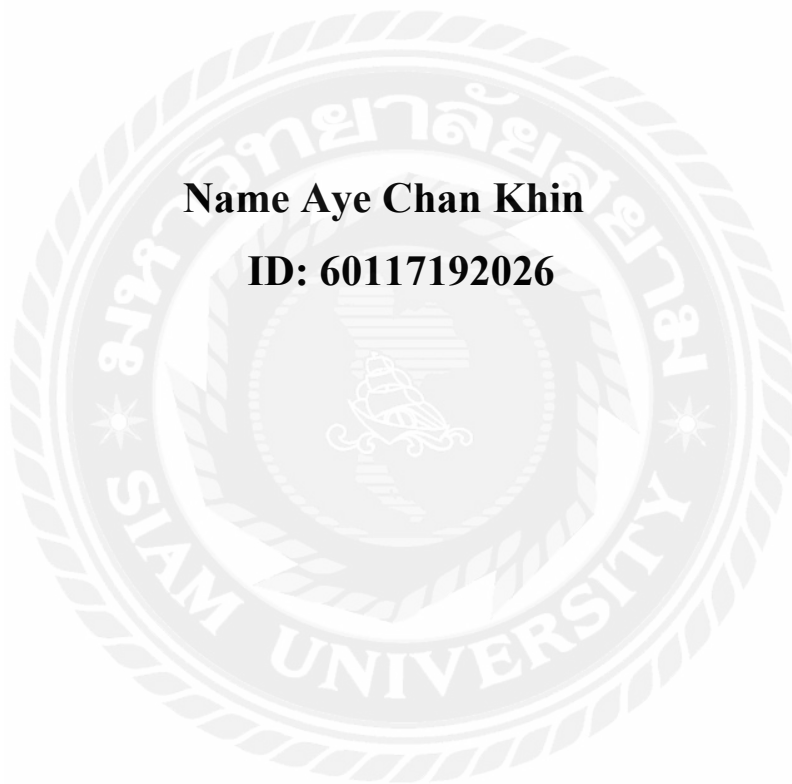




# **The Impact of Human Resource Information System on Productivity**

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**SUBMITTED IN THE PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE DEGREE OF MASTERS IN BUSINESS  
ADMINISTRATION, INTERNATIONAL PROGRAM, GRADUATE  
SCHOOL OF BUSINESS,  
SIAM UNIVERSITY, BANGKOK, THAILAND, 2019**



**Title of Research:** The Impact of Human Resource Information System on Productivity  
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( International Program)  
**Academic:** 2019

This is Independent study has been approved to be partial fulfillment of the requirement for Degree of Master in Business Administration in Strategic IT

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## Abstract

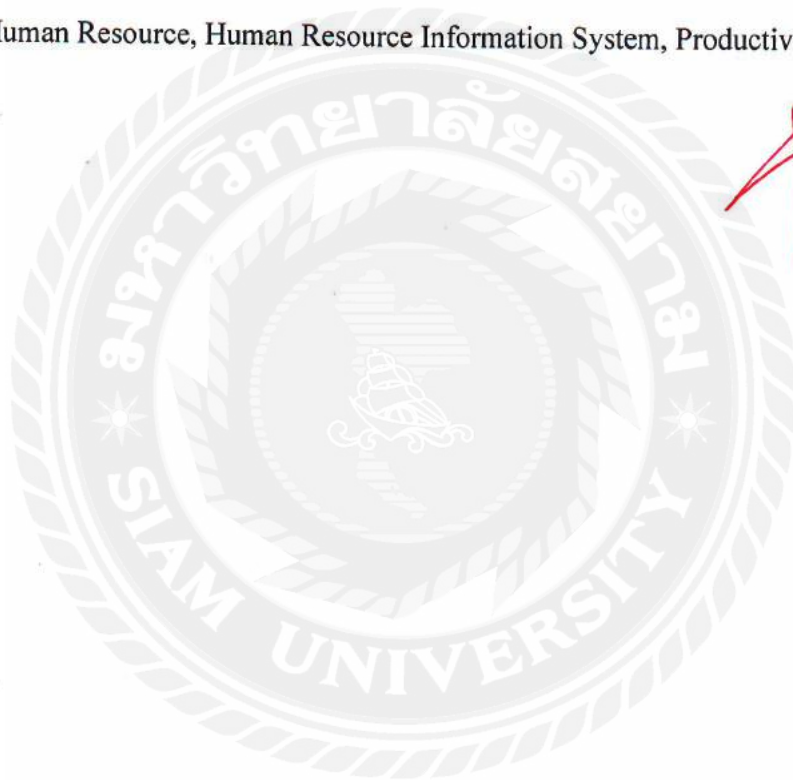
The purpose of the study was to determine the effects of the Human Resource Information System on productivity. Findings on HRIS showed that the reduction of errors on HRIS improved the quality of service, and thus, it improves HR performance and enhances productivity. There are some papers which show that implementation of HRIS, had improved communication and awareness of employees about their jobs. By providing employees with up to date information regarding their roles and activities with the organization, it enhances employee engagement and communication. Furthermore, employee performance was improved because they were aware of the assigned tasks and rules at all times.

