

The usage of human resource information systems in HR processes in select software companies in Bangalore City India.

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Abstract

Managers in many organizations have indicated that in today's highly competitive and challenging environment, human resources will be the key to organizational success. This study aims to analyze how the Human Resource Information Systems is useful in HR processes and ultimately HRIS usage working as a strategic tool for organizational development. This research paper is considers the designation-wise usage level of HRIS in select software companies in Bangalore City.

Keywords : *Human Resource Information Systems, Human Resource Planning process, Recruitment process, Selection process, Compensation process, ERP Packages.*

1. Introduction

Organization of any type especially in the globalization era wants to raise their economic status and carve a niche in the market. It is possible only with efficient and talented human resources. Today, organizations have also been searching for talented human resources to make use of their skills in a systematic manner for the development of the latter, doing all these things in manual system is a very difficult and time taking process. For all these reasons, organizations are implementing information technology and ERP Packages like SAP HR, Oracle HRMS, Peoplesoft HRMS and are maintaining personal information of all those employees who are working with them. Apart from that, organizations are also interested in maintaining their employees' qualifications, experiences, technical and functional skills and aboard experiences as they want to make use of the employees' skills when the organization needs. Organizations implement HRIS in their HR Department to enhance speed, accuracy, time saving, effective decision making, and transparency in their work. HRIS provides proper information to the decision makers. It helps to get the right information at the right time for making strategic decisions. HRM processes are involved in executing the HRM functions namely planning, recruitment, selection, orientation and training, performance appraisal, employee compensation and benefits process, occupational health and safety process.

1.1 Review of literature

Hussain et al. (2006)¹ made a study on 450 organizations in UK firms. The study was on HRIS usage in developing professional status of HR managers. This study confirmed that HRIS is playing a big role in development of professional status of HR professionals.

Chartered Institution of Personnel & Development (2006)² found that technology is supporting the HR activities and processes. In addition to that HRIS was found to be developing effective communication between employees and managers.

Buckley et.al.(2004)³ in their study explained about the role of HRIS in US Universities. Researcher found that HRIS can reduce employee turnover, staffing costs, and increase the hiring processes efficiency.

Mayfield (2003)⁴ proposed human resource information systems (HRIS) model. This model is based on general systems theory. The model addresses all major HRIS components and offers information on how these facets interact to support each other and larger organizational outcomes.

Gerardine De Sanctis (1986)⁵ made a survey in 171 U.S.Companies, to know whether the HRIS is independent from the centralized MIS. To him if an organization chooses the independent HRIS, it supports human resource planning, selection, administration, decision making, placement, payroll, pension, and benefits management.

Bader Yousef Obeidat (2012)⁶ The study conducted in five different banks in Jordon at the rate of 61.5 per cent and questionnaire was distributed to the HR department that include HR Managers and professionals. This study conducted to know the human information system and HR functionalities relationship and it was found that performance development, knowledge management, and records and compliance as dimensions of human resources information systems have a relationship with human resources functionalities rest of the functions were found no significance.

Dr Shikha N Khera, Ms Karishma Gulati (2012)⁷ their research focused on HRIS role on HRP and they conducted study in top 7 IT companies. It is found that HRIS more useful for strategic activities of HR managers and more needed in training and development, succession planning, applicant tracking in recruitment and selection and manpower planning.

Jyotiranjana Hota (2012)⁸ his study suggested that implementation of ERP SaaS into HRIS it may reduced cost of hardware and software environment of the Organizations.

S.C.Kundu & Rajesh Kadian (2012)⁹ This research anticipated to assess the applications of HRIS in HRM in companies operating in India. Structure questionnaire distributed for 544 respondents and 18 applications of HRIS in HRM were examined. Most of the respondents felt that technical and strategic HRM and performance and reward management were the very important and another hand employee record, pay roll and corporate communication were found important for the organizations.

