CHAPTER 2 – LITERATURE REVIEW

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2.1 CHAPTER INTRODUCTION

Review of Literature is an essential preliminary task in order to acquaint yourself with the available body of knowledge in your area of interest. Literature review is integral part of entire research process and makes valuable contribution to every operational step. This chapter draws out conceptual framework and theoretical backdrop of HRIS effectiveness, based on the foundation of existing body of knowledge on the subject. Empirical studies indicate that employee exhibition of greater adoption of technology is a desirable stipulation for employees as well as for the organization they work for.

The chapter goes on to analyze the existing research work on the research subject in order to identify gaps, in order to build the necessity of researcher's effort for a micro analysis of issues and challenges revolving around the research subject for large scale companies.

All this makes reviewing literature to be time-consuming, daunting and frustrating, but also rewarding. Its functions are -

- Bring clarity and focus to research problem
- Improve research methodology
- Broaden researcher knowledge
- Contextualize research findings

Procedure for reviewing the literature includes the actions enumerated in the following figure and the outcomes of the researcher effort in this direction are discussed in the subsequent sections.

## Figure2.1 – Literature Review

2.2 CONCEPTS AND DEFINITIONS

Information technology and systems has revolutionized the way businesses function and operate and has attracted interest of many researchers to investigate the resultant impact and outcomes. An information system is a unified set of techniques and methods to deliver information support for business decisions. Information comprises of relevant facts that have been treated so that they are of utility. It adds value to the representation of ideas to existing business processes. It revises, upgrades, and ratifies information databases. It provides for the accumulation by gathering, processing by deleting extraneous information, deciding among divergent information and putting the information in a logical arrangement that promotes its understanding. Finally, the information is stored in a readily accessible configuration. Contemporary organizations depend on computer-assisted information systems in all functional domains.

HRIS is also an information technology oriented system, which is engaged by many organizations to carry out their internal processes by allocating substantial resources. In order to carry out an extensive research exercise on the subject the researcher first conducted an in-depth analysis of concepts and definitions that are embraced within the notion of HRIS. This supported the researcher in laying down a clear and concise research plan. The researcher uses a framework for HRIS concepts and definitions that are presented in the following figure and discussed in detail subsequently in this section.

Figure2.2 – Framework for HRIS Concepts
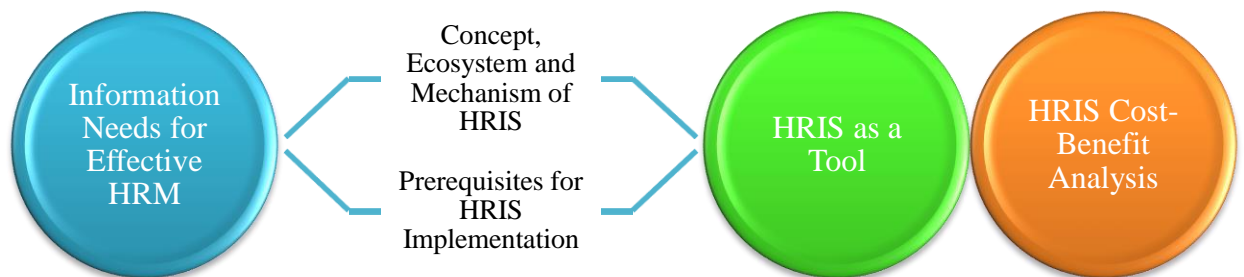
2.3 INFORMATION NEEDS FOR EFFECTIVE HRM

Human resources metrics, or tracking workforce data, is central to effective HRM. Several data is mandated to be maintained according to the law of the land, while other data is helpful to delivering efficient services to employees and determining HR staffers' abilities to meet the needs of the workforce. These days, human resources departments are collecting and storing vast amounts of employee-related data on account of legal obligations as well as a strategic input to business decisions. From turnover rates and workforce characteristics to payroll and employment history, HR database is rich with a plethora of employee relevant information. Such information plays a strategic role in identifying existing skill deficits, hiring new talent, and measure performance. The HR department collects data such as -

- Hiring statistics such as acceptance rate, hiring rate, hiring projections

- Attrition and turnover data

- Compensation and benefits philosophy and practice

- Exit interview summaries

- Employee complaints on such issues as discrimination, harassment, safety, etc.

- Promotion and career development practices and trends

- Training and development data and strategy

- Succession planning

- Safety and health policy, checks, and data

- Human Resources budget and expenditures

This effort, however, is also associated with a set of challenges. The most crucial of them include compliance with relevant laws, data security and upholding of individual privacy.

2.4 CONCEPT, ECOSYSTEM, AND MECHANISM OF HRIS

HRIS is the kind of tool which not only collects, maintains, analyses and reports the information on jobs and people. It is kind of system which also integrates all the data, which otherwise would remain scattered and fragmented way at isolated places in the large system. It ensures the relevant data is converted into meaningful conclusion or information and makes available to the stakeholders, who needs at the time of decision making.

HRIS technology enables the HR manager to simplify and automate the tasks required and helps in reducing the administration and record keeping. It also serves the management with HR related information as per their requirement. This synchronization of data can be used at macro as well as micro level, which means its scope can be enlarged even at national or narrowed down to Business level.

HRIS is the system which gives more attention towards manpower planning and statically information on overall population, economy and technology. The information can be sources out from various national and international agencies like Publication of planning commission, Labor ministry, national sample survey organization, National Labor Institute, world economic forum, International labor organization.

The requirement of information at Micro level includes various modules on HR practices, which includes Individual data of employees, skill assessment and training requirements, performance appraisal and rewards and punishment system, grievance handling system etc. This information will facilitate the organization in developing suitable HR policies, actions and employee behaviors, so as to bridge the gap between expectations Stakeholders and its resolution through effective HR system.