The performance appraisal function of HRIS can enable HR processes by cutting down repetitive work and managing each employees' contribution to enable thorough performance tracking. With the training and development function, employees can learn via webinars and enhance their ability for the organization. The compensation and benefits function can reduce the HR workload, improve accuracy, and enhance HR productivity. Through rewarding employees, according to their performance, can increase their motivation and employee performance is significantly improved. HRIS self-service portal and

accessibility from anywhere reduce the contribution of HR personnel and enable them to perform their tasks effectively.

The study recommends that HRIS organizations should be optimized to improve productivity. By investing in record-keeping, managing data of employees can enhance senior management to make better strategic decisions. The HRIS system can enable effective performance feedback to employees, can enable the employees to be aware of what exactly is expected from them. Large organizations should invest in the adoption of this system, which can provide data for strategic decision for organization requirements that lead to the commitment of the employees to organization goals by using BI technology.

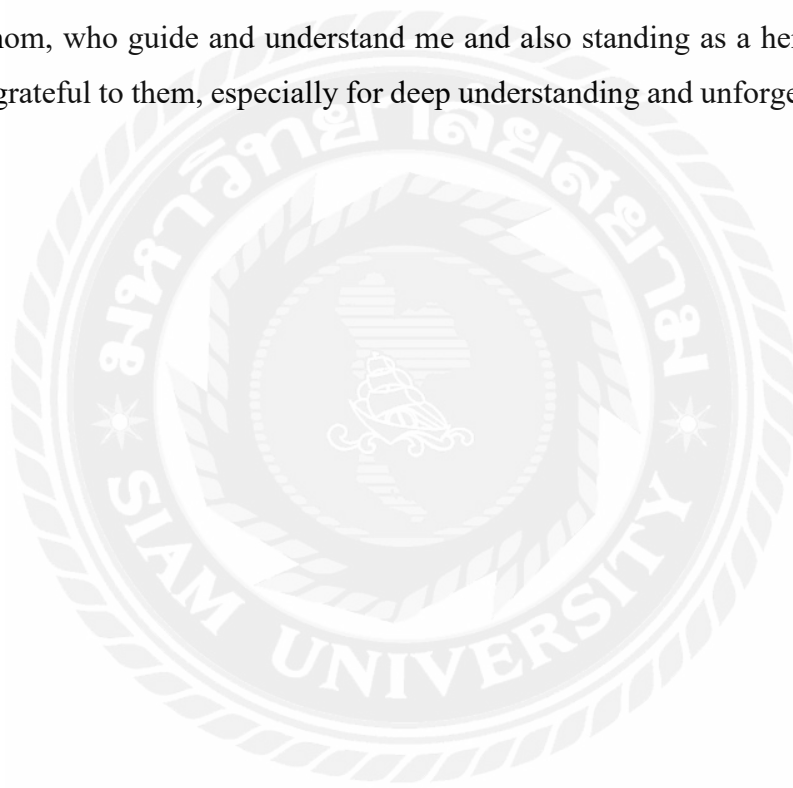
**Keywords:** Human Resource, Human Resource Information System, Productivity



## Acknowledgment

In this section, I would like to express my gratitude to Dr. Tanakorn Limsarun, advisor and Dr. Vijit Supinit, Dean, Graduate School of Business, Siam University, Bangkok, Thailand for their thoughtful and caring supervision by means of his educational excellence. I also would like to thank my family, who provides energy to survive as well as financial support. I also would like to thank my boss Ng Weng Kuen, for encouraging me and thanks to my roommate Phyu Sin Thant who endure through thick and thin with me during our study period. Special thanks to my mom, who guide and understand me and also standing as a hero for my whole life. I am most grateful to them, especially for deep understanding and unforgettable moments.

