HRIS CHARACTERS AND QUICK DECISION MAKING PROCESS IN MANUFACTURING INDUSTRIES, TAMIL NADU - A DESCRIPTIVE STUDY

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Abstract
It attempts to examine how HR professionals and managers in different organizations see the effects of HRIS on strategic HR tasks and job roles. It also tries to find out if there is any significant difference in the usage of HRIS between Small/Medium (SME) size companies. The scope was widened to include both large and small/medium sized organizations across all the business sectors. The results of the survey reveal that HR professionals not only consider HRIS usage as a support for strategic HR tasks but also perceive it as an enabling technology. The study also indicates that large sized firms are most likely to experience considerable HRIS usage in support of strategic HR tasks.

Keywords: HRIS, Decision Making, Leadership, Commitment, Communication.

Introduction

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. It is useful for all processes that you want to track and from which you hope to gather data. Normally packaged as a database, hundreds of companies sell some form of HRIS and every HRIS has different capabilities. The selection of an HRIS is a stressful situation as so many options exist. Picking the options that are best for your needs at your company is challenging. Wading through the information provided by each system is challenging, too. The sales people are often commissioned sales people who verbally may tell you that the system will meet your needs. Make sure you check this out with multiple sources including current customers, online discussion groups, LinkedIn, other SHRM members, and Google reviews.

Complete integration with payroll and other company financial software and accounting systems. When these are connected, you can ensure that paychecks are correct. There is never a disc the selection of an HRIS is a stressful situation as so many options exist. Picking the options that are best for your needs at your company is challenging. Wading through the information provided by each system is challenging, too. The sales people are often commissioned sales people who verbally may tell you that the system will meet your needs. Make sure you check this out with multiple sources including current customers, online discussion groups, LinkedIn, other SHRM members, and Google reviews.

Remember that even if your company is only a few people today, it may have twice that many or even 10 times that many employees in the future, so pick a system that can grow with your business. Another key factor that you must consider is that many HRIS are able to accomplish only part of what you need automation to accomplish. In these cases, you will want to make certain that the components of any add-ons or additional systems work together flawlessly. Check also to see what kinds of training and ongoing support are available for your staff. You should also ensure that the sales consultant's promises about training and follow-up following the purchase are written right into your contract to purchase the HRIS.

Applicant tracking and resume management: When your system is seamless, the recruiter can click a hired button and all of the information from the applicant is transferred to the employee side of things. This saves so much time because your data entry and paperwork practically disappear. If an applicant puts in his own information when applying, you can ensure accuracy. If the offer letter is generated out of the same system as the payroll system, the salary will match perfectly and there is no misunderstanding.

Performance development plans: It's not just enough to have plans, if they are recorded in a central system, then they can easily follow the employee from position to position. Senior leadership can run reports to see where people are and what their individual bosses are planning for their futures. Disciplinary Actions: It's important to keep track of who has been suspended, demoted, or had other negative actions taken against them noted even after the employee leaves your organization. When a company calls and asks for a former employee reference, it's easy for an admin in the HR department to look up and report back whether or not the person is eligible for rehire. Training records: This is especially critical in a company where certifications and licenses are required. In other companies, training records may not have that level of importance, but you may still find that having the information is useful.

Methods and Materials
BhushanKapoor and Joseph Sherif, (2012) the influx of diversity candidates into the marketplace is driving the wheels of change. With an increase in minorities and international workforce in advanced education and professional positions, employers are choosing to embrace diversity. Those that successfully make this transition will prosper in this new century and beyond. A culturally diverse workforce provides an enriched environment for the development of new ideas, fresh perspectives and innovative methodologies.

ChuxIwu and Henrie Benedict (2013) the purpose of this paper is to examine the impact of an economic recession on human resource information systems (HRIS) investment decisions by asking: Are there high levels of disinvestment in HRIS during a recession? Are there low levels of trust and confidence in HRIS during a recession? Could there be an absence of concerted commitment in leveraging technology, even in the face of an economic crunch? The findings suggest that while a recession is acknowledged, the continued use of HRIS is not considered a risk factor that warrants cost cutting.

Denis Tr ek (2006) to enable quantitative and qualitative modelling of information systems security management that takes into account technology and human factor. The approach is based on systems dynamics and it is done in two phases. In the first phase two basic qualitative models are developed, while in the second phase a possibility to further develop them into quantitative models is studied. Appropriate approach to IS security management requires addressing "hard" and "soft" factors. Further, to enable quantitative study of such systems, which are highly non-linear, exact analytical (mathematically rigorous) treatment is close to impossible. Thus, computer simulations have to be used. One appropriate methodological answer to the above requirements is systems (business) dynamics.

FitsumGhebregiorgis and LuchienKarsten (2006) it focuses on contextual factors and employee involvement in analysing HRM to provide theoretical insights. This critique provides substantial and current information on HRM knowledge and practices in Eritrea. The paper argues that some contextual variables impose certain challenges to HRM practices. However, evidence also reveals that the concept and knowledge of HRM practices, such as training, recruitment, compensation, employee participation, performance appraisal and reward systems, are in place with some indicators of local influence. In light of the above findings, the article informs multinational companies that transferring managerial expertise to Africa may not necessarily be required, as the knowledge already exists there.