This system acts as a repository for storage important data and its retrieval as when required in varied reporting formats for different stake holders in real time. The effective use of data is possible only when unstructured data will convert in to meaningful formats for taking relevant decision at various positions of the organization. This is going to be key challenge for HR department in identifying the needs information required at various levels of management and its ability to deliver the desired information in meaningful form to the stakeholders as and when it is required. This will determine the effective us HRIS system for efficient delivery of strategic services. It will most challenging while implementing HRIS system in the organization.

At present there are several isolated system such as personal data base, payroll system and other HR benefit systems. HRIS is the tools which all isolated system in one integrated system. Organizations now are in need of such as system which serves all their needs in to one single window platform, HRIS is most preferred tool as well as system to address the issues. Organization has to recognize that HRIS is the system, which will challenge the currently used operating structures and HR related process. HRIS helps in making radical changes in present environment and integrates the same into cluster of related system under one umbrella.

The centralized data sore with HRIS requires integrated work processes for managing that store consistently. The centralized data storage and Integrated work process put together augments the entire system in such a way that no manger can expect it. HRIS is a composite of databases, computer applications along with hardware and software system which collects, record, store, manage, deliver and retrieve the data in real time by various stakeholders wherever and whenever required.

This has been exhibited in the following figure.

Figure2.3 – HRIS Ecosystem

Systems   Computer Applications   Databases
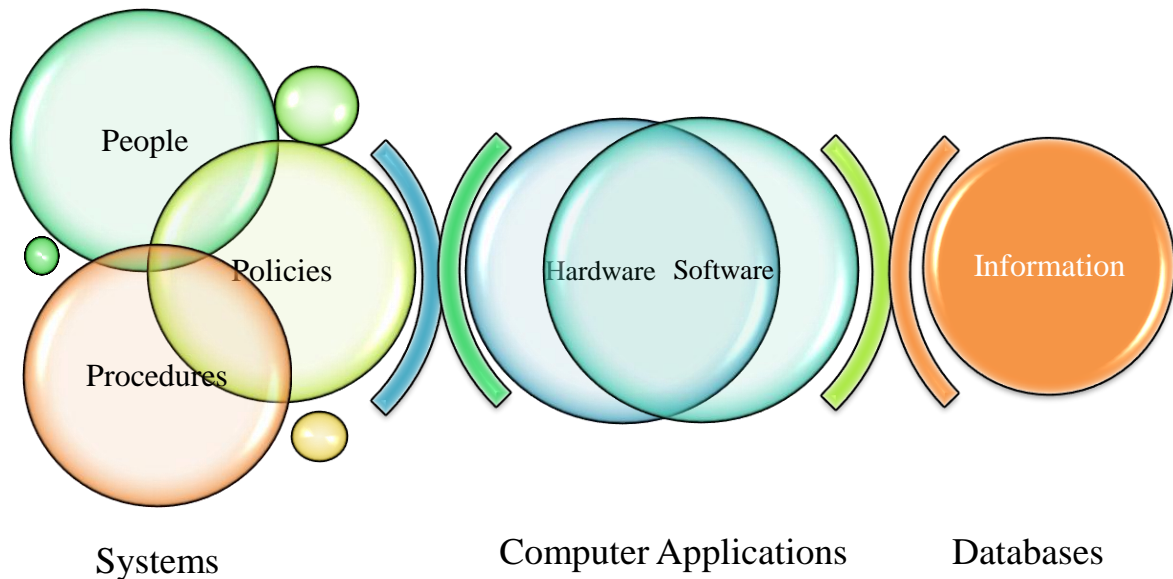
The system integrates the people, policies and procedures for managing HR function. The computer technology is not the key for successfully managing information related to Human resources but it enables and acts as powerful tool for managing the information and making it easier to obtain, disseminate the same for formulating HR policies and practices. The HRIS system allows assimilating and integrates all HR policies and procedures with an organizations computer hardware and software application.

As all economies and organizations are becoming more knowledge driven, thereby stepping forward with more qualified and educated human resources. It is universally recognized that better informed employee is more involved, connected and productive for the efficient organization. Hence MIS and HRIS have emerged as crucial factor in managing employee performance. Now a days, Companies are ensuring that system is developed so as to capture, analyze and report numerous human resource aspects, which

are critical for improving effectiveness of the employees and in turn the overall organization.

HRIS is most effective tool to achieve the numerous HR objectives. It is well known fact everywhere that human resources management and perception of equity and justice are extremely important for enhancing the credibility and satisfaction of employee and his superior. HRIS ensures HR policy identification and its implementation at various locations by different people at different point of time, so as maintain the Uniformity at all places.

In order to achieve this HRIS follows a systematic mechanism. This has been presented as a work flow in the following figure.