Aye Chan Khin





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# 1. Introduction

## 1.1 Background of the Study

Human Resource is managing the employees who are working for a company or organization as a resource and starting to coin in 1960. As it involves human resource management, the main function is to oversee all things related to managing an organization's human capital. Human resource management involves creating and managing programs relating to the employee for supporting the business to reach its goal. The role of human resources guarantees that the most important Resource of the company, human capital, is encouraged and helped through the creation and management of policies and procedures acculturating the employee-employer relationship.

As employees can also be told that they are assets and capital of an organization, they are needed to use to be profitable. The functions that manage Human Resource to work effectively are called Human Resource Management. Adoption of new policies and optimization methods to Flexibility in work, welfare, and Work-life balance to employees is the main task of HR. (Anony, 2017)

According to some researchers, the influence of human resource management and the company's performance plays a very important role in the process of economic growth. According to the study of (Tangthong & Agahi, 2018), human resource management practices have an impact on productivity and financial performance of the organization. There is still a limitation on the study of the relation between human resource management information system and organizational productivity even though there are many research papers about Human Resource Management. This paper aims to highlight the functionality of the human resource management system which can provide productivity, reduce time-consuming, and support the organizational decision making. As the business requires adjustability, innovation, and penetration, effectively expanding into the market, so human resource role for managing employees' knowledge, experience, proficiency, and ability has become a key success factor. (See & Han, 2015)

To fulfill the above managerial functions, HR also needs to do operative function such as Recruitment/Hiring, Job Analysis & Design, Performance Appraisal, Training &

Development, **Compensation and Benefit**, **Personal Record**. **In detail**, Recruitment/Hiring is a process to choose the right candidates for the required role to perform in an organization. Job Analysis & Design is like describing the nature of the job like qualification, skill, work experience required for a specific job position. Performance Appraisal is checking and analyzing employee performance for their specific assigned task. Training & Development is the function which analyzes the area of training needed and organizing training to develop the required skills and knowledge to perform their job effectively. **Compensation and Benefit** is the task which calculates salary for different job types and includes compensations, incentives, bonus, benefits, etc. related to a job function. **Personal Record** is the task for recording, maintaining, and retrieving employee-related information. (Mayhew, 2019)

With the Development of Information Technologies, it has been integrated into the human resources management process and functions which provide enhancement on productivity and time savings. That is the information systems that combine a variety of human resources functions in a single package, such as performance analysis and review, recruitment and employment, and payroll management and HRMS benefits. The result is increasing the number of key employees of the organization and focusing on the preservation of cultures and other highly influential areas. Functions include success tracking, salary, talent, skills, and employment history. (Prah, 2018)

HRIS is a package that supports a variety of activities, as well as those associated with human resources, accounting, management, and payroll. A corporation can manage its HR cost-effectively without the need for too many resources. (Dresser & Associates, 2019) The potential benefits of HRIS include quicker information processing, more accuracy, improved planning and controlling, and increased internal communications. The vital thing that HRIS can provide quicker decision making, Development, designing, and administration of data as it is easier to store, update, classify, and analyze. (Das & Saha, 2018).

The assessment of labor efficiency is called employee productivity. Productivity is also evaluated in terms of the output of manpower in a specific amount of time. Productivity can lead the way of business success. An organization can improve output per employee by investing in material, coaching its employees, and enhancing the management of employees. (Rouse, 2018) Employee productivity (sometimes said as manpower productivity) is associated



with the assessment of the potency of an employee or cluster of employees. Productivity is also evaluated in terms of the output of associated workers in a very specific amount of time. Typically, the productivity of employees is assessed relative to a mean for workers doing similar work. As a result of the success of the organization depends upon the productivity of its manpower, worker productivity is a crucial thought for businesses. The organization will improve output per employee by finance in higher instrumentation, coaching its employees, and rising the management of employees. (Dresser & Associates, 2019) As a result of empowering your employees for productivity, organizations need to recognize that workers require different needs based on their work scenarios. Be it a mobile, disk-centric; in the field or on-the-go worker, organizations are grappling with how to adjust and cater to these evolving work styles. While it does bring a whole host of new challenges and the need to drive a fresh process within a company, the results of understanding and catering for each type are paramount. Empowering the staffs to enhance the productivity of the organization. To do so, organizations ought to acknowledge that staff needs depending on their work situations. HR and management team should set up the policies promptly by analyzing the line of work and their limitations to be predominating than before. (Sullivan 2016)