Dr Nisha Aggarwal, Mona Kapoor,(2012)¹⁰ this study suggested that the role and importance of HRIS towards business competitiveness.

Sistla Samkarpad (2013)¹¹ conducted study on the adoption of HRIS of in various universities and their affiliated colleges situated in Hyderabad and also to examine the applications, benefits and barriers. The result of the study revealed that there is no significant association between perception of respondents regarding the applications, benefits and barriers of HRIS.

1.1.2 Research Gap

If human resource management is integrated with information systems, it increases speed and accuracy and helps to update the information of employees and also helpful to employees of other departments of the organization. Most of the studies are focused on the other industries leaving the software companies, which also contribute sizably to the nation's economic growth. Therefore, it is proposed to conduct an in-depth study of select software companies operating in Bangalore India. Hence, the "The usage of human resource information systems in HR processes in select software companies in Bangalore City, India" has been taken up for detailed investigation and analysis.

1.1.3 Research Objective: To analyze the usage and impact of human resource information systems on human resource processes in select software companies

1.1.4 Major Null Hypothesis: There is no positive relationship between human resource information systems (HRIS) and the usage of human resource processes.

1.1.5 Variables Used in the Study for Analysis:

Designation of the selected employees has been taken as an independent variable, while HR processes has been considered as dependent variable.

1.1.6 Methodology

The research was conducted in top 150 software companies in Bangalore City listed by DQ India Survey of 2008. Out of 150 companies 50 companies responded positively and accorded permission and 500 questionnaires were administered at the rate of 10 respondents from each company by email and informal discussion out of which 350 respondents were finally selected by adopting purposive sampling method. The data have been collected from primary and secondary sources and have been analyzed by using descriptive statistics, Oneway ANOVA & 't' test.

1.1.7 Results & Discussions

For the purpose two variables viz dependent and independent variables have been considered. The IT professionals selected and their designations are considered as independent variable while the HR processes are treated as dependent variables for the analysis. Differences in the means of HR processes scores Dependent Variable as per Differences in Designation Categories Independent Variables of the Sample. For the study Oneway ANOVA was done considering one independent variable (designation categories) and all the dependent variables. In case the 'F' value turned out to be significant 't' tests have been done for all possible pairs of means of the dependent variables, that have been obtained based on the independent variable and conclusions drawn. If 'F' did not turn out to be significant, no 't' tests were done, since they were not necessary. The results thus obtained have been interpreted and shown in Table 1.

Table 1
Summary of One-way ANOVA results for HR processes area with the mean values for each Designations

S No	Description of the D.V	S.V	S.S	Df	M.S	F	Designation Means	't' Values
1	HR planning & analysis report	B.G	16.3	5.00	3.26	** 4.9	ITR (M= 3.23) [HRE (M=3.60)] AHRM (M=3.28) HRM (M=3.44) [HRS (M=2.86)] MOD (M=3.09)	** 12.59
		W.G	229	344.00	0.67			
		T	246	349.00				
2	Forecasting manpower requirement report	B.G	7.807	5.00	1.55	* 2.23	[ITR (M= 3.64)] HRE (M= 3.72) AHRM (M=3.76) HRM (M=3.68) [HRS (M=3.91)] MOD (M=3.75)	** 9.00
		W.G	239.1	344.00	0.6			
		T	246.9	349.00				
3	Preparing manpower gaps report	B.G	1.2	5	0.25	* 1.13	ITR (M=3.63) HRE (M=3.72) AHRM (M=3.66) HRM (M=3.68) [HRS (M=3.82)] [MOD (M=3.58)]	** 7.16
		W.G	77.9	344	0.22			
		T	79.2	349				
4	Advertising the vacancy report	B.G	6.04	5	1.20	* 1.95	ITR (M=3.54) [HRE (M=3.55)] AHRM (M=3.33) HRM (M=3.44) [HRS (M=3.32)] MOD (M=3.44)	** 3.54
		W.G	212.49	344	0.61			
		T	218.54	349				
5	Short listing of the job seekers	B.G	5.69	5.00	1.14	* 2.85	ITR (M=3.52) HRE (M=3.42) AHRM (M=3.40) HRM (M=3.62) [HRS (M=3.68)] [MOD (M=3.25)]	** 9.45
		W.G	137	344.00	0.4			
		T	143	349.00				
6	Preliminary reception of application of applicants	B.G	26.7	5.00	5.33	** 6.61	ITR (M=2.93) [HRE (M=2.41)] AHRM (M=2.79) HRM (M=3.09) HRS (M=2.73) [MOD (M=3.12)]	** 9.80
		W.G	278	344.00	0.81			
		T	304	349.00				