Figure2.4 – HRIS Mechanism
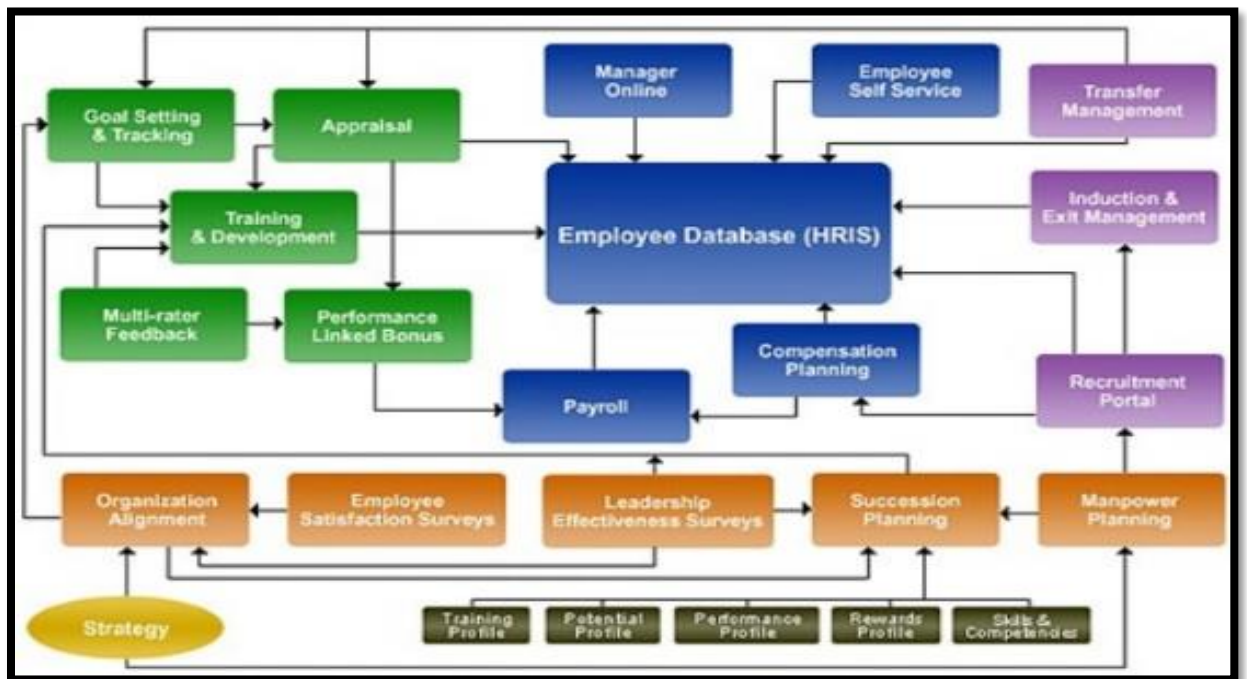
HRIS achieves following objectives:

- Creating and Recordkeeping of Human resource
- Monitors legal compliance.

- Human resource forecasting

- Information tool to HR managers for managing HR talent.

- To synchronize HR plans with Strategic plan of Organization.

- Assisting HR managers in effective and informed decision making.

2.5 PRE-REQUISITES FOR HRIS IMPLEMENTATION

In order to design and implement an effective HRIS, comprehensive inputs need to be gathered about such issues as Availability of information, Information end-use, Output form of information, Information Accessibility, Users of Information, and Time and frequency relevance of information use.

Figure2.5 – Pre-requisites for HRIS Implementation

Availability of Information	
Information End-use	Users of Information
Output Form of Information	Information Accessibility	Time and Frequency Relevance of Information Use
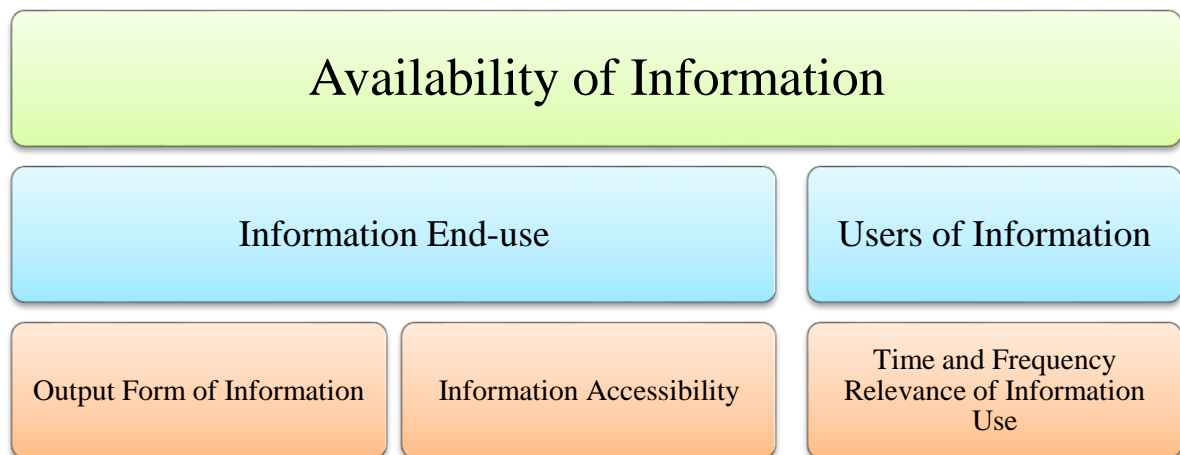
Clarity on these issues will help in the effective implementation of HRIS as well as the choice of both the hardware and the software.

The first and the most crucial aspect that has to be well documented is what kind of information is available in the organization and what needs to be collected in order to fulfill system objectives. All information systems are data oriented and smooth process flow requires information inputs at various stages. In order to implement HRIS in general, and choose specific features in a HRIS the organization has to do a status check on the available information and that which need to be collected.

Another crucial issue is to what use the information will be put. This is basically identification of information needs of the organization. Every business firm has a unique personality with information and decision hierarchy and networks. Given this character the management decides the information inputs needed to for strategic outlook. All of this decides the information needs which can then form the basis of HRIS and its implementation.

Information is needed at various points in the organization, by various people, who in turn have to perform various functions. HRIS has to comprehensively incorporate information for all such users. These users have to be trained into obtaining and using information output by the system.

Further, these users may need information in various forms. Information available in customized reports supports in quick and timely decision-making. Effective implementation of HRIS mandates the publication of tailored output of information from data inputs. Output form of information, this is why, becomes an important pre-requisite for HRIS implementation.

