

**A STUDY OF HUMAN RESOURCE INFORMATION SYSTEM
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ABSTRACT

This doctorate project represents an original attempt to investigate the Indian environment with regard to the development, function, advantages, application, problems, and potential of HRIS at India Inc. Strategic human resource management (SHRM) and HRIS, the importance and advantages of HRIS, the HRIS model and design, the application of HRIS for various HR functions, adoption and implementation of HRIS, and facilitating and inhibiting factors for the level of usage of HRIS have all been examined in this study. Tools that support the aforementioned goal in businesses are crucial for efficient and successful HR operations and management. The bulk of research on the development, advantages, application, functionality, and strategic significance of HRIS in organizations has been conducted outside of India, yet there has been a dearth of (insufficient, really) study done there.

KEYWORDS: Human Resource Information System, Companies, Indian environment, HRIS model

INTRODUCTION

The companies' operating environments have been altered by the globalization age. In managing their operations, goods, procedures, and most crucial asset, human resources, organizations have gotten more complicated. The ability to be human and manage humanely, rather than technology, is the 21st century's HR challenge for management professionals in general and HR professionals in particular. Without this ability, no IT tool will leverage any management practice in the long run (Drucker, Dyson, Handy, Saffo, & Senge, 1997). The workforce of today is made up of people from a variety of nations, cultures, ethnic groups, and political systems. When dealing with this unique blend and history of individuals, leaders and managers in these businesses have enormous hurdles. The conventional HR

management techniques and procedures are wholly insufficient in light of the trend and this typical background (Beckers & Bsat, 2002). On the other hand, managers and HR stakeholders in general have benefited greatly from the rapidly evolving technical landscape of business and from the use of technology at work. This modification specifically aids in the more careful execution of human resource activities while also using organizational capabilities more generally. The internal capacities of the company have significantly expanded as a result of this shift (Tansley & Watson, 2000).

When predicting this development, Hyde & Shafritz (1977) said that HRIS will be essential to the future of HRM. The HR processes get more complicated as the organization's workforce increases, which leads to an increase in HR data. HR data



management and HR management are complimentary tasks. Consequently, a complete system is needed to manage an employee's whole life cycle inside an organization (Sanctis, 1986). There is a critical requirement for human factor that can effectively manage and provide HR operations while also integrating HR processes and policies into the system to manage HR data and serve HR demands. The way for addressing HR as a strategic business partner in an organization has been established by rapid changes at the operational level and a dynamic business environment. Henson (1996) said that while technology by itself cannot operate human resource management procedures, HRIS is a major assist in decision-making. Tools that support the execution of seamless HR operations in organizations are crucial for efficient and successful HR operations and management.

Wilcox (1997) asserts that HR professionals always seek the ideal balance between technology and information in order to lead and propel the development of the firm. Snell, Stueber, and Lepak (2002) said that information technology in HR management may simultaneously satisfy both opportunities by being cost-effective, adaptable, and customer-centric. This assertion serves to support their argument. They also discussed how information technology has the ability to improve production, decrease administrative costs, shorten turnaround times for products and services, advance decision-making, and have a significant, simultaneous impact on customer service. The rapid advancement of ICT (Information and Communication Technologies) during the last two and a half decades has been spectacular,

according to Strohmeier (2007). He asserts that the development and widespread use of Electronic Human Resource Management (e-HRM), which has enhanced the recruiting process overall, is one example of ICT's charm. According to recruiting agencies' surveys, e-HRM has significantly increased the number of applications and the firms that are attracting those applicants. Internet access and personal computers are becoming essential tools for HR workers as a result of one of the many HR practices that are rapidly evolving (Kovach & Cathcart, 1999). Through their empirical research, surveys, and other academic studies, consulting firms like Cedar (2009) have verified the validity of these advancements.

EVOLUTION OF HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

Human resource management decisions are dependent on HR data, which may be obtained via an organized process called a human resource information system (HRIS). The functionality and use of human resource information systems (HRIS) have changed significantly since they were initially implemented at General Electric in the 1950s. To get to the HRIS systems that are in use today, HRIS began as a simple procedure to transform manual information keeping methods into computerized ones. Professionals in human resources started to see the potential for new computer applications. It was intended to combine many of the many human resource activities. The third generation of computerized HRIS, which is feature-rich, broad-based, and self-contained, is the end product. A study done in 1998 indicated that 60% of Fortune 500



businesses utilize the HRIS to meet their everyday transactional human resource management (HRM) requirements, according to one of the largest studies on the usage of HRIS by enterprises, Ball (2001).

Since the 1960s, Cascio (2005) has shown how the rise in popularity of HRIS has coincided with the evolution of HR management away from people management. The trip HR took from the attendance register to the balance sheet as a strategic partner for enterprises heralds the beginning of a new era in the

management of human resources. The table below (see Table 1) shows the transition from transactional HR to transformational and strategic HR.