S No	Description of the D.V	S.V	S.S	Df	M.S	F	Designation Means	't' Values
7	Organizational background of job seekers	B.G	11.96	5.00	2.39	* 3.10	[ITR (M=3.52)] HRE (M=3.33) AHRM (M=3.43) HRM (M=3.14) [HRS (M=2.77)] MOD (M=3.22)	* 2.46
		W.G	265.9	344.00	0.77			
		T	277.9	349.00				
8	Background investigation of applicant	B.G	22.75	5.00	4.55	** 4.83	ITR (M= 2.98) HRE (M= 2.51) AHRM (M= 2.83) [HRM (M=3.05)] HRS (M=2.73) [MOD (M=2.36)]	** 3.92
		W.G	324.5	344.00	0.94			
		T	347.2	349.00				
9	In identification of individual skills history report	B.G	4.64	5	0.92	* 2.06	ITR (M=3.82) HRE (M=3.73) AHRM (M=3.72) HRM (M=3.74) [HRS (M=3.82)] [MOD (M=3.65)]	** 5.19
		W.G	155.072	344	0.451			
		T						
10	Reference check of applicant	B.G	17.38	5.00	3.48	** 3.79	ITR (M= 2.36) HRE (M=2.89) AHRM (M=2.47) HRM (M= 2.69) [HRS (M=2.97)] [MOD (M=2.32)]	* 2.80
		W.G	315.4	344.00	0.92			
		T	332.8	349.00				
11	Employees' Information report	B.G	8.48	5	1.7	* 2.52	[ITR (M=3.07)] HRE (M=3.24) AHRM (M=3.19) [HRM (M=3.55)] HRS (M=3.32) MOD (M=3.15)	** 7.82
		W.G	231	344	0.67			
		T	240	349				
12	Employment report	B.G	8.142	5.00	1.63	** 4.36	[ITR (M=3.73)] HRE (M=3.61) AHRM (M=3.53) HRM (M=3.64) HRS (M=3.32) [MOD (M=3.27)]	** 3.80
		W.G	128.4	344.00	0.37			
		T	136.6	349.00				

S No	Description of the D.V	S.V	S.S	Df	M.S	F	Designation Means	't' Values
13	Organizational policies and practices report	BG	12	5	2.39	* 3.1	[ITR (M=3.52)] HRE (M=3.48) AHRM (M=3.43) HRM (M=3.52) [HRS (M=2.77)] MOD (M=3.36)	** 9.17
		WG	266	344	0.77			
		T	278	349				
14	Communicating the appraisal with employees' report	B.G	10.2	5.00	2.04	* 2.58	[ITR (M=3.45)] HRE (M=3.03) [AHRM (M=2.88)] HRM (M=3.14) HRS (M=3.14) MOD (M=3.05)	** 8.55
		W.G	272	344.00	0.79			
		T	282	349.00				
15	Preparation of course & trainee performance information details	BG	18.1	5	3.63	** 4.91	ITR (M=3.07) HRE (M=3.29) AHRM (M=2.93) [HRM (M=3.42)] [HRS (M=2.59)] MOD (M=3.33)	** 13.48
		WG	254	344	0.74			
		T	272	349				
16	Performance appraisal report of employees'	BG	3.13	5	0.62	* 1.11	ITR (M=3.38) [HRE (M=3.53)] AHRM (M=3.33) HRM (M=3.36) HRS (M=3.32) [MOD (M=3.25)]	** 5.28
		WG	193.56	344	0.56			
		T	196.69	349				
17	Evaluating of trainee report	B.G	7.807	5.00	1.56	* 2.25	[ITR (M=3.46)] [HRE (M=3.04)] AHRM (M=3.26) HRM (M=3.38) HRS (M=3.18) MOD (M=3.22)	* 3.11
		W.G	239.1	344.00	0.7			
		T	246.9	349.00				
18	Cost benefit analysis report of training	BG	5.31	5	1.06	* 1.22	ITR (M=3.07) HRE (M=3.14) AHRM (M=2.97) HRM (M=3.09) [HRS (M=2.86)] [MOD (M=3.33)]	** 6.97
		WG	298.98	344	0.86			
		T	304.29	349				