Information can be routine or strategic. The more strategic the information the more limited is its accessibility. Besides, there may be some information which may have limited accessibility on account of privacy issues. HRIS implementation necessitates the boundaries of information accessibility are clearly laid down. What information is accessible at which decision point, with which user is required to be pre-defined for HRIS implementation.

Finally, the frequency of information access and timely report generation also decides effectiveness of HRIS implementation. In a competitive market space while accuracy of information is important, speed and pace of decision-making is also crucial. Effective systems including HRIS feed information which ensures this, giving competitive edge to business.

These pre-requisites then are incorporated to design HRIS workflow as presented in the following figure.

Figure2.6 – HRIS Work Flow
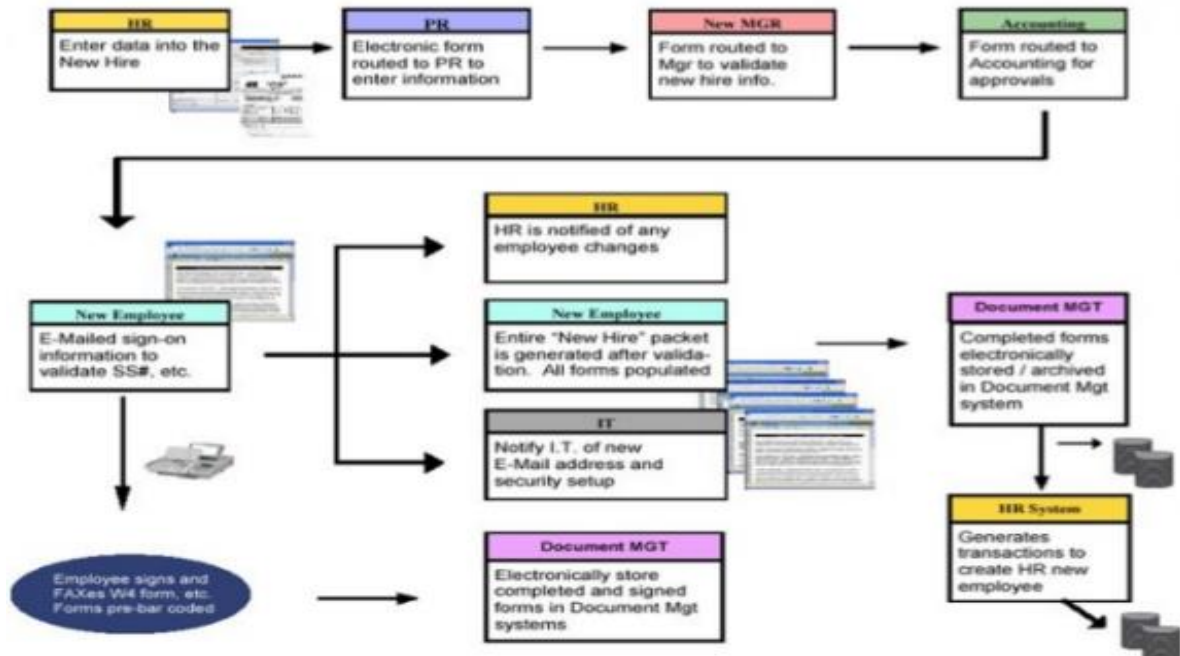
2.6 HRIS AS A TOOL

HR data are wide in their variety, and include job history (transfers, promotions, etc.) current and historical pay details, inventories of skills and competencies, education and training records, performance assessment details, absence, lateness, accident, medical and disciplinary records, warning and suspensions, holiday entitlements, pensions data and termination records. An HRIS normally provides an electronic database for the storage and retrieval of this data which is, at least potentially, available to anyone who may want to access it. The important issue however, is how this IT system is actually used in carrying out the HR tasks and for what purpose.

HR data has several types and forms, which can be listed out as Job history (transfers, promotion etc.), current and historical pay details, number of employees with the required skills and competencies, performance appraisal details, absentee report, entry and exit work time, accident , medical records, warning suspension, holiday entitlement,

pension data and termination record if any. An HRIS is the electronic data base for storing the information and retrieving the same as and when required by the people concerned. The crucial issue is how IT system is tailored in carrying out HR tasks for the purposeful outcome.

There is a radical difference between "automating" and "informating", which is distinguished by Zuboff in his research article written in 1988. HRIS is not just the automation but it serves broader purpose than just automation for HR executives in carrying out their functions more effectively and efficiently. Consider the following figure.

<u>**Figure2.7 – HRIS as a Tool**</u>

Automating

Informating

Amplifying
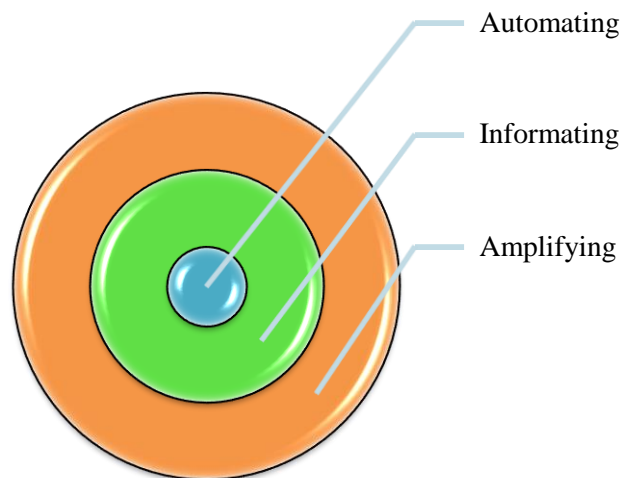
HRIS is a tool to enable the organization to improve the efficiency and reduce the cost HR practices. It helps in improving the speed of communication and effective decisions of manger with accurate and timely information. It improves the service delivery, improved quality and consistency of information.