The extensive outsourcing of nearly all transactional HR tasks, such as hiring, payroll, benefits administration, learning and development, and HR shared services, on the one hand, and the extensive transfer of many HR tasks (leaves, salary and benefits information, retirements, career growth, etc.), which were previously handled by the HR team to internal contractors, on the other.

Table 1 Stages of the HRM View

Stages of the development of HRM	Time Period	Relevant tasks	Role	Focus of restructuring within the stage
HR Partial/File Administration (“File Maint.”)	Until mid of 1960s	Fulfilment of Mgt. Info. needs	Personnel Office	Focus on restructuring of HR database
HR Full-Administration “Government accountability”	From mid of 1960s until mid of 1980s	Compliance with legal & tax rules, fulfilment of admin. & legal tasks	Personnel Admin.	Focus on optimal legal handling of a full range of admin. tasks, development of HR dept. structure
HR Professionalization (Organizational accountability)	In the 1980s & 1990s	Accountability for success (in single business units), effective use of HR tools (hiring, development, etc.) for business success	Personnel Management	Focus on increasing professionalization of the HR dept., develop. of services and tools, optimising the cooperation with other HR partners



HR Strategic Integration (“Strategic Business Partner”)	From the late 1990s, ongoing development	Demand for added value to the business. Contributions with strategic impact, participative	Business Partner and role sets	Focus on outsourcing, enabling of line managers to do HRM, inclusion of new fields (e.g. knowledge
		developed organization strategy (strategic partnership)		mgt., cultural development, creation of a new model of cooperation between HR partners)

(Source: Cascio, 2005)

The socio-technical perspective of HRIS is the primary distinction between the modern HR strategy and that of the 1990s. According to Cascio's socio-technical viewpoint from 2005, the presence of internal human potential will rely on the HR team's track record of generating value for the company when transactional activities are omitted. In order to do this, a number of critical talents will become crucial. The following will be among these abilities:

- Understanding of organizations business model
- Working Basic business literacy
- Functional areas within HR
- Sound communications skills to listen other
- Strategic business partner skills

HRM Functions,

The evolution of business and its environment made way for the development of HRIS. While elaborating on this scenario, Lengnick-Hall and Moritz

(2003) noted how the widespread adoption of personal computers has led to their use in every part of the workplace. This resulted in HR tasks being handled through the internet by managers and staff using various pieces of gear and software. From this point forward, HRIS needed a framework that was strongly supported by individual computers. Such ICT-driven setups need staff and management with enough computer literacy to fully realize their potential. People began acquiring knowledge in order to consolidate HR and other operational sectors. Technology-savvy workers gained portability and efficiency with the advent of the Internet and related services, which linked personal computers. Physical barriers slowed down services and interactions for functional HR operations, but they were removed with the assistance of increased connectivity of people with machines and data relevant to human resources. The enterprise resource planning (ERP) platform followed, with its many apps that brought together previously unconnected company activities. Separate ERP software was



developed for many different aspects of running a company, including accounting, manufacturing, advertising, information technology, logistics, customer relationship management, and customer service. Human resource professionals have begun to take advantage of this whole ICT ecosystem by exploring bespoke HR software solutions. These solutions have propelled the field of human resource management into the next orbit by allowing managers to make decisions about their employees with the use of computers and HRIS systems rather than paper documents and filing cabinets.

Since HRIS was originally put into use in the 1960s, there have been three distinct iterations. The first kind, including the dissemination of knowledge, was the simplest and most rapid. The same process eventually became fully automated using HRIS technology. And last, the sophisticated HRIS variants responsible for the modern HR infrastructure in companies. The following may be seen if we attempt to peer into these various HRIS implementations:

The first kind, information publication and sharing, necessitated greater conversation between HR stakeholders and the organization's staff and upper management. The most common method of this kind of communication was the use of intranets. Policies, processes, rules, and regulations; employee benefits; services directory; current and upcoming events; legal and administrative information; etc. were all part of the material that was published and shared. By switching to a web-based HRIS system, we were able to do away with the need to print and distribute costly reports. Managers and workers who use HRIS began having

access to the most recent data at the touch of a mouse, provided they had a computer and an internet connection. Even though there were challenges in creating online solutions, data quantity and quality, and concerns like regulated information distribution, the best HRIS solutions to the aforementioned HR information needs brought observable advantages.

A second, more advanced kind of HRIS is designed to streamline the HR department as a whole by automating processes and combining HR departments from other departments. Different functional requirements are met by a combination of intranet, internet, and cloud-based apps. In this case, electronic inputs aid in the move from manual to paperless HR procedures. Human resources data, including personnel records, information updates, and transactional requirements, are all conveniently accessible. Examples of data that both HR and non-HR users (line managers, non-HR employees) have access to include: paid time off taken and available, employee benefits details, personal information, work-related information, and rosters. It's now possible to do tasks that would have previously required considerable time, paperwork traveling through many interested persons, and layers upon levels of numerous approvals, all with the touch of a mouse. Organizational workflow regulations may be maintained with the help of this sort of workflow, since the whole workflow cycle can be completed with integrated checks. In addition, application programs that link databases of functional processes like finance, accounting, manufacturing, sales, purchasing, etc. into relevant HR verticals speed up activities that rely on each other.