S No	Description of the D.V	S.V	S.S	Df	M.S	F	Designation Means	't' Values
19	Course & trainee performance information report	B.G	18.15	5.00	3.63	** 4.91	ITR (M=3.07) HRE (M=3.29) AHRM (M=2.93) [HRM (M=3.42)] [HRS (M=2.59)] MOD (M=3.33)	* 3.78
		W.G	254.2	344.00	0.74			
		T	272.3	349.00				
20	Career development opportunities report	B.G	22.01	5.00	4.4	** 4.18	ITR (M=3.23) HRE (M=3.11) AHRM (M=3.43) HRM (M=3.21) [HRS (M=3.55)] [MOD (M=3.02)]	* 3.29
		W.G	362.7	344.00	1.05			
		T	384.7	349.00				
21	Identification of direct and indirect financial payments details	B.G	8.98	5.00	1.8	* 2.49	ITR (M=3.05) HRE (M=3.02) [AHRM (M=2.84)] HRM (M=2.94) [HRS (M=3.50)] MOD (M=3.20)	** 10.52
		W.G	248	344.00	0.72			
		T	257	349.00				
22	Labor relation report	B.G	16.79	5.0	3.35	* 3.24	[ITR (M=3.11)] HRE (M=2.75) AHRM (M=2.76) HRM (M=2.83) [HRS (M=2.09)] MOD (M=2.4)	** 12.34
		W.G	355.80	344	1.03			
		T	372.59	349				
23	Compensation report	BG	9.83	5	1.97	* 2.43	[ITR (M=3.21)] HRE (M=2.92) AHRM (M=2.95) [HRM (M=2.67)] HRS (M=2.82) MOD (M=2.82)	** 8.06
		WG	279	344	0.81			
		T	289	349				
24	Health, safety and security reports	BG	18.8	5	3.77	* 3.48	ITR (M=3.32) HRE (M=3.25) AHRM (M=3.19) HRM (M=3.29) [HRS (M=3.05)] [MOD (M=3.35)]	** 4.92
		WG	372	344	1.08			
		T	391	349				

S No	Description of the D.V	S.V	S.S	Df	M.S	F	Designation Means	't' Values
25	To identification of individual interest area report	BG	3.06	5	0.61	* 1.74	[ITR (M=3.46)] HRE (M=3.48) AHRM (M=3.48) HRM (M=3.55) [HRS (M=3.86)] MOD (M=3.49)	** 10.38
		WG	120.33	344	0.35			
		T	127.12	345				
26	useful information for daily work activities	BG	1.06	5	0.21	* 0.39	ITR (M=3.32) HRE (M=3.31) AHRM (M=3.28) [HRM (M=3.41)] HRS (M=3.36) [MOD (M=3.24)]	** 3.03
		WG	186.73	344	0.54			
		T	187.79	349				
27	Wage and salary history report	BG	1.80	5	0.36	* 0.57	[ITR (M=3.11)] HRE (M=3.24) AHRM (M=3.24) HRM (M=3.14) [HRS (M=3.36)] MOD (M=3.13)	** 4.10
		WG	215.74	344	0.62			
		T	217.55	349				
28	Social security data details	BG	4.71	5	0.94	* 1.38	ITR (M=3.00) [HRE (M=3.17)] [AHRM (M=2.83)] HRM (M=3.11) HRS (M=3.09) MOD (M=3.09)	** 5.24
		WG	234.14	344	0.68			
		T	238.85	349				