HRIS is the kind of system where employee activity and level of productivity becomes more transparent to other people, which help in reductions of time and energy required for supervision.

HRIS is the system, which can empower the employee rather than using it as tool for stricter control. It enables to integrate the large individual data in to collective information for tracking the trends and patterns. This can be shared across the geographical boundaries and departments.

HRIS can be used as an "informating" tool, which reduces the manpower time required for physical retrieving of data with machine stored data for real time decision making.

In conventional old system organization data base is restricted to HR specialist who uses it for monitoring and controlling the employees. By using "informating" strategy employees are given access of vital data base, which enables and empowers them in taking prompt and accurate decisions based on their assessment of given situation.

These details processes have been laid down in the following figure.

Figure2.8 – HRIS as a Tool based on SAMR Model by Dr. Ruben Puentedura
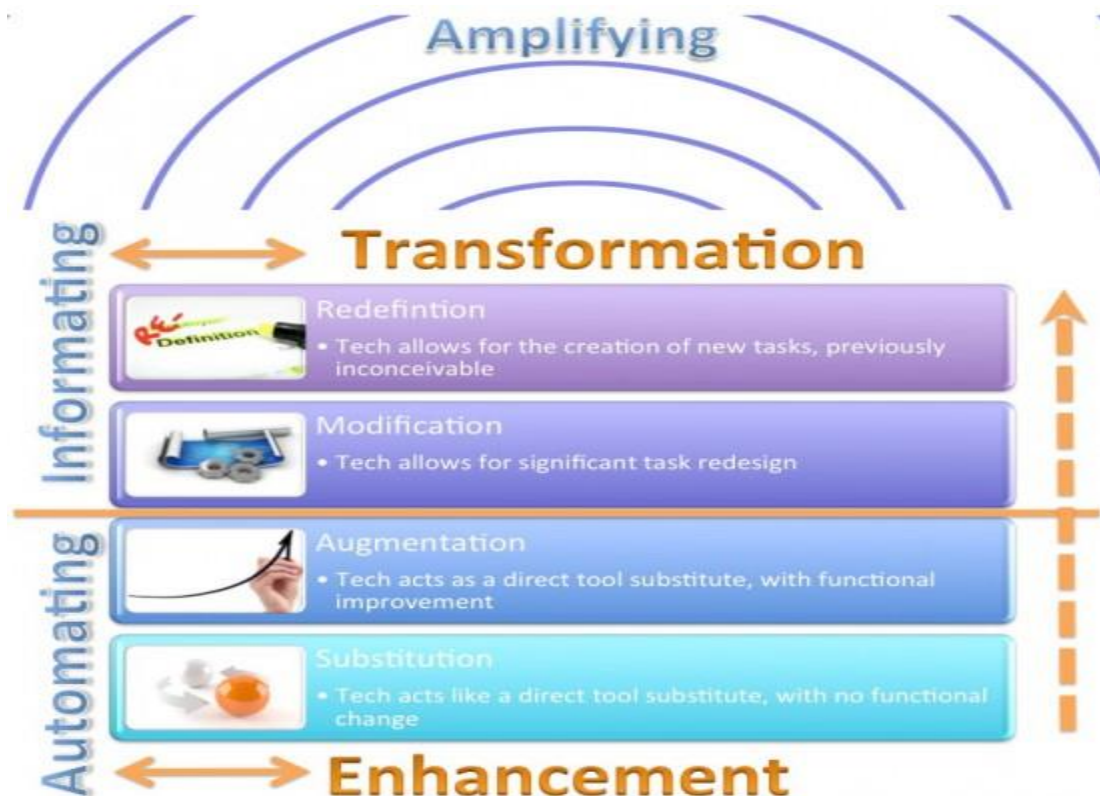
For stimulating the culture of empowerment and for efficient and effective introduction and maintenance of HRIS system, there is serious need to look into hardware, software and changed management systems and process within and outside the organization. It requires several compatible information and communication technologies. The scope of HRIS has to be redesigned in such a way that conventional HR boundaries should be dismantled by extending access beyond HR department to all other debarments within organization and beyond organizational boundaries to outside agencies from where HR activities have been outsourced.

2.7 HRIS COST BENEFIT ANALYSIS

The basic reason of HRIS implementation and it usage is to reduce the cost and improve the productivity of HR solution. It helps in avoiding duplicate software, hardware, operations and labor resources related in improving the efficiency to face the intense competitive environment. HRIS is modern tool which empowers the individual business firm to significantly improve the online HR service to the stakeholders and improve the holistic saving of resources.

- Reduction in obsolete system and operations.
- Replacing isolated data system by synchronizing all interdependent data in to integrated system.
- Creating an interlink age between all interrelated and interdependent HR services.
- Improving HR delivery system more measurable and accountable.

A framework for cost-benefit analysis has been laid down in the following table which enumerates the expected benefits that can be compared with direct and indirect costs associated with an HRIS implementation.

Table2.1 – HRIS Associated Benefits

Objective	Description	Measurable Outcome
Improved Management	Improve the organization wide strategic management of human capital	- Faster decision making - More informed policy making - More effective workforce management - Improved resource alignment with agency missions
Operational Efficiencies	Achieve or increase operational efficiencies in the acquisition, development, implementation and operation of human resources management systems	- Improved servicing ratio/response times - Reduced cycle times - Improved automated reporting
Cost Savings and Cost Avoidance	Achieve or increase cost savings and cost avoidance from HR solution activities	Reduced duplicative software/ hardware/operations/labor resources Increased competitive environment
Improved Customer Service	Improve customer services in order to create an overall improved customer experience with the marketer's product offer	- Increased accessibility to client and value - Improved communication and responsiveness - Enhanced quality - Enhanced timeliness - Enhanced accuracy - Enhanced consistency

This section of the compendium has covered concepts and definitions associated with HRIS comprehensively. In the section the researcher presents the existing body of work

on the subject. The underlying idea is to critically assess the existing research work in order to identify gaps. This was further aimed at rationalizing the need for a comprehensive research work on the central problem for this research work.