HRIS IN INDIA



While the history of HRIS may be traced back to the 1950s at General Electric, its widespread implementation in India began with the country's 1991 period of economic liberalization. Large companies from the United States, including IBM, SAP, PeopleSoft, JD Edwards, and many others, invested in India as the economy encouraged market- and service-oriented investments from foreign players. This led to widespread adoption of these companies' Enterprise Resource Planning (ERP) software solutions across Indian organizations. CEAT India (1978), TATAs (1983), NALCO (1996, 1998), NIIT (1998), LIC (1998), Piramal Healthcare (1999), and Webduniya (2005) were among the first to use computer-based HRIS. The advent and widespread adoption of basic computer-based HRIS utilizing simple application programmes by vendors belies the fact that some firms opted for fully customized HRIS softwares according to their demands. These pioneers, however, were using just the most fundamental and conventional HR practices, such as the onboarding of new workers, payroll processing, leave management, time and attendance tracking, and employee administration and upkeep services. Due to the immaturity of the internet at the time of its arrival in India, full-fledged human resources departments had not yet been established. Only after 2005, when internet use accelerated across all tiers of company, did ICT make it simple for both established and newer businesses to implement HRIS with little disruption to existing operations and infrastructure. Popular technological platforms in the areas of operating systems, database management systems, and application interfaces are needed for

HRIS implementation and usage. Windows, Linux, Ubuntu, and Solaris all rank highly as operating systems, while SQL and Microsoft SQL Server are the most common database management system languages. When it comes to Application Interface (AI), the top three platforms are .NET, PHP, and JAVA. Human resource information systems often rely on RDBMS and are built using languages like SQL, Oracle, Java, and even MS Access.

During the early 21st century, various IT and ITES firms emerged to meet the needs of businesses seeking to use HRIS for managing their human resources. These firms provided both bespoke and off-the-shelf software solutions. There has been a proliferation of smaller enterprises bringing fierce competition to the industry giants like SAP, PeopleSoft, JD Edwards, SumHR, IBM, etc.

According to research conducted by Saharan and Jafri (2012), HRIS in India is still in its formative stages. It is still more often used for transactional HRM than for HR transformation by HR experts. In their report, they found that HRIS is used for Payroll Services by 67.2%, Compensation and Benefits by 67.2%, Performance Appraisal by 62.5%, Job Analysis and Design by 62.5%, and Corporate Communication by 48.2%. In addition, Kundu and Kadian's (2012) seminal work establishes that the route for SHRM spectrum is rapidly being paved by enhanced technological connection for strategic HRM. India businesses are on the hunt for "advanced" human resource management systems. However, they stressed and discovered that HRIS is still widely used for Employee Record and Payroll in India, particularly by Indian and



international firms in the industrial and service sectors. They justify this situation by noting that these roles have existed in HRM in India from the very beginning. According to Misra et al. (2018), who conducted a research on Blue Dart's adoption of HRIS, the company has shifted from a focus on tactical HR management to one more focused on strategic HR management thanks to the implementation of an e-HRM platform. Hotels (mainly five stars) who have been early to implement HRIS have left its counterpart well behind in the HR sector, according to a research by Zaki and Zaid (2018) comparing the use of HRIS at five and three star hotels in Malaysia. Human resource administration is considerably simpler now than in the past. As shown by Suharti and Sulisty (2018), HR process efficiency is of paramount importance to businesses. A lack of automation in HRIS causes inefficiencies in many HR procedures and service delivery.

CONCLUSION

The majority of an organization's HRIS and HR software is used by its younger, more tech-savvy, and better-connected HR staff. The number of employees at an Indian company has a significant impact on whether or not an HRIS is used, and to what extent it is used. Organizational obstacles that impede HRIS adoption include, but are not limited to: small company; high investment in HRIS and lack of funds; lack of top management support; and lack of HRIS competent HR personnel. Characteristics, Need of HRIS, Benefits, Constraints, Cost Savings, and Implementation are the Dominant Factors that Decide on the Adoption and Use of HRIS in Indian Organizations. There are two levels of difficulty associated with

human resource information systems (HRIS) in Indian businesses: adoption and operations, and strategy. Most of the Indian companies questioned were not taking full use of the many HR analytics options available to them, including those relating to HR expertise, HRIS investment, top-level management support, and a functional integration platform. Academics and businesses alike may benefit from thorough study and hard labor. This dissertation has also attempted to present a road map to the goals of the human resources industry by offering suggestions on how to make the most efficient and effective use of HRIS inside a business.

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