

A STUDY OF HUMAN RESOURCE INFORMATION SYSTEM IMPLEMENTATION

Mayur Kalidas Vhatkar

Research Scholar,

Shri Jagdishprasad Jhabarmal Tibrewala University, Rajasthan

ABSTRACT

Human resource information system comprises of people, forms, procedures and data which is used to gather, store and distribute human resource information. There are bulk of studies in the area of Human resource information system. The Human Resource Information System, briefly known as HRIS is online means for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. Basically, this system offers management of all employee information, reporting and analysis of employee information, company-related documents such as employee handbooks, emergency evacuation procedures, and safety guidelines. The prime intent of Human resource information system is to provide correct information to take good human resource decisions. This system is adopted to lessen manual work of human resource expertise and help to abandon paper work as all information is stored in database. It also enhances data integrity. With suitable HRIS, Human Resources managers facilitate employees to do their own benefits updates and address changes, thus release human resource staff for more strategic functions.

Keywords:- Human Resource Information System, Organization, Implementation

I. INTRODUCTION

A HRIS, which is also known as a human resource information system or human resource management system (HRMS), is basically an intersection of human resources and information technology through HR software. This allows HR activities and processes to occur electronically.

To put it another way, a HRIS may be viewed as a way, through software, for businesses big and small to take care of a number of activities, including those related to human resources, accounting, management, and payroll. A HRIS allows a company to plan its HR costs more effectively, as well as to manage them and control them without needing to allocate too many resources toward them.

In most situations, a HRIS will also lead to increases in efficiency when it comes to making decisions in HR. The decisions made should also increase in quality and as a result, the productivity of both employees and managers should increase and become more effective.

a) Solutions offered by HRIS Systems

There are a number of solutions offered to a company that adopts a HRIS. Some of these include solutions in training, payroll, HR, compliance, and recruiting. The majority of quality HRIS systems include flexible designs that feature databases that are integrated with a wide range of features available. Ideally, they will also include the ability to create reports and analyze information quickly and accurately, in order to make the workforce easier to manage.

Through the efficiency advantages conferred by HRIS systems, a HR administrator can obtain many hours of his or her day back instead of spending these hours dealing with non-strategic, mundane tasks required to run the administrative-side of HR.

Similarly, a HRIS allows employees to exchange information with greater ease and without the need for paper through the provision of a single location for announcements, external web links, and company policies. This location is designed to be centralized and accessed easily from anywhere within the company, which also serves to reduce redundancy within the organization.

b) HRIS Popular Modules

A range of popular modules are available, including those for recruiting, such as resume and applicant management, attendance, email alerts, employee self-service, organizational charts, the administration of benefits, succession planning, rapid report production, and tracking of employee training.

II. OBJECTIVES

- 1) To know about human resource information system.
- 2) To know about uses of HRIS implementation in company.
- 3) To know about Succession Planning with HRIS
- 4) To know about Organizational impact of implementing HRIS

III. CHALLENGES TO HRIS IMPLEMENTATION

Acquiring and implementing a new HRIS software solution can be exciting as companies and their employees consider all of the ways that the new solution will benefit their daily lives and save time. However, many companies make the mistake of getting wrapped up in the potential benefits and failing to properly address the challenges that come with HRIS implementation. Understanding what some of the top challenges to HRIS implementation are and how to address them can ensure greater implementation success.

a) Employee and Manager Training

The value of training employees and managers to use a new system should not be underestimated. Even the most intuitive systems can seem imposing when employees and managers are unfamiliar with the appearance and functions of the system. Employees and managers should be involved in the implementation and adaptation of the system as much as possible and a fair amount of time should be set aside for employees and managers to learn to use the new system.

b) Employee Change Management

Managing change is different from training, but can be addressed during HRIS training meetings. Additional support should also be available after training to help employees adapt to using the new system on a daily basis. Managers should clearly express how and when employees can reach out to discuss issues with the new changes, as with emails or specific office hours.

c) As part of change management, employers should be prepared to discuss:

- Why the change (new system) is needed
- What changes there will actually be
- What effect the change will have on individuals
- What steps must be taken to successfully transition

d) Configuring HRIS for Optimal Function

HRIS often have so many possible features available to use that companies become overwhelmed and stick to the basics. This may be helpful for getting used to the system at first, but will not help companies to maximize their ROI. After the initial stages of implementation, it may be helpful to bring in an expert to configure the system to send alerts and automatically print reports that can help with labor management, compliance, recruitment and staffing, and productivity.

e) Assessing Quality and Accuracy of Information

Information is only accurate and valuable when the right formulas are used to derive the information and the right constraints and cross-references are used to analyze the data. For companies that have never used HRIS, it can be difficult to determine how to assess accuracy and quality of information. HRIS analysts or vendor representatives may be invaluable for overcoming this challenge.

f) Complying with Legal Requirements

Even small organizations may have dozens of federal, state, and local regulations to adhere to. Failing to understand the legal requirements for the data, process, and structure can cause companies to incur penalties and

make them susceptible to audits. HRIS vendors may be able to help companies understand what reports and information will be required to show compliance with regulations.

g) Ensuring Data Security

With SaaS and cloud-based HRIS software becoming ever more common, companies must make sure that data is secure right from the start. To assess the security of a new system, companies should ask vendors about the security of data in transit and data at rest and understand what data security management systems are in place. Just as importantly, companies should take precautions to ensure password management and to make sure that only parties with clearance can access certain sensitive information.

IV. MAINTAINING DATA INTEGRITY THROUGHOUT HRIS IMPLEMENTATION

Data integrity is critical in every aspect of every business, especially as it pertains to human resources. If HR data is inaccurate or inconsistent, it can affect employees' paychecks, employee performance reviews, training and development, productivity tracking as well as actual productivity, the reputation of the company, and the bottom line.

When converting manual systems to automated systems during HRIS implementation or when switching to a new system, it is unfortunately easy for data integrity to be compromised. One number in the wrong place or incorrect formula can jeopardize the integrity of numerous pieces of information. It is important to take steps to maintain data integrity throughout the HRIS implementation process so that simple slip-ups don't have a dramatic impact on the workplace.

a) Establish Good Vendor Support Relations

It may seem like it should be a last resort, but establishing good vendor relations and setting up a support system through the vendor as a first step may actually be very helpful. The vendor support personnel are the experts when it comes to your new software, and they have likely dealt with any issues that you may have. While you should try to work out the bugs in your new system before actually contacting vendor support, having a good relationship with support before you need their help is a plus.

b) Run Trials before Entering Real Information

Before actually converting all of your information to the new HRIS, try entering a few pieces of information and performing the various functions available in the system on the information. If the reports process properly and everything looks good, move forward. However, if anything is off, communicate with the vendor or your own in-house experts to figure out what is wrong before beginning the full implementation process.

c) Select Professionals to Enter Data

It may be tempting to assign newer employees or those that are at lower levels to perform the mundane tasks associated with data entry, but HR professionals should really be the ones completing this step. HR professionals will be less likely to make critical errors, as they actually understand the information being entered and are familiar with how the data is used. HR professionals will also pose less of a threat to the security of the sensitive employee information than lower-level employees.

d) Parallel Test the New System

When converting from a legacy system or manual system to a high-tech HRIS, it is helpful to run both systems simultaneously while everyone is getting used to the new system. Parallel testing in this way will help to identify errors caused by unfamiliarity with the new system that may have been difficult to spot if the old system had been scrapped immediately. If there are any inconsistencies in the data produced by the two systems, chances are good that those inconsistencies are caused by formula or data entering errors with the new system that will be easier to spot with the help of the old system.

e) Spot Check Results Frequently

After the new HRIS has been fully implemented, parallel testing has gone smoothly, and the system seems to be running without a hitch, it is still important to spot check the results and reports that are generated. While it may seem that the new system is operating the way you expect, it is still possible for mistakes to be made due to unfamiliarity for a time. Spot checking reports frequently following implementation of a new HRIS will help you to ensure that your data integrity continues to be maintained.