2.8 PREVIOUS STUDIES IN HRIS

HRIS research has been found to encompass many facets including the technology aspects of employee psychology, work, organization, employee, job, behavioral and role impact. The consistencies between these HRIS contributions are such that regardless of the domain the dimensions of implementation can be joined together. This section evaluates various research models that have been developed over the years to assess and evaluate HRIS and its impact within organizational and work settings. Various models of research have been assessed in order to understand the relevance of the concept in contemporary business settings.

HRIS in Planning the Human Resources:

According to Dr. Shikha N. Khera & Ms Karishma Gulati the role of HRIS in HR planning is quite evident. The HRIS helps in increasing the pace of the HR process and also can help in strategic functions of HR manager like training and development, succession planning moreover in recruitment and selection for applicant's tracking. This research was based on empirical data of 127 respondents from major IT companies in the market. The information system can easily track the unoccupied and occupied positions in an organization in an efficient way by providing accurate information of incumbents.

Importance of HRIS:

With the increasing effect of globalization and technology, organizations have started to use information systems in various functions and departments in the last decades. Human resources management is one of the departments that mostly use management information systems.

According to **YaseminBal, SerdarBozkurt & EsinErtemsir** in their survey to assess the effectiveness and use of HRIS in organizations by knowing HRIS perception and HRIS

satisfaction questionnaires have been applied to HR employees and found that HRIS helps in the following process:

1. identifying potential employees, maintaining complete records on existing employees
2. creating programs to develop employees' talents' and skills
3. helping senior management to identify the manpower requirements in order to meet the organization's long term business plans and strategic goals
4. helping middle management uses human resources systems to monitor and analyze the recruitment, allocation and compensation of employees
5. helping operational management uses HR systems to track the recruitment and placement of the employees
6. also in workforce planning, staffing, compensation programs, salary forecasts, pay budgets and labour/employee relations

In a cross sectional study carried out by Shammy Shiri to identify the importance and effectiveness of HRIS in a knowledge-based economy. Data was collected from manufacturing, service and IT sectors and have included top management, managers, and executive of HR in the survey. It was found that direct significance verifies completeness of the HR function and also provides HR professionals with opportunities to enhance their contribution to the strategic direction of the firm. Shammy Shiri is of the view that, HRM (human resource management) is especially important in a knowledge-based economy, where ideas and expertise are greatly valued, and a creative and innovative workforce is necessary to meet the challenges of this new economy. It is imperative and complex process to use human capital in efficient and effective way and managing it.

So it is evident that business organizations are gathering, storing, and analyzing information regarding their employees and we find a growth in the use of HRIS software. Business managers along with IT and IS have recognized the use of HRIS for smooth functioning of HRM functions.

Role of HRIS in SHRM

A study tried to find out if there is any significant difference in the usage of HRIS between Small/Medium (SME) size and large size companies and its role in SHRM. A survey questionnaire was sent to 170 companies and a response rate of 15.9% was received. The target group of the questionnaire was HR managers, HR directors, and HR professionals in companies based in Finland. The writer and author of this paper is of the view that, Information technology is expected to drive Human Resource (HR)'s transition from a focus on Human Resource Management (HRM) to Strategic Human Resource Management (SHRM). This strategic role not only adds a valuable dimension to the HR function, but also changes the competencies that define HR professional and practitioner success.

The following were the results of the study:

1. HR professionals not only consider HRIS usage as a support for strategic HR tasks but also perceive it as an enabling technology.
2. It indicated that large sized firms are most likely to experience considerable HRIS usage in support of strategic HR tasks.
3. **Moreover, there was no significant difference in proportion to the size of a company regarding HRIS usage in support of commitment management and managing trade union relations with organizations.**

Enhanced Business Competitiveness

Dr. Nisha Aggaral and Mona Kapoor is of the view that, in the present hyper-competitive era there is increased need of information system and technology in HRM process in any of the organization. HR and use of technology can act as a strategic weapon to enhance the business competitiveness

Impact of Use of HRIS in public sector organization:

According to the study carried out by Nicholas Aston Beadles, Christopher M. Lowery and Kim Johns the use of HRIS has not reached to its full potential though it is valuable

in helping strategic role. It leads to decreased cost and improved communication and time spent on mundane activities of the organization. It is observed that various functions of HR are being different the way they are handled so, HRIS in its present form not have had much positive impact. Moreover, according to the study, various directors believed that HRIS had potential benefits.

Impact of HRIS on Performance of firms:

While working in organizations in today's highly competitive & changing world people come across situations where they are to take decision which forces them either to stick to an existing practice system or to transform the practice system by getting into a new practice. The same is in the case with technology adoption. Organizations do have a filing system. Everyone has a filing system no matter what whether it is organized or disorganized. With the development of technology the filing procedure is often maintained by using software in PCs (Personal Computers).

Some people do it centrally whereas someone decentralizes to maintain this. The local organizations in the country (Bangladesh) have been somehow quite reluctant to use technology to the fullest extent at the workplace. As a result of which the system of management becomes a bit disorganized with old school practices. Filing system & indexes are often used by many of the organizations but the problem often occurs with retrieving or finding the files when necessary. If not maintained systematically then there might be problems regarding its retention & effective use.

