

# Suggestions and Recommendations

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## **CHAPTER 7 –SUGGESTIONS AND RECOMMENDATIONS**

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### **7.1 CHAPTER INTRODUCTION**

It has been firmly established and time and again reiterated by researchers and experts that in order to gain and sustain competitive advantage in the market space, firms use revolutionary information technology and systems to attain a balance in utilization of scarce resources to achieve organizational objectives. For efficient utilization of human resources in general and in order to optimize performance of individual employees, it is vital to install processes and systems in place to guide, support and monitor employee's performance. This researcher attempted to comprehend the applications of HRIS and the consequent utility to users, within the context of a dynamic business environment and an evolving nature of human resource information systems applications. The findings of the research effort have been meticulously and elaborately documented in this compendium.

In this chapter the researcher compiles own reflections on the research subject based on the research findings and experience. This has been done by first laying down suggestions and recommendations, highlighting the contributions to the existing body of knowledge and opening avenues to further research in the area.

### **7.2 SUGGESTIONS AND RECOMMENDATIONS**

In this section the researcher presents suggestions and recommendations based on the elaborate fact finding carried out as a part of this researcher exercise. The suggestions encompass inputs from secondary data including theoretical constructs and paradigms and documented research on the subject, and primary data including information

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generated from structured questionnaire and researcher observation. The suggestions prudently embrace comparisons and reflections drawn out of HRIS practices from the wide spectrum of sample organizations. These suggestions and recommendations are enumerated subsequently.

### **1. Organization should use all the modules of HRIS implemented.**

The research reveals that 9% respondents say that there is less than 50% HRIS implementation, 61% say that the implementation is between 51-75%, and 23% of the respondents believe that the implementation is between 76-100%. Only 7% of the respondents do not know or are unsure. This indicates that in majority of the sample organizations the HRIS implementation is more than 50%. A meager frequency falls in the less than 50% category of implementation. A partial or incomplete use of resource or system is indicative of wastages and creation of liabilities. In no way can management justify financial allocations to asset creation which underutilized. The researcher makes a strong recommendation of a better HRIS utilization across the entire gamut of sample organizations.

### **2. Continuous training programs should be conducted for the users of the HRIS to increase the utilization of HRIS in the Organizations.**

The researcher also suggests that HRIS training be incorporated as an integral part of organizational annual training calendar in order to enable it continuity and consistency. This is based on the premise that –

- Technology is evolutionary and needs constant updation in terms of implementation and use
- Workforce in organizations is fluid and the nature, character and quantity is dynamic
- Most organizations are committed to Organization development

### **3. Plan strategies for improving satisfaction level of HRIS users about HRIS functionalities.**

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The findings of the research reveal that –

- Majority of the respondents agree/strongly agree that HRIS has made the HR department more important in the organization. This authenticates the positive impact HRIS is having on overall system and processes in the organization.
- Majority of the respondents agree/strongly agree that use of HRIS has made the HR department satisfied with HR services provided by HRIS. This is indicative of both system adoption and comfort of use.
- This is further authenticated by overall staff members who also agree/strongly agree with the HR services delivered to them by the HR department.
- On further investigating whether the staff expectations are met there was a positive response from majority of sample respondents who agree/strongly agree.

These observations make a strong case of the value of user satisfaction from the system. The researcher further reiterates that such strategies should occupy key focus which improves satisfaction level of HRIS users about HRIS functionalities.

#### **4. Utilization of information generated by HRIS by the top management in decision making should be increased.**

71% of the respondents believe that there is underutilization of information generated from HRIS by top management and 29% of the respondents do not believe so. This perhaps emerges because in general the use of analytics and predictive tools is a field which is yet emerging and developing in the world of business. Accordingly the findings of the researcher reveal that majority of the respondents believe that there is scope for more utilization of information that is divulged by HRIS in their organization. The researcher, therefore, recommends that organizations should research and ideate on how such information can be utilized for the overall benefits of organizations and bottom lines.