## **1.2 Problems to be investigated**

In the area of the service industry, providing a better service to customers is a way to compete in the market. But as the services are needed to be done by the employees, there is a challenge to be enhancing it. Njeje, Chepkilot & Ochieng, 2018 stated that without the proper HR procedures like training and performance analysis, the productivity of employees could not be able to improve. Not only service companies, but manufacturing firms also require improving quality and productivity and employee participating, and involvement is a key challenge of the firm. (Arulrajah, 2017). So the most common problem that makes under qualifying productivity is caused by less investment in the HR system, which include functions like training, performance analysis, and compensation and benefits. But HR, there are no standard HR system and HR policies and practice. HR professionals should be adopted according to the organization. Employee Performance and Their Organizational Commitment Concerning HRM Practices: (Kumari & Dubey, 2018) even say that the weakness in HR management can cause the organization to fail. Recruitment function of HR includes finding the right man for the right place, and it requires a series of activities and steps like advertising, screening,

interviewing, selecting and record-keeping to hire a candidate for a specific position or a task. And each step requires time-consuming to be done, and the threat of losing the best candidate can occur when HR professionals are performing the proper step in manual. (Shukla & Singh, 2015)

So there is a need for operating HR practice effectively to support organizational performance. As the practices are needed to be done along with the sequence of procedures in timely manners, HR professionals have faced difficulties with caring for each employee in the organization. As the HR functions are directly related to human, there will be a huge impact to the department if they make some mistakes. (Silva & Lima, 2018). Management decision will be affected if the HR retrieves the wrong information with the paperwork. So there is a need for an automation system for preventing and losing hours of productivity. But as the implementation and maintenance cost of the HR system consume a certain amount of the budget of the business, whether the system is cost-effective to the organization is also a concern. (Savalam & Dadhabai, 2018) As the implementation and maintenance cost are still challenging, small firms with low capital cannot afford the cost and the risk of implementing new software (Buzkan, 2016).

### **1.3 Objectives of the Study**

The main objective of the study is to support developing countries in their efforts to human capital development with the support of information system. The study aims to help key players in the private and public sector in developing countries to make informed decisions with the information provided by the Human Resource Information System. Moreover, it provides a source of information on the latest technology developments and trends that can be useful for some public and private organizations. (See & Han, 2015)

1. To understand the advantages of the information system which helps the creation of useful knowledge that can assist management for better organizing and decision making.
2. To promote research and community understanding of information system which has the efficiency that can make it very accessible for HR departments to progress rapidly
3. To encourage the implication information system which has the functionality for enhancing employee productivity.

## **1.4 Scope of the Study**

For this study I have reviewed literature from 56 published papers and selected around 40 studies, referenced at the end of my work, for building up my research points, conclusions from the study, establishing of my framework and then suggesting recommendations for practical implementation in this area. The works of literature are about Human Resource Management System, which will be a significant impact on organizational performance. The method of documentary research was carried out on the processes that can lead to the improvement in the areas of human resource information system effectively and user experience, ultimately leading to success and formulation of strategies for Human Resource.

## **1.5 Research Significance**

Employee productivity is important to any business as it is directly proportional to business success. According to Gallup, highly engaged teams are 21% more productive and have 28% less internal theft than those with low engagement. (Sorenson 2019). Engaged employees are innovative and always have an idea about what they can do better. Their quality of being collaborative and enthusiastic towards work, allows them to complete their workplace goals more effectively; which leads to increased workplace productivity. (Rohia 2018)

So the role of HR has come in to increase employee productivity. The HR department is responsible for planning and developing benefit plans, training, and the making of an enjoyable work environment for employee satisfaction and increase the productivity of the business. The human resource department is required to look for and hire employees and train them. They have got to aid with conflict resolution, and organize the overall functioning of a company. HR department work with workers, sort out their issues, and present their needs with managers. A perfect HR strategy is essential for doing all these things efficiently. Therefore a need for information system has come to support their strategies. (Moreland, 2017)

HRIS, as a whole, mainly improves information sharing and communication between the company and the employees. HRIS made it easy for the human resources department to operate all components smoothly. With the accurate and objective tracking of compensation and benefits, employees' morale and motivation increases, the Human Resource Information

System reduce the cost and time spent on manual data consolidation. It allows HR management managers to focus more on making decisions and projects rather than paperwork. The system also gives the HR management division a more strategic role in the company, as the information taken from HRIS can be the basis for employee training schemes and work efficiency projects. (Writer, 2019)