So studies are carried out and must be carried out to show how important it is to have a filing system which is based on software that ensures its retention, timeliness, economy, classification etc. Besides taking the concept of filing one must take into consideration the HR practices of the country. The concept of HRM is quite new in the country and the concept of HRIS (Human Resources Information System) as well. HRIS is so new in Bangladesh that only students having courses of HRM becomes aware of the term. Many of the officials of an organization are still unaware with HRIS. The study on HRIS needs to be carried out to show how the systematic arrangement of HR practices help organizations to achieve their goals and aligns itself to the business strategy that it

pursues. HRIS –its knowledge, adoption, usefulness and process needs to be conveyed to people so that they utilize the benefits of HRIS to the optimum level.

The aim of this study was the practice of filing and its updating in some Bangladeshi companies. Besides it also aimed to suggest organizing its practices of HR into a sound and balanced HRIS practices that will benefit the organization to reduce its paperwork and the sensitive issue - privacy can be maintained to the department. Its accessibility can also be ensured with the help of adoption of such type of system. So basically the researchers recommended that studies like they carried out were needed to inform the usefulness of adopting technology at workplace and suggest how quickly it could be adopted and transformed to a standard mode of practices.

The Relationship between HRIS and HRM functionalities:

The study by Bader Yousef Obeidat informs about the relationship between HRIS & HRM functionalities more specifically, it describes the strategic integration, forecasting & planning, HR analysis, communication have no relationship with HR functionalities on the other hand, Performance development, Knowledge management and record keeping for compliance have relationship with HR functionalities.

Managerial Perceptions of the Impact of HRIS on Organizational Efficiency:

The study by Nikhal Aswanth Kumar and Sanjana Brijbal Parumasur evaluates the impact of HRIS on HR functions and time management, cost management, managerial satisfaction and organizational efficiency. It was based on 101 managers from municipality in South Africa using cluster sampling method, observing the closed-ended questionnaire comprising of 28 items all tested for validity and reliability using factor analysis method as well as cronbach's coefficient alpha. The results were inferred using descriptive and inferential statistical analysis.

The was found that

1. managers have a fairly positive view of the impact of the HRIS on organizational effectiveness with the greatest degree of confidence being placed on the impact of HRIS on time management and on HR functions

2. a well implemented and managed HRIS enables readily available information to be translated into more information sharing, greater knowledge transfer and management

3. the HRIS has the potential to enhance the speed and quality of decision making and the realization of the HR strategy, thereby enhancing organizational effectiveness

HRIS Design Characteristics - Towards a General Research Framework:

The study by Daniel Mueller, Stefan Strohmeier, and Christian Gasper helps us to understand the general research framework of HRIS design to understand and apply vital aspects relevant to HRIS design to help and support the practitioners in developing and implementing as well as improving effective HRIS.

Role of HRIS in Performance Evaluation and Decision Making:

The research study by Kamini Teotia presents a HRIS comprehensive model for advance HRIS research. It addresses major aspects of HIS and offers information various facets which interacts and supports each other for organizational outcomes. The model has following components that are crucial in any organization:

1. organizational vision
2. strategic integration
3. personnel development
4. communication and integration
5. records and compliance
6. knowledge management
7. HR analysis
8. Forecasting and planning.

The author suggests that the goal of HRIS was to merge various aspects of HR including payroll, productivity and it benefits management to less capital intensive system.

Leveraging HR Technology for Competitive Advantage:

A research study carried out by Richard D. Johnson and Hal G. Gueutal suggests that Effective management of a firm's human resources is a key source of competitive advantage for organizations. Increasingly, the delivery, support and management of HR all depend on technology—specifically, human resource information systems (HRIS). It also concludes HRIS enhances the productivity and profitability of a company. HRIS increases efficiency and also transforms the HR function.

Human Resource Information Systems and the performance of the Human Resource Function:

a study revealed by Tesi di dottoratoDott and Maria Chiara Benfatto examines the present status of HRIS by empirical way. With the help of architectural model it explains the integration of various human resource functions to single management system. This helps to answer the cost cutting plans and to evolve into a service centre for firm's competitive advantage.

To understand the effectiveness of HRIS the authors have designed the models to examine the HRIS through attitude, belief and behavior variable (Haines and Petit model) or through progression and cost effectiveness of HRIS implementation (Watson Wyatt model).

The authors stated that the first model lacks a 'hard' performance and the second model doesn't confirm correlation between the HRIS progression & better HR performance. The authors have then integrates them with ostermann's concept of environment maturity and HR value generation & other relevant studies on the measurement of HR performance to produce a conceptual model on HRIS.

The Role of Human Resource Information Systems in Human Resource Planning:

A study done in Private Sector Organizations In SriLanka by Udani Chathurika Wickramaratna suggests that, HRIS has become one of most vital information systems in the market. It focuses on the role of HRIS in human resource planning (HR) in private sector organization's in Sri Lanka, to find the functionality and contribution of HRIS in HR planning through HRIS recruiting and training and development subsystems as perceived by senior HR executives in Sri Lankan private sector organizations.

The study started with a pilot survey to identify the problem using structured interviews with Heads of HR of three selected private companies and a structured questionnaire was used to collect data from senior HR executives of selected private sector companies. Having only 48% of response rates, the responses were analyzed received from 89 respondents. The deductive mode of reasoning, cross-sectional study and quantitative techniques were selected as research methods.

