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AN EXAMINING OF CHALLENGES & OPPORTUNITIES OF HRM PROCESSES AND HRIS

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ABSTRACT

The research on Human Resource Information System (HRIS) in Indian Organizations: Its Challenges and Opportunities is special to the Indian setting, making it a unique issue in and of itself. Since there hasn't been much research on HRIS in India, this work will make a significant contribution not only to academic purposes where there isn't much comprehensive data/information on the leading role of HRIS in terms of the practical relevance of the body of knowledge, but it will also encourage HR professionals to utilize their ERP/HRIS software's to the fullest for managing human resources successfully and efficiently. The study's conclusions and suggestions are anticipated to be highly helpful, not only for academics and HR practitioners, but also for the research community as a whole in determining the genuine function, difficulties, and opportunities that exist in the HRIS domain under for HRM. The top organizational culture with regard to technology, top management support, cost-benefit trade-off, immediate needs, complexity of the HRIS setup, teachable HR workforce, alignment of SHRM perspectives, HR analytics, the myth and reality of HR as a business partner, and others were some of the points that emerged as challenges and opportunities.

KEYWORDS: Challenges & Opportunities, HRM Processes, HR professionals

INTRODUCTION

HRIS has been evaluated by academics and professionals who have given it varied definitions. "The phrase "HRIS is the composite of databases, computer applications, hardware and software necessary to collect/record, store, manage, deliver, present, and manipulate data for human resources" is one of the many definitions of HRIS given by Broderick & Boudreau (1992)." By extending this definition even further, Tannenbaum (1990), who defined HRIS as a system used to collect, store, alter, analyze, retrieve, and transmit relevant information about an organization's human resources, has provided a critical framework for understanding how to manage human resources. Tannenbaum's concept is appropriate for the construction of an information system that can meet the needs of human resources as well as the actual necessity for such a system. Kavanagh et al. (1990) attempted to broaden Tannenbaum's definition of HRIS and further argued that the HRIS concept goes beyond the strategic emphasis on people, forms, policies, procedures, and data in addition to the integration of computer hardware and related HR-related software. This highlights the notion that just having electronic information does not satisfy the requirements of managing HR.

In an effort to show that HRIS is more than just a configuration of hardware and software-based complex organizational systems powered by ICT, authors have also attempted to create a case for HRIS. According to Hendrickson (2003), an HRIS is "a socio-technical (integrated) system (see Figure 1) whose purpose is to collect, store, and analyze information regarding an organization's human resources department comprising of computer hardware and applications as well as the people, policies, procedures, and data necessary to manage the human resources function."
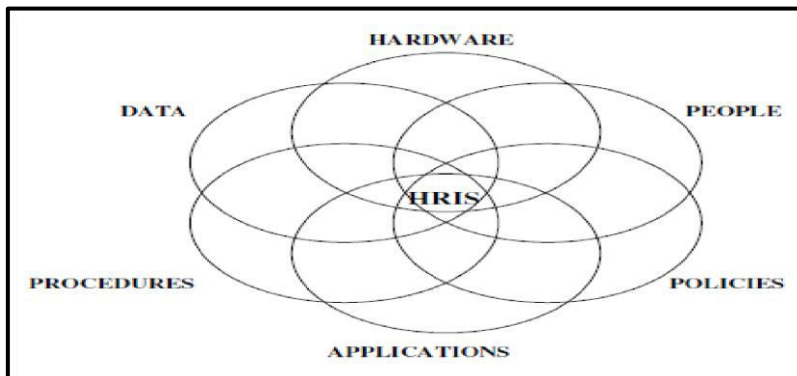

Figure1 Components of an HRIS

It has been a widely held belief among researchers that an HRIS may be used for a variety of purposes. These might include anything from straightforward HR function-based solutions to simple and sophisticated spreadsheets that make it possible to carry out complicated computations with ease. In a similar manner, an HRIS can meet the demands of multiple HR verticals and provide answers to a variety of problems involving people and procedures related to the administration of human resources. According to Enshur, Nielson, and GrantVallone (2002), HRIS can be used to effectively carry out common HR tasks like employee and labor relations, retention, performance appraisal, compensation and benefits administration, learning and development, and healthcare and safety. On the other hand, some businesses use a sophisticated medley of HRIS technologies. In addition to serving the operational requirements of HR verticals, HRIS may also be used to manage the whole employee life cycle using an integrated methodology. HRIS changes the emphasis from process-centric HR practices to employee-centric HR endevaours, handling employee entry, their full employment, and exit-related difficulties.