* Significant at 0.01 level for df (5,344) since the obtained 'F' value is equal to or greater than 3.06 the corresponding table value of 'F'

** Significant at 0.05 level for df (5,344) since the obtained 'F' value is equal to or greater than 2.24 the corresponding table value of 'F'

Note-1: ITR: IT Recruiters, HRE : HR Executives, Asst.HRM: Asst.HR Managers, HRM: HR Managers, HRS: HR staff, MOD: Managers of other departments

Note-2: SV: Source of variation, BG: Between Groups, WG: Within Groups, SS: Sum of Squares, DF: Degrees of freedom, MS: Mean Square, SL: Significance level

Note-3: The 't' values have been given in the last column of Table 1 't' values with respect to the two means that have been shown in bold font form are the designation means. The obtained 'F' values given in Table 1 are significant at the 0.05 level or at the 0.01 level indicating that there is a significant difference in the mean levels of different designations levels with respect to the dependent variables given in Table 1. Differences in the designations categories of the software professionals working in software companies in Bangalore city do differ significantly in their mean levels of the usage of HRIS in respect of the following variable: (i) HR planning & analysis report (ii) forecasting manpower requirement report (iii) preparing manpower gaps report (iv) advertising the vacancy report (v) short listing of the job seekers (vi) preliminary reception of application of applicants (vii) organizational background of job seekers (viii) background investigation of applicant (ix) in

identification of individual skills history report (x) reference check of applicant (xi) employees' information report (xii) employment report (xiii) organizational policies and practices report (xiv) communicating the appraisal with employees' report (xv) preparation of course & trainee performance information details (xvi) performance appraisal report of employees' (xvii) evaluating of trainee report (xviii) cost benefit analysis report of training (xix) course & trainee performance information report (xx) career development opportunities report (xxi) identification of direct and indirect financial payments details (xxii) labor relation report (xxiii) compensation report (xxiv) health, safety and security reports (xxv) to identification of individual interest area report (xxvi) useful information for daily work activities (xxvii) wage and salary history report (xxviii) social security data details.

