

An empirical analysis of organizations using human resource information system (HRIS) in India: An employee perspective.

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ABSTRACT

The aim of this study was to find the number of organizations using human resource information system (HRIS) and its impact on process improvement of human resource management activities in organizations operating in India. In this survey, a total of 71 companies across India were shortlisted from six different sectors namely information technology, real estate, business process outsourcing, financial services, manpower consulting and travel & tourism. The sample size of 385 respondents was decided, but only 355 questionnaires were found to be usable and were thus analyzed, which is a response rate of 96.25%. Chi-square results showed that organizations in the real estate sector and the service sector of India, differed significantly on using human resource information system (HRIS). This study also provided concrete insight about human resource professionals, view on process improvement of human resource management by human resource information system (HRIS).

Keywords: *Human resource information system, Human resource Management, Information technology, Information system, India.*

INTRODUCTION

In this era of information explosion and visual interaction, human resource information system (HRIS) has become one of the most important pillar of modern human resource management. Human resource management (HRM) is the function within an organization that focuses on recruitment, management and providing direction for the people who work in the organization. Invariably, human resource management (HRM) issues have been a major concern for managers at all levels, because they all meet their goals through the efforts of others, which require the effective and efficient management of people (Dessler, Cole & Sutherland, 2008). Lately, the increasing pressure to support strategic objectives and the greater focus on shareholder value have led to changes in both job content and expectations of HR professionals (Ball, 2000). Similarly, Schuler & Jackson, Storey, (2001) and Mayfield, Mayfile, Lunce (2003) noted that one such major changes included contemporary use of Information Systems (IS) in support of the HRM process. In addition, according to Ulrich (1997), using HRIS provides value to the organization and improves HR professionals' own standing in the organization.

The traditional ways of competitive advantage have to be supplemented with organizational capability i.e. the firm's ability to manage people (Ulrich and Lake 1990). Human Resource Information System is therefore a medium that helps HR professionals perform their job roles more effectively. (Broderick & Boudreau, 1992). Human resources information systems, or HRIS, are software systems managed by the company that purchased it, or by an outsourced agent or firm, to manage the employee informational database. Martinsons (1994) pointed out that HRIS is normally used for two different purposes. One for simple automation like payroll and benefits administration, and keeping the employee records electronically for administrative purpose to reduce costs and time. The other use of HRIS is for analytical decision making (Kovach & Cathcart, 1999).

This research paper thus, studies the implementation and use of human resource information system for automating the human resource management process in organizations operating in India. And also, it draws attention to the employee perspective about the advantage of using human resource information system in their respective organizations.

The paper then provides information on the research setting, the sample and the measures used in the study. Finally, the researchers detail the empirical results and discuss the significance of the findings.

1. REVIEW OF LITERATURE

Human Resource Management is directed mainly at management needs for human resources (not necessarily employees) to be provided and deployed (Torrington & Hall, 2005). There is greater emphasis on planning, monitoring and control, rather than of problem-solving and mediation. It is totally identified with management interest, being a general management activity and is relatively distant from the workforce as a whole (Michael Poole, 2003). In addition, De Cenzo & Robbins (2008) defined Human Resource Management as the part of the organization that is concerned with the people dimension, and it is normally a staff or support function in the organization.

Technology has affected human resource management in a number of ways (Kossek, 1987). With many functions to track and huge amounts of information to process frequently and accurately, human resource executives have turned to information technology (IT) to help them meet their organization's information needs. Human Resources (HR) and information technology are the two elements that many firms are learning to use as strategic weapons to compete (Jenkins and Lloyd, 1985).

The field of human resource management (HRM) can be characterized as having encountered frequent and numerous innovations in technology. Some of the terms include the human resource information system (HRIS), electronic human resource management (e-HRM) and virtual human resource management (VHRM) (Ngai, Law & Wat, 2008). A human resource information system (HRIS) is a system used to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information about an organization's human resources (Tannenbaum, 1990). After reviewing the many definitions of an Human Resource Information System, Kavanagh, Gueutal & Tannenbaum (1990) defined it as a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resources.

