

FIVE FACTORS WHICH MAY CAUSE A HRIS FAILURE

Aziemah Binti Omar

¹*Industrial Relations Program, Faculty of Humanities, Arts & Heritage,
Universiti Malaysia Sabah, 88400 Kota Kinabalu, Sabah, Malaysia*

**ziema.dacarmen@gmail.com*

ABSTRACT

The aim of this study is to identify the factors that contribute to HRIS implementation failures. The failure to successfully implement an HRIS has less to do with technology, but instead has more to do with the skills of the change leader, and the people and organizational issues related to the change. There are five key factors related to HRIS implementation failures such as leadership, planning, communication and training.

Keywords: Human Resource Information System (HRIS), leadership, planning, communication, change management, and training

INTRODUCTION

Since the 1940s, technology has been used to support HR processing. In fact, the earliest organizational systems were built to support payroll processing due to increasing tax regulations. But, despite its early start, the complexity and data intensiveness of the HRM function has led to it being one of the last management functions to be automated (Bussler & Davis, 2001/2002). This fact does not mean that an HRIS is not important; it just indicates the difficulty of developing and implementing systems in HR compared with other business functions—for example, accounting and supply chain systems. Only recently has HR embraced the use of technology, with estimates suggesting that now nearly all large organizations have implemented systems to support HR processes and functions (CedarCrestone, 2014). These systems can support activities such as online applications, Internet-based selection testing, management of employee information, support of training, succession planning, and more. Human Resource Information System (HRIS) is defined as an information system that is focused on supporting HR functions and activities, as well as broader organizational “people” processes. A more formalized definition of an HRIS is a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization’s human resources to support HRM and managerial decisions.

METHODOLOGY

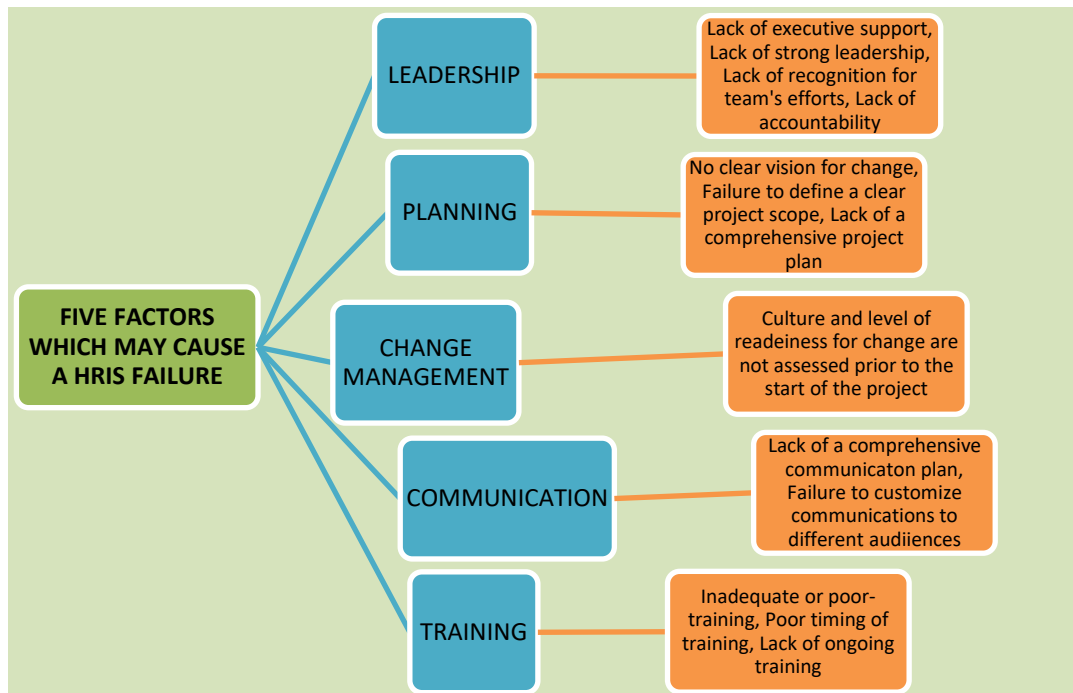
SCOPE

This study is to identify the factors that contribute to HRIS implementation failures. There are five key factors related to HRIS implementation failures, such as leadership, planning, change management, communication, and training.

FINDINGS & DISCUSSION

MIND-MAP DIAGRAM

Five Factors Which May Cause A HRIS Failure



Leadership

Lack of executive and managerial support is one of the main reasons that HRIS implementations fail. Without top management support, organizations lack the funding, approvals, and leadership necessary to implement, integrate, and maintain the system. Individuals given the responsibility to manage the HRIS project are often very knowledgeable in HR or IT, but they cannot lead a major change project effectively unless they possess strong leadership and communication skills. Any successful major change initiative must also be driven by a strong and stable project management team comprised of key executives, department heads, managers, and frontline employees who are committed to the change and who can work together as a team.

Planning

Effective planning is essential to change management. Each successful project has a clearly identified project scope and strategy that outlines key business requirements and project goals. It is important to keep team members on the same page and working toward the same outcome. Additionally, a clearly defined project scope will prevent scope creep from occurring. Scope creep is the enlargement of the original project scope as defined in the project charter. Although there may be legitimate reasons for scope changes, such as changing business needs, scope creep can be challenging to control and may have unintended consequences on the change process, the timeline of the project, and its costs.

Change Management

Change management (CM) is the systematic process of applying the knowledge, tools, and resources needed to effect change by transforming an organization from its current state to some future desired state (Potts & LaMarsh, 2004). Change is not instantaneous. It requires the organization to focus on three key elements: the current organizational state, a transition, and a future organizational state. CM focuses on altering the attitudes and behaviors of employees, and it can be used on large or small projects. As such, any change model chosen must address the important content, people, and process issues during each phase of the change initiative.

Communication

Effective communication can make the difference between success and failure of an HRIS implementation project. Leaders who overlook the importance of communicating a consistent change message and vision fuel some of the negative responses (resistance) encountered in managing change (Armenakis & Harris, 2002). No matter what kind of change initiative an organization's leadership may desire, it will not be successful without the support and commitment of a majority of its managers and employees.

Training

Effective training is essential in any change management initiative, particularly when new technology and work processes are involved. Successful companies typically offer training in the early stages of the project to reduce uncertainty about the new technology and to generate increased user acceptance (Ruta, 2005, p. 38). Training is also used in the final stage of "refreezing" because employees obtain a better idea of how to handle the changes. A targeted training plan is one of several change management components that need to be developed as part of any HRIS implementation project.

CONCLUSION

Clearly, the failure to successfully implement an HRIS has less to do with technology, but instead has more to do with the skills of the change leader, and the people and organizational issues related to the change. An HRIS is not simply computer hardware and associated HR related software. It requires cooperation among departments for its best use. That is, in addition to hardware and software, it also includes people, forms, policies and procedures, and data. The major difference between a traditional information system and an HRIS is that the HRIS contains data about people in the organization and can become both the face of HR and the initial system with which new employees interact with the firm. By providing more information, by helping HR reshape practices, and by freeing up HR employees' time, HRIS can help HR more fully support the strategic mission of the firm.

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