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### **5. Security concerns must be taken care during development of HRIS packages.**

The researcher has found that respondents do not support the HRIS in their organization on the issue of Security, indicating their perspectives that there is a deficiency in the current HRIS on this parameter. The apprehension of the users automatically reflects on the use of the system, the benefits derived and the satisfaction comprehended. The researcher suggests that organizations not only handle the security concerns but also educate the user once the end to end security has been enabled.

### **6. HRIS should be upgraded continuously to fulfill new processes adopted by the organization to improve business functionalities.**

The exquisiteness of technology is in its dynamism. And its full potential can be exploited only if it is continuously upgraded. The researcher suggests that organizations adapt themselves to adopt these changes and upgradation which will surely go a long way in rendering competitive leverages to stay ahead in the market.

### **7. Interface should be more user-friendly.**

Users of HRIS significantly vary on account of their individual skill sets and pace of technology adoption. A higher user-friendly interface goes a long way in standardizing technology use within inter-linked processes and tasks. The researcher suggests that organizations as well as HRIS vendors ensure module designs which are more user-friendly.

### **8. Coordination between HRIS developers and users of the HRIS must be improved for the quality development of HRIS.**

Increased interaction and networking between developers and users also goes a long way in a system design which is easy to adopt and a system use which is more effective. The researcher, therefore, suggests structured interaction sessions or implementation of a system which from time to time supports a coordinated effort for the creation of such HRIS.

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### **9. Continuous technical support must be provided to the users of the HRIS.**

Technical glitches' are a part and parcel of any automated system. In order to overcome them and for a smooth operation on a day to day basis organizations need to ensure a continuous technical support. A team of adept technical staff should, hence, be enabled on beck and call of HRIS users.

### **10. Commitment and involvement of the user should be improved.**

User commitment and involvement is the differentiating determinant of system use. A comprehensive set of motivation strategies should be put in place to enable this.

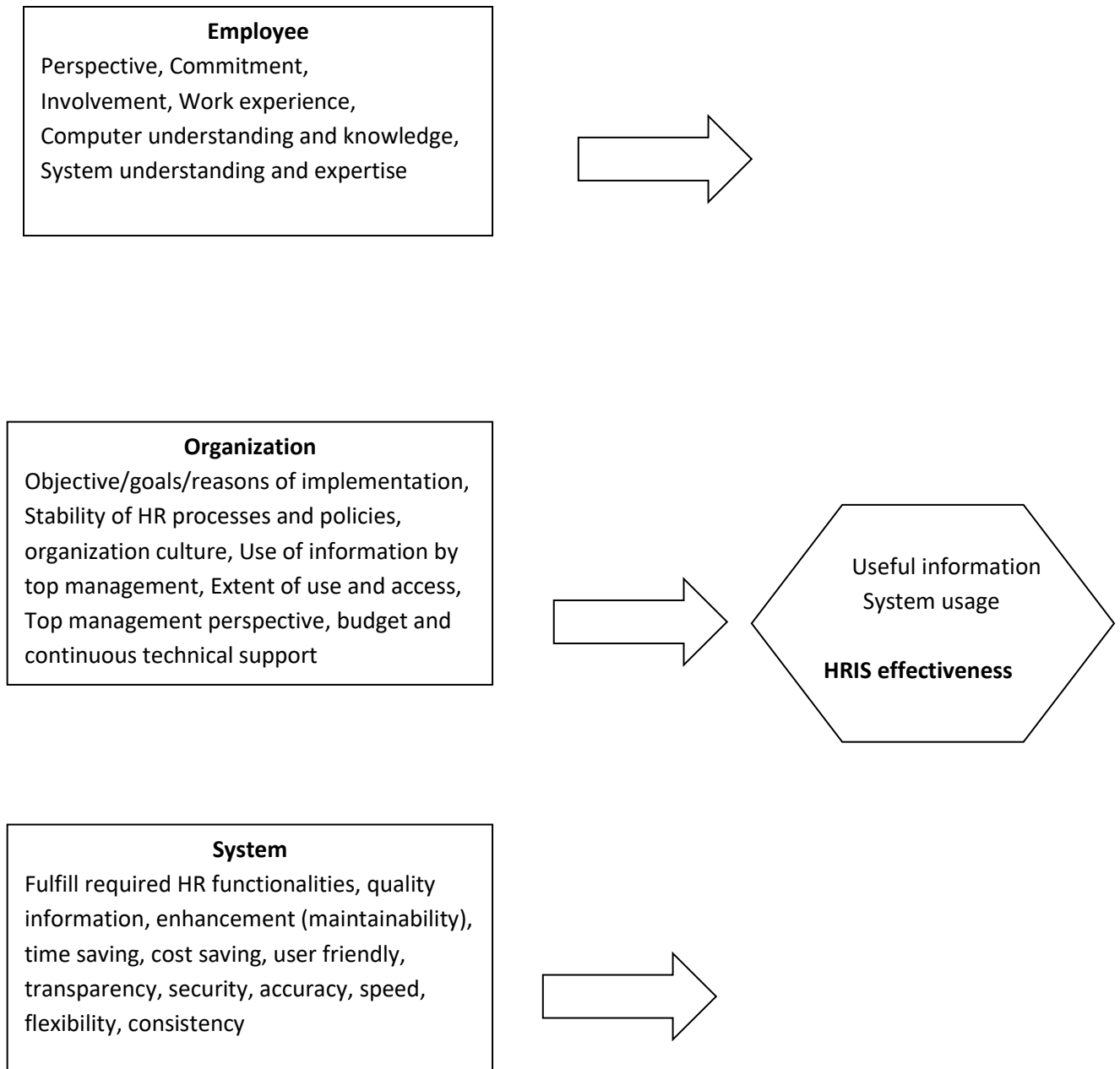
### **11. HRIS should be used more in support of strategic HR tasks in the organizations.**