In the 1960's and 1970's, large companies felt a need to centralize their personnel data in large part to facilitate record keeping and meet regulatory needs. Programs were written on large mainframe computers that acted as a central data repository with little transactional processing, usually only for payroll. Recent developments in technology have made it possible to create a real-time information-based, self-service, and interactive work environment. Personnel Information Systems have evolved from the automated employee recordkeeping from the 1960s into more complex reporting and decision systems of late. (Gerardine DeSanctis, 1986).

Personnel Information Systems have evolved from the automated employee recordkeeping from the 1960s into more complex reporting and decision systems of late (Gerardine DeSanctis, 1986). The Human Resource Information System (HRIS), also known as a Human Resource Management System (HRMS), became prevalent in the 1980's with the popularity of Enterprise Resource Management (ERP) applications and the move from mainframe systems to client server technology.

Today, managers and employees are assuming activities once considered the domain of human resource professionals and administrative personnel. This represents a significant break with the past, but an improvement in overall organizational effectiveness. Consequently, given the authority and relevant accessible information for decision making, both managers and employees respond more quickly to changes (Lengnick-Hall and Lengnick-Hall, 2002).

Kovach & Cathcart, (1999) presented the three major functional components in any Human Resource Information System: Input, Data Maintenance, Output.

Human Resource Information System meets the needs of a number of organizational stakeholders. Typically, the people in the firm who interact with the HRIS are segmented into three groups:

- (1) HR professionals.
- (2) managers in functional areas (production, marketing, engineering etc.) and
- (3) employees (Anderson, 1997).

In a recent study on Indian companies found that HR professional had major applications of HRIS as recruitment and selection (67.2% and 71.9%, respectively), pay roll service (67.2%), providing general information (67.2%), compensation (67.2%), performance appraisal (62.5%) and job analysis and design (62.5%), HRIS was quite in use in corporate communication (48.2%), (Saharan and Jafri, 2012).

De Alwis (2010) in his study on Sri Lankan industry shows that the most commonly used modules in HR department are training and development, recruitment and selection and performance appraisal and are being utilized by all the companies. The most popular future applications of HRIS had been predicted as training and development (72.5%), career development (60.8%) and performance appraisal/management (58.8%) (Teo, Soon & Fedric, 2001).

Within the last decade, the explosion in information systems related literature confirms that information technology, its implementation, use and benefit is a very well researched area in organizational studies (Robinson, 1997). There appears to be shift towards strategic applications of HRIS. The possible reason could be that most of the organizations which are using HRIS for few years for now, want to explore possibilities of strategic HRIS applications over the next few years. (Teo, Soon & Fedric, 2001).

2. OBJECTIVE OF THE STUDY

In an attempt to isolate and categorize potential sources of human resource information system and its impact on the various processes of human resource activities, the available literature is reviewed.

On the basis of the literature review, the main objective of the study is to assess the number of organizations using human resource information system (HRIS) in India and also to study the perspective of human resource professionals on process improvement of human resource management by human resource information system (HRIS).

To achieve the main objective, the following sub objectives were set:

1. To study the number of organizations using HRIS in organizations operating in India.
2. To find out the perspective of human resource professionals about process improvement of human resource management activities post HRIS implementation in the organization.

3. RESEARCH METHODOLOGY

3.1 Methodology:

The study is based on primary data collected from employees currently working in 71 different organization operating in India. The organization in the study are from information and technology, real estate, business process outsourcing, financial services, manpower consulting and travel and tourism. The researchers also used secondary data for the purpose of this study. A descriptive research design with a survey method is applied in this study. The study was proposed on a sample size of 385 respondents. 400 questionnaires were randomly administered to employees. Approximately 355 usable questionnaires were received representing a response rate of 96.25%.