The results of the survey showed following:

1. The most frequently accepted HRIS feature is training needs analysis (TNA) and that there is high positive correlation between HRIS job analysis and the effectiveness of HR planning.
2. Most Sri Lankan private sector organizations perceived the contribution to efficiency of HR planning through HRIS skill inventory, HRIS TNA, HRIS training program evaluation, HRIS succession planning, HRIS labour demand and supply analysis and decision-making, as the greatest contribution of HRIS.
3. HRIS needs to offer more intelligent capabilities to increase the effectiveness of HR planning.
4. HRIS vendors need to win the trust of HR professionals through enriching features and increasing the awareness and usage of HRIS in HR planning, especially its effectiveness.

Planning and Implementation of HRIS to Support Change Management:

A study carried by Milla Hirvonen to find out the challenges of implementation of change in an organization, which is a huge process involving the whole organization. The study

attempted to know the stages of the implementation of change process and preparation of HRIS to support management of change in an organization. The studies learn to seek the sources to be used for the implementation process and its channels.

The research began with the foundation information collection from various sources. The author suggests that, a Project manager who is planning an international implementation of the new HRIS necessitates knowledge of project management, HRM, communication and various different languages, cultures and countries. For this study a questionnaire was sent to HR acquaintances around the organization to find best move for implementation and correct channels and helping materials. The study result concludes that face-to-face meetings were the key elements during the implementation stages, as it involves a concrete discussion on the tool and chance to query further. It also found that, supporting materials were felt to be important and they had to be supporting face-to-face meetings.

2.9 GAPS IN EXISTING BODY OF KNOWLEDGE

The aforementioned literature review indicates four important gaps generating the need for further research. This is exhibited in the following figure.

Figure2.9 – Gaps Generating Need for the Current Research
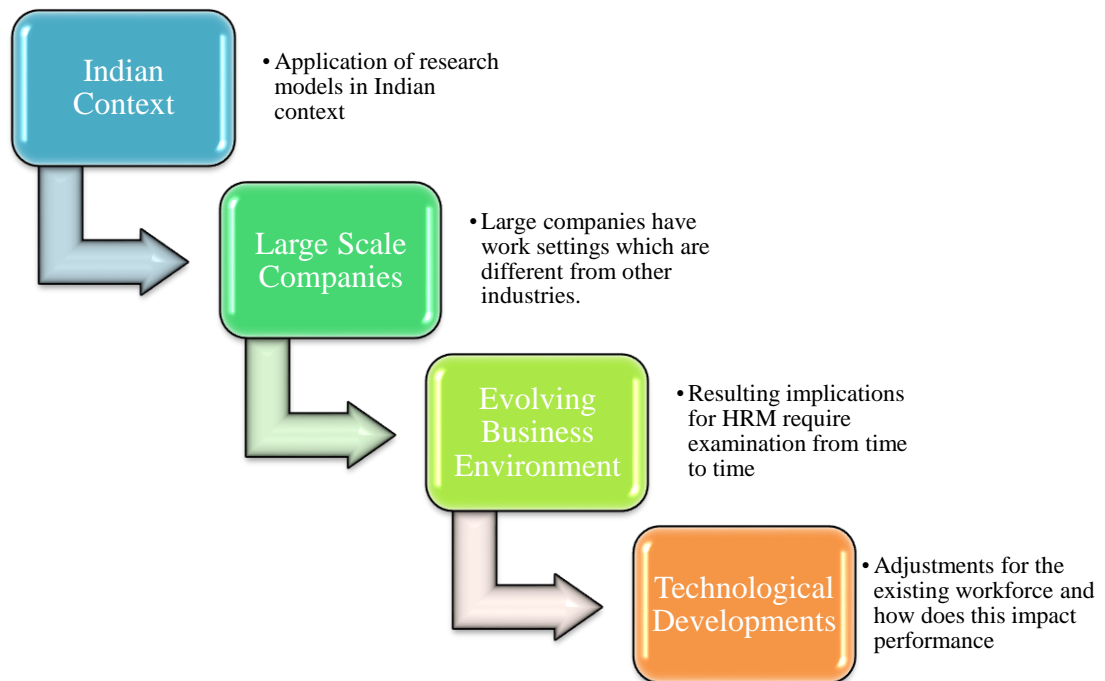
First, research is needed to explore and augment the application of various research models in Indian context. Most of the accepted research models have been developed in the west. Their testing in global work environments is validated, but their holistic applicability in Indian work environment requires further research. Occupational structure, demand and supply conditions affecting salaries, traditional university programs and emerging contemporary training facilities, labor laws and reforms and many other factors add unique dimensions to the management of human resources in India. The consequent impact requires HRIS and its implementation be studied in the light of specific environment conditions.

Second, research investigating the depth of the responses collected specifically from employees of large companies is required. Employees in large companies have work settings which are different from other industries. They face expectations and challenges which require specific research efforts to understand and develop new premise. The nature of the large scale industry combined with an indigenous set up exposes the employees to diverse work practices. Specific research needs to be done to investigate the

impact of HRIS on employee and organizational performance with focus on large scale companies.

Third, technology and business practices are constantly changing. Indian business is yet to arrive at its full potential to leverage maximum gains from the global opportunities on offer. What are the implications for the knowledge industry and the knowledge worker therefore needs to be examined from time to time to devise human resource management policies and standards.

Fourth, technology is transforming the world and the way we do business. Governments across the world and in India consistently bring new laws for better governance and to stop abuse. What does this entail with reference to know how adjustments for the existing workforce and how does this impact their engagement with their work, requires in depth analysis with inputs from the existing work force.

2.10 CHAPTER CONCLUSION

There are research gaps on the implementation of empirically researched concepts of HRIS strategies. Not many studies are documented in the area of HRIS strategies which are sector specific. Each company follows its own strategy. Present study is an attempt to fill up these gaps by adopting both Indian and studies conducted elsewhere. The researcher's attempt has followed a structured process as stated in the research methodology chapter. The data, thus, collected has been presented in the subsequent chapters.