V. BEST PRACTICES WHEN IMPLEMENTING A NEW HRIS

Once your company has decided upon a new HRIS, it is time to implement the system. Unfortunately, significant effort is not put into the HRIS implementation process in many companies and the transition to the new system becomes choppy and burdensome-often decreasing the benefits that the company sees from the purchase of the new system. Here are some best practices that can help companies get the most from their HRIS in terms of both functionality and ROI.

a) Plan the Project in Advance

The whole project of implementing the HRIS should be planned with respect to the company's limited time and resources. For best results, requirements should be prioritized and a timeline and budget for implementation should be discussed.

b) Implement in Phases

HRIS solutions have become much more advanced in recent years, which is beneficial, but can complicate implementation. After prioritizing requirements, HR managers can decide upon the best way to actually phase in each step of implementation. Phasing implementation may help employees to better understand the system as it is introduced because of the reduced amount of information that needs to be understood during each phase.

c) Decide Upon an Implementation Team

Far too often, HRIS implementation is simply dumped on the HR team or a few select employees. For the most effective HRIS implementation, an HRIS team leader should be carefully selected based on qualifications. The rest of the project team should consist of experts from different areas of the company, one or more employees that have a high degree of technical knowledge, and a vendor representative or other third party that is a professional at HRIS implementation.

d) Implement Employee Self-Service Early

Employee self-service is a huge benefit of having an HRIS in the first place, so it makes sense to open this option up as one of the first steps in the implementation process. Since the entirety of the employee population is much larger than the few chosen team members that would otherwise be doing HR data entry, it is crucial to have controls in place to simplify the introduction to the system. If it makes sense for your company, doing things in this way can help to save tremendous amounts of time and may reduce errors when employees enter their own information.

VI. SUCCESSION PLANNING WITH HRIS

An HRIS can considerably improve the ease and effectiveness of succession planning, creating a simple and easy to communicate plan that can be altered or updated with the click of a button. However, many companies still opt to utilize paper-based succession planning. The following tips can help to improve succession planning processes while ensuring better user adoption and effectiveness in boosting organizational performance when processes are switched to an HRIS.

a) Educate Employees about System Benefits

Many managers and employees are resistant to change when they don't understand how changes will benefit them. Educating managers and employees about the benefits of automating succession planning can help to generate excitement about switching to an HRIS for succession planning. Employees and managers may benefit from expedited decision making, improved approval processes, and fast tracked people development programs.

b) Train for Success

After succession planning has been successfully automated, employees and managers must be shown how to use the feature. Placing special focus on how automated succession planning will make some of the tasks that

employees and managers already perform easier will help to garner support and increase user adoption. Employers should be prepared to answer questions and should give employees time to adjust to using the new tool.

c) Integrate Succession Planning with Other Talent Management Systems

Integrating succession planning with training programs, performance management systems, and other talent management systems within an organization can help bring succession planning to life. Instead of simply being words on a paper or screen, succession planning becomes a pathway to success for employees that take advantage of the program. When employees can click the next step on their path to access training videos and quizzes that will help them develop, succession planning will become more interactive.

d) Link Succession Planning to Compensation

Linking succession planning to compensation and keeping employees thoroughly informed about how the two are linked can improve the use of the system and may improve overall organizational performance. Letting employees know that continuous development is expected and that they will be compensated-or docked-based on their participation in that development can be a very strong motivator.

e) Employ a “Bottom-Up” Approach to Succession Planning

Dictating an employee’s path within an organization by creating a hierarchal structure that must be followed for development has shown to be ineffective. Many employees become disengaged when they feel like they have little control over their own destiny with a company, which can increase turnover and cause discontent. Using a “bottom-up” approach to succession planning allows employees to communicate their own goals so that employers can work to align organizational goals with individual goals and employees can actively participate in their own development.

f) Use Succession Planning Reporting for Promotions

One major point of succession planning is to ensure that there is a plan in place for filling every key position in the organization if the employee that is currently in place moves on. It is critical that the data reported by the succession planning tool actually be used to determine who is qualified to promote into a position that has opened up. Failure to utilize the succession planning tool in this way will be likely to decrease morale and negatively impact use of the system.