Secondary data used in this research is taken from different books on the related topics, web portals, public websites of concerned departments for data and other statistics, various journals, newspapers and magazines, websites of selected companies included in this survey as well as of the different printed materials (brochures, etc) collected from these companies. Enough information was attainable from these sources thus allowing for appropriate analysis, compilation, interpretation, and structuring of the entire report.

3.2 Survey instrument:

A comprehensive questionnaire, on the topic of the study, was developed for data collection, from the employees working in various organizations in India. The questionnaire was originally developed into English and translated into Hindi for a high response rate.

3.3 Statistical tools:

The data collected questionnaire from the respondents was analyzed by SPSS software.

4. HYPOTHESIS

Thus, on the basis of literature review, we propose the following hypotheses (H):

H1 Maximum organizations in India use HRIS.

H2 Organizations in India have been using HRIS for the past 3 to 5 years.

H3 Employees have started using HRIS only recently.

H4 Employees working on HRIS think that it will bring process improvement in human resource management activities.

5. CONCEPTUAL FRAMEWORK OF THE STUDY

The researchers finalized the study by undertaking the following framework of the study. The study analyses and presents the rate of human resource information system implemented in various organizations across India, as well as the human resource professionals perspective of process improvement in human resource management activities by successfully implementing and using human resource information system in their respective organizations. The study shows that human resource information system plays a very important role in enhancing and improving various human resource management activities in organizations operating in India.

6. RESULTS

6.1 Demographic Results: The information was collected from professionals working in seventy on (71) organizations across six different sectors. Table 1 shows that a total of 355 respondents were interviewed, 105 from Information Technology (IT) (66 Male, 39 females), 50 from Real Estate (45 males and 5 females), 75 from Business Process Outsourcing (BPO) (43 males and 32 females), 25 from Financial Services (17 males and 8 females), 50 from Manpower Consulting (28 males and 22 females) and 50 from Travel & Tourism (44 males and 6 females). 68.45% respondents interviewed were male and 31.5 % were females. There were more male respondents interviewed in Real Estate Companies (90%) and the maximum number of females interviewed were in Manpower Consultancy (44%). The difference in Male and Female ratio is maximum is Real Estate and Travel & Tourism Sector.

INSERT TABLE 1

The point to be noted is that from table 2 the researchers deduce that, 73.8% respondents interviewed were Post Graduate's, 23.9% were Graduate's, 2.3% were Under Graduate's and 0 % were Doctorate's. There were more Graduates respondents interviewed in Real Estate (54%). Otherwise in all other three sectors their were more Post Graduate respondents.

INSERT TABLE 2

6.2 Hypothesis testing:

The researcher proposed four hypothesis to be tested in the study to arrive at the meaningful conclusion. The proposed hypothesis were expected to provide a clear picture of implementation and usage of human resource information system (HRIS) in organizations operating in India. The results were also expected to show the perception of employees towards process improvement of human resource management activities upon human resource information system (HRIS) implementation.

Hypothesis 1: Maximum organizations in India use HRIS

From table 3 the researchers find that, all the (100%) organizations in the IT sector (21), the BPO Sector (15,100%) and Financial Sector(5,100%) use HRIS in their respective organizations. While 9(95%) out 10 use HRIS in the Real Estate sector,4 (40%) out of 10 use HRIS in Manpower Sector and 8 (80%) out of 10 use HRIS in Travel & Tourism sector. Manpower Sector is the only sector where it was found that the HRIS is not used in more than 50% of the companies. Thus from the results it can be said that maximum organizations operating in India (87.3%), use HRIS, thus the hypothesis is accepted.

INSERT TABLE 3

Hypothesis 2: Organizations in India have been using HRIS for the past 3 to 5 years.

The respondents interviewed in IT(90.5%), Real estate(82.2%), BPO (89.3%) said that the current HRIS software installed in the organization was installed between 3 to 5 years back while almost 30% respondents interviewed in the Travel & Tourism and Manpower Consultancy sector replied that the current HRIS was installed 5 years back. (Chi sq value = 57.55, p=0) at .05 level. Thus from the results it can be said that maximum organizations operating in India (79.0%), have been using HRIS for the past 3 to 5 years, thus the hypothesis is accepted.