Karen L. Ferguson and Thomas G. ReioJr (2010) to test a model where human resource inputs (e.g. motivation, employee skill) and human resource processes/practices (e.g. training and development; profit sharing) are hypothesized to contribute uniquely and positively to organizational outputs, i.e. job performance and firm performance. After statistically controlling for the background variables (organizational type, size and status), the hierarchical regression analyses demonstrated that both the human resource inputs and process/practice variables explained statistically significant variance in each of the nine regression models. The effect size in each model was medium to large. The findings illustrate the considerable utility of researchers and managers examining the entire human resource system of an organization when searching for productive leverage points to improve organizational outputs like job and firm performance. The results suggest that human resource managers can have a positive influence on firm performance through implementing and supporting organizational policies and

procedures that serve to positively motivate workers (e.g. reasonable incentive compensation and rewards, fair grievance procedures, and performance management), and learning and development activities that stimulate optimal task and contextual job performance.

Patricia Ordóñez de Pablos and Miltiadis D. Lytras (2008) they found that in depth the organizational requirements for the exploitation of human resource management towards increased organizational performance, and to provide a conceptual framework for the analysis of human resource management in learning organizations. The major contribution is the Requirements Framework for the Adoption of Technology Enhanced Learning and Semantic Web Technologies, which can guide strategies of effective competencies management in modern organizations. This framework initiates an interesting discussion of technological issues that go beyond the scope of this paper. It is a very useful source of information and impartial advice for strategists, HRM managers, knowledge management officers and people interesting in exploiting human resource management systems in a knowledge-intensive organization.

S. Thomas et al (2001) the casual nature of employment in the construction industry makes planning human asset requirements a vague exercise. Human resource information systems (HRISs) offer a means of coping with these problems through improvements in the reliability, accuracy and accessibility of the human resources (HR) information. Aimed at improving the understanding of construction HRISs, interviews were carried out with three leading construction companies in Australia. The HR needs of the companies were examined by identifying the HR-related functions and activities conducted the internal and external users of HR information, the type of data needed, and the specific purpose of those data. Twenty-three HR activities were identified and grouped into seven major functions: project management and control, strategic planning, review and analysis, employee profile, employee performance, HR development, payroll and accounting support, and information systems outside the company. The HR information for each function was established. The findings of this study may facilitate the development of a HRIS for construction companies.

Stuart Maguire and Tom Redman (2007) the purpose of this paper is to examine the inherent weaknesses in the approaches that most organizations use to develop and implement information systems. It examines the role of human resource management practices in information system development. The research finds that IS failure is often associated with a lack of attention to "softer" management practices such as culture change, organization development and user involvement. The findings of the case study research suggest that HR has a key but neglected potential role to play in successful IS implementation, particularly in relation to the change management process.

The paper discusses the fact that the increasing prevalence of globalization is driven by a number of factors, including shortage of talent in developed countries, availability of low-cost labor, growing consumers in developing countries, technological progress and worldwide workforce diversity. Human Resources (HR) departments of global companies must assemble global databases that obtain information such as employee's attrition and hiring, compensation and benefits, ethnic, gender, cultural, and nationality distributions. By applying advanced analytical techniques on the global database, HR professionals will get intelligent business insight, predict changes and make informed decisions at operational and strategic levels. The global supply of talent is short of its long-term demand, and the gap is a challenge for employers everywhere. The shortage between the demand and supply of talent is likely to continue to increase notably for high skilled workers and for the next generation of business executives. Only those multinational enterprises willing to adapt their HR practices to the changing global labor market conditions will be able to attract and retain high performing employees. Organizations need to place greater emphasis on attracting human capital in addition to financial capital. Global staffing and management of a workforce diverse in culture and language skills and dispersed in different countries are the key goals of global human resources.

The Study Examines the Following Research Objectives
1. To find out HRIS play any role in strategic HR tasks.
2. To identify HR professionals think that HRIS are used in support of strategic HR tasks.
3. To analysis the HR professionals see HRIS as an enabling technology.

Results and Discussion

Table and Chart 1: Personal Profile

Personal Profile		Frequency	Percentage
Gender	Male	93	65.5
	Female	49	33.9
Age in Years	<= 30	88	62.0
	31 to 40	31	21.8
	41 to 50	7	4.9
	>51	16	11.3
Scale of Operation	Small	99	69.7
	Medium	36	25.4
	Large	7	4.9
Income per year (Lakh)	<=10	102	71.8
	11 to 20	7	4.9
	21 to 30	13	9.2
	> 31	20	14.1
	Total	**142**	**100**