According to the research, 84% of the respondents believe that HRIS is not effective in meeting strategic goals and 16% respondents believe otherwise. This perspective of the respondent finds its justification from the premise that how far is the HR function in sync with the strategic goals of the organization. If HR function takes a back seat in business strategy formulation, it is only inevitable that HRIS will remain ineffective in meeting strategic goals of the organization. The researcher strongly recommends that HRIS be used more in support of the strategic HR tasks in the organizations.

### **7.3 Research Contribution to the Existing Body of Knowledge**

Every research adds to the existing body of knowledge that is available for use and application on the subject. This enables the users a better understanding and subsequently a better use of systems and processes. Based on the findings the researcher has developed a model as depicted diagrammatically as follows –

**Figure 7.1 HRIS Effectiveness model**



### **7.4 Scope for Future Research**

The resolution of this research exercise has been to impart and document action on pre-determined objectives on the research subject. Accordingly this research study sought to contextualize its findings within the larger body of research on the subject of HRIS. The researcher engaged in systematic investigation and study of materials and sources to establish facts and reach to new conclusions, so that it shapes an understanding of the subject and relevant facts on the research problem. Through research findings, stakeholder will be able to explain the use of HRIS by individual employees and organizations.

From a purely commercial point of view, the research has attempted to help companies to make projections and formulate appropriate strategies to ensure survival. The conducted field survey findings support to understand the needs of the business and consumption habits. In order to be able to do this the researcher defines the scope of the study.

In addition the researcher also opens doors to future research surrounding the subject. Two such areas are enumerated below –

1. Comparative study of the HRIS packages used by the Organizations.
2. Comparative study of HRIS implementation in various sectors like production, IT, Service sector, Agribusiness industry and financial sector.

A comparative study to investigate the process of acquiring, employing, and establishing HRIS software solutions for functions across various software solutions can enable one to understand the difference that has been made in the efficiency of operations. Also, it is vital to study and document the experience of users of HRIS from a gamut of varied organizations from various sectors, so as to provide learning and knowledge sharing for all stakeholders. It is necessary to assess and present all that is needed to know when dealing with the pressure of selecting an HRIS solution.

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