INSERT TABLE 4

Hypothesis 3: Employees have started using HRIS only recently.

The respondents interviewed in all the sectors replied that they are using a HRIS between 3 years to 5 years except for the Manpower consultancy where 47.5% respondents replied that they have been using HRIS below 3 years and more than 6 months. The respondents in the BPO sector replied that they have been using HRIS between 3 years to 5 years (89.3%). Thus from the results it can be said that maximum employees working in

organizations have started using HRIS only recently i.e. between 3 to 5 years only (59.7%), thus the hypothesis is accepted.

INSERT TABLE 5

Hypothesis 4: Employees working on HRIS do not think that it will bring process improvement in human resource management activities.

25.5% of the respondents interviewed replied that they use HRIS only at the month end during payroll processing. While 85.7% respondents from the IT sector and 92% from the BPO sector interviewed replied that they use it always. The main reason for this is that IT sector and BPO sector are more technologically inclined than the other sectors. Chi square was done to find out if it is important for an organization to use HRIS in most or all its activities and it was found out to be significant.(Chi square: 216.08, P value:0: Significant at: 0.05)

INSERT TABLE 6

Respondents interviewed in all the sectors except the Financial sector, where only 40% respondents believed that there would be improvement if we have a good HRIS in the organization. Chi square tests were applied and it was found that there would be process improvement if we have a good HRIS in the organization (Chi sq value = 35.94, p=0) at .05 level. Thus from the results it can be said that employees think (76%) that post HRIS implementation there is process improvement in human resource management activities., thus the hypothesis is accepted.

INSERT TABLE 7

6.3 Findings

The researchers proposed four hypotheses to be tested in the study to arrive at the meaningful conclusion. From the results and analysis the researchers presents the following highlights of the finding.

Summary of hypothesis and brief findings.

(1)	(2)	(3)	(4)
H1	Yes	Maximum organizations in India use HRIS.	Accepted
H2	Yes	Organizations in India have been using HRIS for the past 3 to 5 years.	Accepted
H3	Yes	Employees have started using HRIS only recently.	Accepted
H4	Yes	Employees working on HRIS think that it will bring process improvement in human resource management activities.	Accepted

NOTES Column headings are as follows: (1) hypothesis, (2) Correlation (3) results, (4) hypothesis rejected/accepted.

7. DISCUSSION

In the current study the researchers proposed four hypotheses to test, through which two objectives would be achieved. In this section the results of the study and objectives are discussed.

Table 1 gives the sex wise distribution of the respondents (Human Resource Professionals) It gives the frequency analysis and per value of each sector (IT, Real Estate, BPO, Manpower Consultancy, Financial Services and Travel & Tourism) with respect to the number of male and female Human Resource Professionals working. The result of the study show that most of the Human Resource Professionals are males as compared to females across all the sectors.

Table 2 indicate the educational qualification of the human resource professionals who were interviewed for the survey. It gives the frequency analysis and per value of each sector (IT, Real Estate, BPO, Manpower Consultancy, Financial Services and Travel & Tourism) with respect to the Educational Qualification of the Human Resource Professionals working. The analysis shows that:

- A large chunk of Human Resource Professionals are Post Graduates except for the Real Estate sector where the major educational qualification of the respondents interviewed were Graduates.
- In Information Technology Sector and BPO Sector more than 85% of their Human Resource professionals had a post graduate degree. While 10% of the Human Resource professionals working in Real Estate had only a under graduate degree.

The first objective of the study was to find out the implementation and usage of HRIS in organizations operating in India. Table 3 depicts the number of organisations which have HRIS installed. It gives the frequency analysis

and per value of each sector (IT, Real Estate, BPO, Manpower Consultancy, Financial Services and Travel & Tourism).