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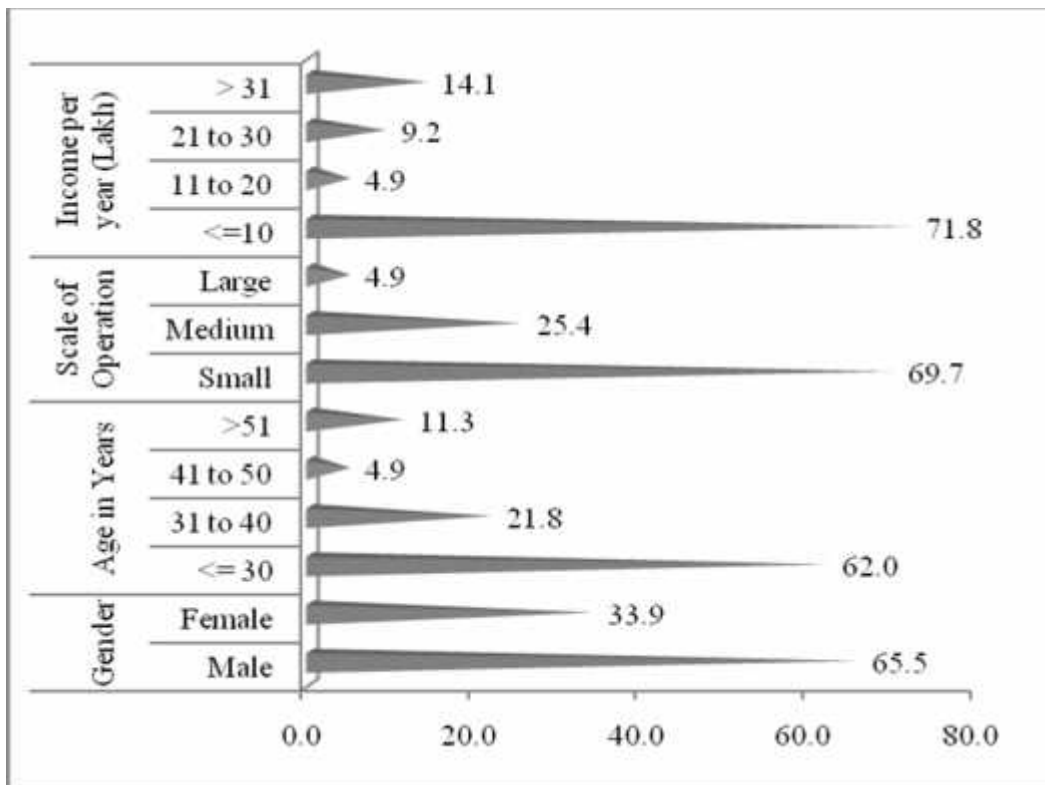
Table 2: Mean and SD of HRIS Variables

	Mean	SD
Decision-making	3.54	1.18
Human resource development and workplace learning	3.51	1.21
Communications	3.50	0.98
Career management	3.49	0.96
Commitment management	3.48	0.88
Leadership management	3.49	0.81
Business processes reengineering	3.47	0.91
Managing relations with the organization's trade unions	3.50	0.98

Table 3: Regression Analysis

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.765[a]	.585	.576	.77040	.585	64.822	3	138	.000
a. Predictors: (Constant), Managing relations with the organization's trade unions, Business processes reengineering, Communications									
b. Dependent Variable: Decision-making									

Notably, the study suggested that HRIS are likely to be used even more for strategic HR tasks in the future; this was a strongly held belief by both SME and large sized companies. The response from the large companies were however, remarkably more positive than those from the SMEs. Large companies have well-established facilities such as intranets and extranets to access the required personnel information quickly and efficiently. SMEs generally lack the capital and technical resources to implement HRIS. While it is incumbent upon all organizational types to stay abreast with HRIS dynamics by keeping system updates SMEs are the most vulnerable due to the incidence of cost. A more feasible way to start may be to use prepackaged HRIS software. Implementing HRIS is very costly but a successful implementation contributes to cost reductions, quality/customer satisfaction, and innovation, which eventually lead to competitive advantage. It therefore implies that SMEs especially will need to consider a vigorous positive change in policy regarding HRIS applications to strategic HR tasks regardless of the cost involve because the cost of non-implementation may be relatively more expensive.

Conclusion
HRIS becomes an increasingly vital component of SHRM tasks performance; researchers must expand their efforts to understand the opportunities and threats that it fosters. Human resource information systems may be a key enabler allowing HR professionals to balance successfully the competing roles of administrative expert, employee champion, change agent, and strategic partner. There is also a risk that large investments in HRIS will not improve HR professionals' satisfaction or render the SHRM tasks performance a more efficient cost center. This may be outgrowth of low technology-acceptance among intended users, inappropriate technology choices, or other factors. Until more is known, investments in these innovations should proceed with caution.

Future Research Scope
Whilst this study has confirmed existing studies into HRIS, it provides a platform for future work in this area, which should concentrate on a number of issues. First, a detailed research would be needed to explore the role of HRIS in SHRM, especially; with much, bigger sample size and a higher response rate so that a deeper analysis can be done for generalization. Second, HRIS represent a large investment decision for companies of all sizes. However, SMEs are increasingly failing to use HRIS in support of strategic HRM tasks. It would therefore be

very interesting if future research could geared towards finding answers to why SMEs are reluctant to commit time and resources for the implementation of HRIS in strategic HR tasks.

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