Martinsons (1994) provided an intriguing classification of HRIS's two distinct functions as sophisticated and unsophisticated uses of technology in HR. He has shared HR services with less complex administrative and regular activities like payroll and benefits administration. On the other hand, he has maintained sophisticated silos for essential HR tasks including hiring and firing, training and development, performance reviews, and employee relations. Other writers have acknowledged that there are firms that have effectively used ICT, allowing workers and their supervisors to access Manager Self Service (MSS) and Employee Self Service (ESS) through the internet and cloud technologies to get HR services. Due to the fact that many of the HR departments' duties have been taken on, the HR team now has a better opportunity to concentrate on important and strategic HR areas including employee

engagement, business partnerships, and HR analytics for strategic human resource management.

Challenges & Opportunities in HRIS

Despite the rising need for and potential advantages of HRIS, not all firms utilize HRIS to its fullest extent, and even fewer use it properly. There are a number of reasons why this is an important subject to discuss: (one) learning about the various approaches taken by different companies to HR management; (two) learning about the HR functions actually being used by Indian companies; (three) learning about the factors that help and hinder the optimal utilization of HRIS; and (four) learning about the opportunities and challenges faced by both users and management.

Since the capital spent in an HRIS is substantial, especially in a big firm, Robert (1999) indicated that ROI is a helpful exercise for consultants, systems vendors, HR practitioners, and HRIS managers.

The ability to maintain the levels of senior management commitment and resources needed to implement and manage new or upgraded HRIS, managing the complexity of the HRIS and its associated functionality, and barriers associated with the acceptance of HRIS among key managers and employees are the three main challenges impeding the opportunity to enhance HR's role as strategic partner as a result of the use of HRIS. Gupta & Chhabra (2004), who also identified the difficulties inherent in a conventional HRIS, provided supporting evidence by noting that among them were: establishing a connection between HRD and business goals; realizing a seamless flow of information between HRD processes and other goals; Facilitating an atmosphere where students may take control of their own education, Getting the buy-in and participation of upper management during training, Integrating HR operations and procedures to complicated but necessary information technology, and gaining the necessary confidence and support of upper management in HRIS investment and implementation philosophy. One of the most important aspects of running a successful organization is human resource management, a process that is heavily influenced by contemporary IT and dependent on HRIS data and derived information. According to Chen (2014), who coined the phrase "Data Stream" to describe this kind of data flow, it is one of the hottest issues in the HR industry at the moment. Organizational aspects, such as scale and management commitment, are debatable as success or failure elements of HRIS, as discussed by Chakraborty & Mansor (2013).

The real benefits of having an HRIS and smooth HR operations for greater competitive advantage require addressing the three major challenges surrounding HRIS that Flynn (2014) highlighted: the challenges of global HRIS, HRIS security, and HRIS management. Similar to Flynn's research, Jahan (2014) found that the issues encountered by HRIS include a lack of top-level management support, complexity in the HRIS, and resistance to change on the part of its users.

Bhargava (2014) cited the functional integration of HR tasks in HRIS as a tough endeavor, adding another crucial dimension to the difficulties in HRIS. She looked at five case studies from IT and ITES companies and found that technological challenges, user acceptance, understanding user requirements, budgets, employee competency, and a lack of perceived

need for HRIS were all crucial to the successful integration of HR functions such as transaction management, corporate services, workforce planning, and workforce analytics. Farhat (2013) found that re-engineering business processes, adequate training on the new system, patience for a fairly long and peace-meal exercise, and system integrity are all necessary for a successful HRIS implementation, without which the project will either fail or be delayed, leading to distrust and a lack of trust from upper management. Despite the widespread hope that the widespread adoption of IT-enabled HRIS would result in the transformation of Human Resources (HR) into a strategic business partnership, Dery et al. (2013) note that available evidence suggests that the adoption of IT-enabled HRIS has not produced the widely predicted transformation of HR to a strategic business partnership. Based on their research with a sample of Bangladeshi garment factories, Rahman and Islam (2017) determined that financial cost and high investment, lack of top management support, costly maintenance, long-term benefit, tall vs. short organizational structure, organization culture, and a lack of HR experts and HRIS users are the primary barriers to the widespread adoption of HRIS. Kartikeyan (2017) has also been outspoken on the need of top-level buy-in and belief in the value of HRIS before it can be successfully implemented and used to generate a return on investment. The potential of an investment, which can only be realized over time, is often underestimated after its sudden and unexpected success.