The analysis shows that:-

- Major organisations in the IT, Real Estate, BPO, Financial Services and Travel & Tourism have HRIS installed except for the Manpower Consultancy, where the number of organisations that do not have HRIS installed are more than the one that have it installed and are using it.

Table 4 depicts the number of years or months, it has been since the current HRIS in the organization has been installed. It gives the frequency analysis and per value of each sector (IT, Real Estate, BPO, Manpower Consultancy, Financial Services and Travel & Tourism) with respect to the current HRIS being installed and being used by the human resource professionals.

The analysis shows that:-

- Major organisations in the IT, Real Estate, BPO, Financial Services, Manpower Consultancy and Travel & Tourism have HRIS installed just between 3 to 5 years.
- It was further analysed from than more than 10% of the respondents from the Finance, Manpower and Travel & Tourism companies replied that the current HRIS has been installed just 1 to 6 months back.

Table 5 depicts the number of months or years since the Human Resource Professionals interviewed in this survey had been using HRIS. It gives the frequency analysis and per value of each sector (IT, Real Estate, BPO, Manpower Consultancy, Financial Services and Travel & Tourism) with respect to the number of years HRIS is being used by the human resource professionals interviewed in this survey.

The analysis shows that:-

- The analysis shows that majorly the Human Resource Professionals have been using HRIS since the last 3 to 5 years only with the exception of Travel & Tourism sector where it has been in use only majorly since the past 3 year to 6 months and just less than half organizations in the Travel & Tourism industry have been using HRIS for more than 5 years. More than quarter of the Real Estate organizations have been using this since the past 6 months only.

Table 6 depicts depicts the extent to what the Human Resource Professionals interviewed in this survey had been using HRIS. It gives the frequency analysis and per value of each sector (IT, Real Estate, BPO, Manpower Consultancy, Financial Services and Travel & Tourism) with respect to the extent HRIS is being used by the human resource professionals interviewed in this survey.

The analysis shows that:-

- The analysis showed that majorly the organizations use HRIS to a great extent. But it should be noted here that the major chunk of it is contributed by the BPO sector and the IT sector. As the respondents in this survey from BPO and IT sector believed that majorly they use HRIS to a great extent as compared other human resource professionals interviewed from other organizations. Table 6 showed that majorly organizations in all the sectors except IT,BPO and Finance Sector use HRIS only at the month end and that too for payroll processing. Although more than quarter of the respondents from the finance sector believed that they use HRIS only at the month end for payroll processing but a major chunk of the human resource professionals from the Finance Sector believed that they sometimes use HRIS for activities related to Human Resource.

Objective two aimed to find out the perception of employees about process improvement of human resource management activities post HRIS implementation. Table 7 depicts the process improvement since the current HRIS in the organization has been installed. It gives the frequency analysis and per value of each sector (IT, Real Estate, BPO, Manpower Consultancy, Financial Services and Travel & Tourism) with respect to the process improvement by the using the current HRIS and being used by the human resource professionals.

The analysis shows that:-

- A Major chunk of the human resource professional believe that there has been process improvement since using the current HRIS. Although a quarter of the human resource professionals from the financial sector do not think so and the other quarter from the same sector do not know if there has been any significant process improvement by using the current HRIS but majorly all the human resource professionals believe that by using the current HRIS there has been process improvement in the human resource department.

- And also from Table 7 we come to know that the process improvement has been the most in BPO and IT sector because the table show that professionals from IT and BPO sector have been using the HRIS in almost all the Human Resource Activities.

