real focus on customer service as Human Resources becomes an increasingly effective strategic business partner. In recent experience, this is often reflected in employee self-service applications such as online pay advice information and benefits statements as well as online benefits enrollment and modeling.

Database Integration: In the 1990s PeopleSoft HRMS was often selected as a best of breed HRIS over Oracle, SAP and J.D. Edwards and other similar packaged software. For those organizations that were early adopters of HRIS client / server technology, we see that PeopleSoft and other similar packaged applications are starting to become legacy (old) systems. There seems to be a reallocation of resources towards web development and a desire to standardize on supporting fewer applications.

BARRIERS TO HRIS

1. Lack of management commitment
2. Satisfaction with the status quo
3. No or poorly done needs analysis
4. Failure to include key people
5. Failure to keep project team intact
6. Politics / hidden agendas
7. Failure to involve / consult significant groups
8. Lack of communication
9. Bad timing (time of year and duration)

HRIS SOFTWARES

1. **Abra Suite:** for human resources and payroll management
2. **ABS (Atlas Business Solutions):** General Information, Wages information, emergency information, Reminders, Evaluators, Notes customer information, Documents and photos, Separation information.
3. **CORT: HRMS:** applicant tracking, Attendance tracking and calendars, Wage information, Skills tracking, Reports-to information, Status tracking, Job history tracking etc.
4. **HRSOFT:** Identify and track senior managers, Assess management skills and talents, Generate a wide range of reports, resumes, employee profiles, replacement tables and succession analysis reports, career development, align succession plans etc.
5. **ORACLE- HRMS**: Oracle E-Recruitment, Oracle Self-Service Human Resources, Payroll, HR Intelligence, Oracle Learning Management, Oracle Time and Labor
6. **PEOPLESOFT**: Enterprise e-Recruit, Enterprise Resume Processing, Enterprise Services Procurement, Workforce Planning, Warehouse
7. **SAP HR**: Human Capital Management (HCM) for Business, All-in-One: Rapid HR,
8. **SPECTRUM HR**: i-Vantage® and HRVantage®. I-Vantage is a Web-based HRIS product designed for organizations with up to 10,000 employees.
9. **Human Resource Microsystems**: sophisticated data collection and reporting, flexible spending accounts, compensation, employment history, time off, EEO, qualifications, Applicant/Requisition Tracking, Position Control/Succession Planning, Training Administration, Organization Charts, HRIS-Pro Net (employee/managerial self-service), HR Automation (e-Notification and e-Scheduler), and Performance Pro (performance management).

CONCLUSION

As paper illustrates HRIS is an essential & beneficial factor in a competent, learning organization of any size. However, it is often misunderstood and misapplied because of incomplete conceptualizations that do not focus on strategic vision as the central force. In reality, an HRIS that is driven

by strategic vision is an open system, where information technology facilitates communication freely between integrated features. Such information sharing is crucial to learning organizations that view employees as their main competitive advantage. The use of HRIS is leading to many changes in the workings of HR managers, such learning new technical skills and focus on the flow of HR information in their departments and organizations. And with all these aspects HRIS provides many useful concepts to HRM which can give service to all the factors of an organization and due to this now HRIS itself works as a service for organizations.

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