HRM Processes and HRIS

For revolutionary HRM/SHRM features, the HRIS's top tier comes preconfigured. At its pinnacle, HRIS essentially transforms from a manual to an automated to a transformed system, placing it ahead of conventional HRM. Adamson and Zampetti (2001) state that they see these transforming processes as three separate but interrelated phenomena. These include HR's strategic alliance with business and line managers, hubs of knowledge, and service delivery operations. Increasing the value of businesses by making conventional HR tasks more efficient, less expensive, and less reliant on the HR department. In this way, human resources plays a more crucial and significant role in fostering the intellectual capital (KSC - Knowledge, Skills, and Capability) of organizations, building their social capital (connections among people to leverage teamwork and productivity), and enabling the knowledge management domains, such as the development of new products and services, the delivery of efficient customer services, and the generation of customer delight.

In one of their research, Qadir and Agrawal (2017) summarize the HR journey from conventional to transformation HRM, extending the aforementioned kinds of HRIS in the process. Key HR processes and their corresponding conventional HRM and SHRM/HRIS activities and roles are mapped out in Table 1. below.

Table 1. Key HR Processes with Traditional HRM & SHRM/HRIS Activities

Key HR Processes	Traditional HRM Activity	SHRM/HRIS Activity
HR ACQUISITION		
Business Plan	Generalized mapping	Business plan with HR requirements
Human Resource Planning	Paper based manual work	Online & Electronic

Skills Inventory	Paper based manual work	Programmed Method
Recruitment & Selection	Paper resume & paper postings Manual short-listing process	E-resume & internet posting Applicant Tracking System (ATS)
Selection	Costs directed at attraction Manual review of resume Face-to-face interviews Manual Employment Tests	Costs directed at selection E-review of CVs (scanning) Virtual interviews Online Employment Tests

HR UTILISATION

Induction & Placement	Manual & HR driven process	Automated & line-function driven
Job Re-design	No regular jobs reviews, boring from day one	Job rotation, enlargement and enrichment
Performance Planning	HR & Line manager driven	Superior/Subordinate driven (MBO)

HR DEVELOPMENT

Career & Succession Planning	HR driven career paths Reactive decision Personal networking	Employees manage their career own Proactive planning with technology Electronic & personal networking
Training & Development	Standardized classroom training HR driven process	Flexible/Virtual/Online training Employee driven process
Performance Management	Supervisor evaluation Face-to-face appraisal Less focus on result based appraisal methods	360 degree evaluation Appraisal software (online/offline) BARS, BOS, Balance Score Card, HR Score Card

HR MAINTENANCE

Compensation & Rewards	Manual assessment on paper, time consuming Manual/basic payroll automation Internal equity driven HR driven payroll queries	Accurate automated assessment through market analysis Automated payroll or outsourced Internally and externally aligned Online employee self service

Employee Relations	Focus: Employee-Management Union driven process Equal employment opportunity Building & equipment safety Physical fatigue & wellness More task oriented jobs, no focus on work-life	Focus: Employee-Employee Employee driven Intellectual property & data security Ergonomic considerations Mental fatigue & wellness Flexibility through accountability and virtual job performance culture
Employee Separation	A routine process with no focus on employee turnover	Highly focused on attrition and Exit interviews for retention

CONCLUSION

Organizations need HR operations and management technologies that may help them achieve the aforementioned goals efficiently and effectively. Most research on the origins, advantages, applications, capabilities, and strategic importance of HRIS in organizations has been conducted in other countries; by contrast, the Indian setting has seen very few studies. Human Resource Information System (HRIS) in Indian Organizations: Its Challenges and Opportunities is an original subject for research since it will be conducted in a setting that is specific to India. Unlike previous studies, which made only modest contributions to the field of HRIS research in India, this one will help HR professionals get the most out of their enterprise resource planning (ERP) and human resource information system (HRIS) software, allowing them to better manage their organization's human resources. "The decision to use, adopt, and implement HRIS usually rests with top management of organizations; however, "buy-ins" is influenced by key HRIS stakeholders like HR heads, managers, supervisors and senior executives along with vendor representatives and consultants. Technology brings and enables efficiency that allows HR professionals to focus on knowledge management and strategic pursuits of human resource management. HRIS has been continuously practices in line with HR policies and newer developments such as HR analytics. To conclude this pursuit of doctoral thesis and justify the findings through a summary form; the following conclusion is presented."

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