8. CONCLUSION AND PRACTICLE IMPLICATIONS

From the foregoing study and analysis the researcher unveiled the current status of human resource information system (HRIS) in organizations operating in India. The researchers confidently conclude that this study has practical and policy implications for the organizations in the information technology (IT), real estate, business process outsourcing, financial services and travel & tourism sectors, respectively. It is important that the human resource professionals in their respective organizations know why the human resource information system (HRIS) is being implemented. It is seen that most of the professionals know what is done in their department but do not really know why it is being done. For making sure that the HRIS being implemented impacts human resource management and the organization is able to get the most out of the integration between the two, knowing the why part is very important for the human resource professionals of the human resource department. The finding present that organizations in the information technology (IT), real estate, business process outsourcing, financial services and travel & tourism sectors can improve their human resource management activities by emphasizing on installing and using excellent human resource information system. It is worth mentioning here that the study found that the impact of HRIS has positive impact on the various human resource management activities. However the results showed that still many organizations operating in India do not have a HRIS being implemented. Presently the industry is in huge demand for workforce at various levels which is always expected to increase in future. The proper management of human resource should be the utmost concern of the organizations in India and in this regard organization should focus on implementing and using human resource management system's.

The study finds out that the human resource professionals from the financial sector do not think there has been any significant process improvement by using the current HRIS, while human resource professionals from business process outsourcing sector and information technology sector think otherwise. It is the need of the hour that all the sector's should be at par and share important inputs regarding the implementation and use of HRIS, so as to facilitate each other in making important progress in better management of human resource management activities.

8.1 Practical Implications

For Companies: Although the service sector and real estate sector is growing leaps and bounds but at the same time the results indicate that companies in these sectors have to significantly improve their practices regarding the implementation and use of human resource information system. The companies should focus on implementing a good human resource information system and proper budget allocation should be done for the same.

For the Government: Educational institutions should start collaborating with the service sector and real estate sector so that the industry specific courses for human resource information system are introduced.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The study is based on data collected from organizations and their human resource professionals but both the Organizations and their human resource professionals were quite stringent on the grounds of maintaining the confidentiality of the details. Another significant limitation has been to openly speak to the Employees as the management would always be around while interviewing the Employees. The study was conducted in the service sector and real estate sector only, which could have been collected from other sectors also. Further the survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured. And also, future researchers can take up studies on human resource information system (HRIS) by including the above mentioned limitations.

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ANNEXURE:
Tables(s)

Table-I
Sex wise distribution of respondents

Sex	Sector													
	IT		Real Estate		BPO		Financial Services		Manpower Consulting		Travel and Tourism		Total	
	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per
Male	66.00	62.86	45.00	90.00	43.00	57.33	17.00	68.00	28.00	56.00	44.00	88.00	243.00	68.45
Female	39.00	37.14	5.00	10.00	32.00	42.67	8.00	32.00	22.00	44.00	6.00	12.00	112.00	31.55
Total	105.00	100.00	50.00	100.00	75.00	100.00	25.00	100.00	50.00	100.00	50.00	100.00	355.0	100

Table-2
Educational Qualification of respondents

Educational Qualification	Sector													
	IT		Real Estate		BPO		Financial Services		Manpower Consulting		Travel and Tourism		Total	
	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per
Under Graduate	0.0	0.0	5.0	10.0	0.0	0.0	1.0	4.0	2.0	4.0	0.0	0.0	8.0	2.3
Graduate	15.0	14.3	27.0	54.0	4.0	5.3	5.0	20.0	14.0	28.0	20.0	40.0	85.0	23.9
Post Graduate	90.0	85.7	18.0	36.0	71.0	94.7	19.0	76.0	34.0	68.0	30.0	60.0	262.0	73.8
Doctorate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Table-3
Does the Organization use HRIS in the Organization

	Sector													
	IT		Real Estate		BPO		Financial Services		Manpower Consulting		Travel and Tourism		Total	
	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per
Yes	105	100.0	45	90.0	75	100.0	25	100.0	20	40.0	40	80.0	310	87.3
No	0	0.0	5	10.0	0	0.0	0	0.0	30	60.0	10	20.0	45	12.7
Total	105	100.0	50	100.0	75	100.0	25	100.0	50	100.0	50	100.0	355	100.0