(i) The mean level of usage of HRIS for HR planning & analysis report of HR processes of Human Resource Executives is more than the mean level of usage of HRIS of HR planning & analysis report of HR processes of Human Resource Staff. (ii) The mean level of usage of HRIS for forecasting manpower requirement report of HR processes of IT Recruiters is more than the mean level of usage of HRIS of forecasting manpower requirement report of HR processes of Human Resource Staff. (iii) The mean level of usage of HRIS for preparing manpower gaps report of HR processes of Human Resource Staff is more than the mean level of usage of HRIS of preparing manpower gaps report of HR processes of Managers of other departments. (iv) The mean level of usage of HRIS for advertising the vacancy report of HR processes of Human Resource Executives is more than the mean level of usage of HRIS of advertising the vacancy report of HR processes of Human Resource Staff. (v) The mean level of usage of HRIS for short listing of the job seekers of HR processes of Human Resource Staff is more than the mean level of usage of HRIS of short listing of the job seekers of Managers of other departments. (vi) The mean level of usage of HRIS for preliminary reception of application of HR processes of Managers of other departments is more than the mean level of usage of HRIS of preliminary reception of application of Human Resource Executives. (vii) The mean level of usage of HRIS for organizational background of job seekers of HR processes of IT Recruiters is more than the mean level of usage of HRIS of organizational background of job seekers of HR processes of Human Resource Staff. (viii) The mean level of usage of HRIS for background investigation of applicant of HR processes of Human Resource Managers is more than the mean level of usage of HRIS of background investigation of applicant of HR processes of Managers of other departments. (ix) The mean level of usage of HRIS for the identification of individual skills history report of HR processes of Human Resource Staff is more than the mean level of usage of HRIS of the identification of individual skills history report of HR processes of Managers of other departments. (x) The mean level of usage of HRIS for reference check of applicant of HR processes of Human Resource Staff is more than the mean level of usage of HRIS of reference check of applicant of HR processes of Managers of other departments. (xi) The mean level of usage of HRIS for employees' information report of HR processes of Human Resource Managers is more than the mean level of usage of HRIS of employees' information report of HR processes of IT Recruiters. (xii) The mean level of usage of HRIS for employment report of HR processes of IT Recruiters is more than the mean level of usage of HRIS of employment report of HR processes of Managers of other departments. (xiii) The mean level of usage of HRIS for organizational policies and practices report of HR processes of IT Recruiters is more than the mean level of usage of HRIS of organizational policies and practices report of HR processes of Human Resource Staff. (xiv) The mean level of usage of HRIS for communicating the appraisal with employees' report of HR processes of IT Recruiters is more than the mean level of usage of HRIS of communicating the appraisal with employees' report of HR processes of Assistant Human Resource Managers. (xv) The mean level of usage of HRIS for preparation of course & trainee performance information details of HR processes of Human Resource Managers is more than the mean level of usage of HRIS of preparation of course & trainee performance information details of HR processes of Human Resource Staff. (xvi) The mean level of usage of HRIS for performance appraisal report of employees' of HR processes of Human Resource Executives is more than the mean level of usage of HRIS of performance appraisal report of employees' of HR processes of Managers of other departments. (xvii) The mean level of usage of HRIS for evaluating of trainee report of HR processes of IT Recruiters is more than the mean level of usage of HRIS of evaluating of trainee report of HR processes of Human Resource Executives. (xviii) The mean level of usage of HRIS for cost benefit analysis report of training of HR processes of Managers of other departments is more than the mean level of usage of HRIS of cost benefit analysis report of training of HR processes of Human Resource Staff. (xix) The mean level of usage of HRIS for course & trainee performance information report of HR processes of Human Resource Managers is more than the mean level of usage of HRIS of course & trainee performance information report of HR processes of Human Resource Staff. (xx) The mean level of usage of HRIS for career development opportunities report of HR processes of Human Resource Staff is more than the mean level of usage of HRIS of career development opportunities report of HR processes of Managers of other departments. (xxi) The mean level of usage of HRIS for identification of direct and indirect financial payments details of HR processes of Human Resource Staff is more than the mean level of usage of HRIS of identification

of direct and indirect financial payments details of HR processes of Assistant Human Resource Managers. (xxii) The mean level of usage of HRIS for labor relation report of HR processes of IT Recruiters is more than the mean level of usage of HRIS of labor relation report of HR processes of Human Resource Staff. (xxiii) The mean level of usage of HRIS for compensation report of HR processes of IT Recruiters is more than the mean level of usage of HRIS of compensation report of HR processes of Human Resource Managers. (xxiv) The mean level of usage of HRIS for health, safety and security reports of HR processes of Managers of other departments is more than the mean level of usage of HRIS of health, safety and security reports of HR processes of Human Resource Staff. (xxv) The mean level of usage of HRIS for identification of individual interest area report of HR processes of Human Resource Staff is more than the mean level of usage of HRIS of the identification of individual interest area report of HR processes of IT Recruiters. (xxvi) The mean level of usage of HRIS for useful information for daily work activities of HR processes of Human Resource Managers is more than the mean level of usage of HRIS of useful information for daily work activities of HR processes of Managers of other departments. (xxvii) The mean level of usage of HRIS for wage and salary history report of HR processes of Human Resource Staff is more than the mean level of usage of HRIS of wage and salary history report of HR processes of IT Recruiters. (xxviii) The mean level of usage of HRIS for social security data details of HR processes of Human Resource Executives is more than the mean level of usage of HRIS of social security data details of HR processes of Assistant Human Resource Managers.