VII. ORGANIZATIONAL IMPACT OF IMPLEMENTING HRIS

Many firms choose to implement a new HRIS to replace several different systems such as payroll systems, benefit systems, and employee information storage systems with one system that performs all functions. Other companies may implement HRIS to modernize non-automated systems or update legacy systems. What most

organizations fail to realize, however, is how deeply the implementation of a new HRIS will impact the organizational structure and processes.

a) Evaluation Process Impact

Even before a HRIS is implemented, the process of evaluation may begin to impact the way that various departments work together. A team is usually assembled with representatives from each department that will be affected to outline goals for the new system; departments may include HR, IT, training, payroll, and benefits. As this team discusses goals for the new system, each member of the team gleans new insight into the way that the other departments operate and accomplish tasks within the organization.

b) Process Improvement Insights

As HRIS evaluation teams begin to see the different organizational processes from a big picture perspective, new ideas for improving processes by aligning department tasks with the goals of other departments often begin to emerge. As these potential improvements are discussed, the goals and expectations for the HRIS may evolve. It is important for project managers to carefully consider the team's thoughts on how to improve processes and how a new HRIS will support these improved processes to make sure that the changes are realistic for the given budget and timeframe.

c) Technical Aspect of HRIS implementation

To set up the new HRIS that has been chosen, people that have a thorough understanding of both the business and the HRIS will need to configure the system to meet the needs of the organization. Configuration requires personnel that can spend time away from "home" tasks, as requiring people to try to keep up with both HRIS implementation and standard organizational activities can cause burnout and a failure at both tasks. Third parties may help to make the process of implementation smoother, but care must be taken to ensure self-sufficiency of the organization in HRIS support and management to avoid future issues.

d) Human Aspect of HRIS Implementation

Many organizations make the mistake of focusing only on the technical aspects of HRIS implementation and not on the human side of the equation. This can be an issue, as configuring a system to conform to a new and improved hiring process is much easier than training all departments to actually understand, execute, and agree with all parts of the new process-while entering the required information into the new HRIS. Organizations must budget and plan for the amount of time that it will take to ready employees for all of the changes to the organizational structure that a new HRIS will bring or employees may become confused and disgruntled.

e) Turnover after HRIS Implementation

After successful implementation of a new HRIS, many aspects of the organizational structure and processes are bound to be different than before. Ideally, these changes should be mainly positive, but it should be expected that all employees will not be able to adapt to the changes in daily tasks and overall job description that the HRIS will create. Companies should be prepared for some turnover as employees begin to come to terms with the changes that the new HRIS has caused.

VIII. 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.

REFERENCES

- 1) H John Bernardin, Human Resource Management (Tata McGraw-Hill Publishing Company Limited, 2007)
- 2) Kenneth A. Kovach, Allen A. Hughes, Paul Fagan and Patrick G. Maggitti (2002), "Administrative and Strategic Advantages of HRIS", Employment Relations Today, Vol. 29 Issue: 2, pages 43-48.
- 3) Khanka S.S., Human Resource Management, Sultan Chand & Sons, New Delhi, 1st Edition, 2003, Reprint 2005 pp. 384-389.
- 4) L.M. Prasad, Human Resource Management (Sultan Chand & Sons: Educational Publishers, 2006).
- 5) Mohan Thite, Michael J. Kavanagh, Evolution of Human Resource Management and Human Resource Information Systems.
- 6) P.C. Tripathi, Human Resource Development (Sultan Chand & Sons: Educational Publishers, 2006)
- 7) Prof. Dr. Anil C. Bhavsar (2011), "A Conceptual Paper on Human Resource Information System (HRIS)", Golden Resrach Thoughts, Vol.1 Issue V, pp 1- 4.
- 8) Yasemin Bal, Serdar Bozkurt and Esin Ertemsir, The Importance of using Human Resource Information System (HRIS) and Research on Determining the success of HRIS, Management Knowledge and learning , International Conference 2012.