Table-4
When was the current HRIS software installed in the organization

	Sector													
	IT		Real Estate		BPO		Financial Services		Manpower Consulting		Travel and Tourism		Total	
	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per
1 to 6 months	2.0	1.9	2.0	4.4	3.0	4.0	4.0	16.0	2.0	10.0	4.0	10.0	17.0	5.5
Between 6 months to 3 years	5.0	4.8	1.0	2.2	2.0	2.7	2.0	8.0	3.0	15.0	3.0	7.5	16.0	5.2
Between 3 years to 5 years	95.0	90.5	37.0	82.2	67.0	89.3	16.0	64.0	9.0	45.0	21.0	52.5	245.0	79.0
Above 5 years	3.0	2.9	5.0	11.1	3.0	4.0	3.0	12.0	6.0	30.0	12.0	30.0	32.0	10.3
Total	105.0	100.0	45.0	100.0	75.0	100.0	25.0	100.0	20.0	100.0	40.0	100.0	310.0	100.0

*Significant at .05 level

Table-5
Since how long have you been using HRIS

	IT		Real Estate		BPO		Financial Services		Manpower Consulting		Travel and Tourism		Total			
	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per		
1 to 6 months	13.0	12.4	13.0	28.9	3.0	4.0	4.0	16.0	3.0	15.0	2.0	5.0	38.0	12.3	123.75	0
Below 3 years and more than 6 months	7.0	6.7	4.0	8.9	3.0	4.0	5.0	20.0	4.0	20.0	19.0	47.5	42.0	13.5		
Between 3 years to 5 years	64.0	61.0	27.0	60.0	67.0	89.3	14.0	56.0	10.0	50.0	3.0	7.5	185.0	59.7		
Above 5 years	21.0	20.0	1.0	2.2	2.0	2.7	2.0	8.0	3.0	15.0	16.0	40.0	45.0	14.5		
Total	105.0	100.0	45.0	100.0	75.0	100.0	25.0	100.0	20.0	100.0	40.0	100.0	310.0	100.0		

*Significant at .05 level

Table-6
To what extent does your organization use HRIS

	IT		Real Estate		BPO		Financial Services		Manpower Consulting		Travel and Tourism		Total			
	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per		
Always	90.0	85.7	5.0	11.1	69.0	92.0	2.0	8.0	2.0	10.0	3.0	7.5	171.0	55.2	216.08	0
Sometimes	5.0	4.8	9.0	20.0	2.0	2.7	12.0	48.0	4.0	20.0	16.0	40.0	48.0	15.5		
Only at the month end during Payroll Processing	8.0	7.6	30.0	66.7	2.0	2.7	9.0	36.0	12.0	60.0	18.0	45.0	79.0	25.5		
Can't say	2.0	1.9	1.0	2.2	2.0	2.7	2.0	8.0	2.0	10.0	3.0	7.5	12.0	3.9		
Total	105.0	100.0	45.0	100.0	75.0	100.0	25.0	100.0	20.0	100.0	40.0	100.0	310.0	100.0		

*Significant at .05 level

Table-7

Process improvement if you have a good HRIS in the organization

	Process Improvement if you have a good HRIS in the organization															
	IT		Real Estate		BPO		Financial Services		Manpower Consulting		Travel and Tourism		Total			
	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per		
Yes	81.0	77.1	43.0	86.0	66.0	88.0	10.0	40.0	32.0	64.0	40.0	80.0	272.0	76.6	35.94	0
No	3.0	2.9	1.0	2.0	2.0	2.7	3.0	12.0	6.0	12.0	2.0	4.0	17.0	4.8		
Can't Say	12.0	11.4	3.0	6.0	3.0	4.0	6.0	24.0	6.0	12.0	5.0	10.0	35.0	9.9		
Somewhat	9.0	8.6	3.0	6.0	4.0	5.3	6.0	24.0	6.0	12.0	3.0	6.0	31.0	8.7		
Total	105.0	100.0	50.0	100.0	75.0	100.0	25.0	100.0	50.0	100.0	50.0	100.0	355.0	100.0		

*Significant at .05 level