Null Hypothesis: Differences in designation of software professionals working in companies would not account for significant differences in their mean usage levels of all the variables of HR processes.

Table 2 Analysis of all Variables in the area of HR processes

	ITR (N=56) (M=224.28) (SD=8.51)	HRE (N=93) (M=220.51) (SD=7.65)	AHRM (N=58) (M=220.17) (SD=7.48)	HRM (N=66) (M=224.15) (SD=6.39)	HRS (N=22) (M=220.04) (SD=6.84)	MOD (N=55) (M=219.63) (SD=7.86)
ITR (N=56) (M=224.28)		** 2.72	** 2.74	NS 0.1	* 2.29	** 2.99
HRE (N=93) (M=220.51)			NS 0.27	** 3.25	NS 0.28	NS 0.66
AHRM (N=58) (M=220.17)				** 3.16	NS 0.07	NS 0.37
HRM (N=66) (M=224.15)					* 2.48	** 3.42
HRS (N=22) (M=220.04)						NS 0.23

* 't' more than or equal to 1.98 at .05 level for respective df , ** 't' more than or equal to 2.61 at .01 level for respective df

(Source: 't' table : Henry.E.Garrett, Statistics in Psychology & Education, Surjeet publications, Delhi, India)

Here dependent variables of a specific area have been considered together and the scores of categories of designation level have been summed and their mean, standard deviation have been found out. The scores of all dependent variables in an area were added in view of the summated scoring system that had been followed the four response choices (great extent=4, some extent=3, uncertain=2, not at all=1).

From the Table 2 it is clear that the 't' values of pairs of respective means of designation categories shown against the astricks (**, *) are found to be significant either at 0.05 level or at 0.01 level. Hence, in respect of the means of designation categories for all the dependent variables under HR processes, the following major conclusions have been drawn.

1.1.8 Findings

- i) The mean usage level of HR processes of IT Recruiters is more than the remaining mean usage level of HR processes of remaining four categories.
- ii) The mean usage level of HR processes of Human Resource Executives is lesser

than the mean usage level of HR processes of Asst. Human Resource Managers.

iii) The mean usage level of HR processes of Assistant Human Resource Managers is more than the mean usage level of Human Resource Managers.

iv) The mean usage level of HR processes of Human Resource Managers is more than the mean usage level of Human Resource Staff and Managers of other departments.

1.1.9 Suggestions

⇒ Further Asst. Human Resource Managers, Human Resource Staff and Managers of other departments are to be sent abroad for training in institutions of Society for Human Resource Management (SHRM), The International Association for Human Resource Information Management (IHRIM) and The Chartered Institute of Personnel, and Development (CIPD) for improving their usage towards HRIS in various areas of human resource management.

⇒ All the select software companies should enhance the incentives for IT Recruiters in select software companies recognizing their high level usage of HRIS in various functional areas of human resource management so that this could motivate other categories of software professionals to learn and use HRIS effectively.

1.1.10 Conclusion

This research work intends to analyse the usage and impact of HRIS in HR processes of the selected software companies in Bangalore city. The study included an analysis of various facets / statements of HR processes to ascertain HRIS impact on HR Processes. It has been endeavored to relate HRP with, recruitment, selection, training and development, compensation processes and other variables.

Thus, the analysis led to the conclusion that the usage of HRIS has a positive impact on various facets of HR Processes in the sample companies in an overall way and it is also supported by different statistical tests used in the analysis.

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