## **2. Literature Review**

### **2.1 Productivity**

Research on the impact of HRM practices on organizational productivity is more extensive. The productivity of the organization not only depending on the establishment of new factories and machinery, but it also strongly depends on the contribution, cooperation, and commitment of employees and their management. (Arulrajah, 2017). Michael Housman Dylan Minor 2016 said that productivity could be measured the average length of time it takes a worker to complete a task which should be fairly similar and occur regularly. Productivity is the capability and quality to produce good or service. In detail, productivity is the rate of how resources are managed to accomplish timely objectives as declared in terms of amount and quality. (Yadav & Marwah, 2015). Labour productivity is expressed as the product of operating hour productivity and average operating hours per capital. It rises with increasing labor productivity per hour and reduces with declining operating hours. Labour productivity is determined for total production (e.g., GDP) or gross worth additional.

Sauermann, 2016 stated that there is a key set of properties that ought to be met when assessing measures of employee productivity: Objectivity: measurements ought to be objective, as hostile subjective, concerning supervisors or peer ratings. Availability: measurements should be out there at the individual (worker) level (i.e., not on collective levels like the team or firm level). Comparability, which is tasks and measurements ought to be constant across staff and time. Quality and controllability: staff ought to have sufficient influence on the outcome, i.e., by selecting their effort levels.

According to the survey CIPD survey in UK 2015, 66% of 468 organizations have used the term 'productivity' and manufacturing firms were more likely to use than micro and small firms to do so.

### **2.2 Human Resource Management**

Human Resource is pondered to be organizations' most valuable asset. Many researchers found a positive relationship of HRM practices with the operational besides as structure performance of business enterprises. On the premise of this perception, the investigator tends to explore HRM practices by using the assistance of the Human Resource Management System and assess its' impact to develop employees. As the training and development are one of the main

functions of HR, Philip, 2017 suggest building the employee capacity as an investment, and this lead to an increase the organization productivity. Thus employees need to be trained to keep up to date with the latest technology in the industry to enhance productivity. Study of Sauermann 2017, using measures of worker productivity originated from performance analyses in private-sector firms, usually focusing on questions and decisions related to human research (HR) management. Reliance on direct measures of productivity is by no means limited to the private sector. The study Yavarzadeh, 2015 revealed that the relationship between the reward systems could improve environmental conditions, employee empowerment, management and communication, motivational factors, and productivity. Koeijer, 2014 argue that HRM is crucial in rising productivity and quality for employers (in terms of organizational performance). Opatha & Arulrajah & Nawaratne, 2015 said that "to meet the increasing demand of consumers, a company must improve productivity." He explained that because of enhanced client expectations of high quality and enhanced competition, organizations ought to improve the standard. During this context, managers are forced to enhance their organizations' productivity and therefore, the quality of the product they provide whereas reducing prices at the same time. "Without employees' involvement and support, it's inconceivable to realize the success of any effort of rising productivity and quality. Improvement of productivity and quality depends upon how staffs behave at work" (Amana & Philip, 2018).

It is the process by which top management determines overall organizational purposes and objectives and how they are to be achieved. The linking of HRM with strategic goals and objectives in order to improve business performance and develop organizational cultures can foster innovation and Flexibility. The processes like environmental scanning, competitive intelligence, internal strengths, and weaknesses analysis, and the implementation of the strategies are required to include the HR role. It helps to improve business performance and develop an organizational culture for innovation and Flexibility. By adapting individual HR practices to fit specific corporate and competitive strategies, planning is named as strategic HR.

### **2.3 Human Resource Information Systems**

Human Resources information system (HRIS) helps the organization to be efficient and effective in achieving structure goals and objectives. (Banfield, Kay & Royles, 2018). At the operational level, HRIS will keep track of employees', applicants', and contingent workers'



qualifications, demographics, performance analysis, skilled Development, payroll, recruitment, and retention and HRIS enable to reduce the error of HR professional and increase efficiency. (Chelladurai & Kerwin, 2017; Raykov, 2014; Adelekan, 2016). HRIS supports human resources processes and practices in terms of how organizations collect, store, use, and disseminate data.

HR professionals ought to facilitate organizations to outline their strategies and build programs to develop their human capital. The principal goals of HR in organizations, select, motivate, and retain workers in their roles, and "technology supports the HR operation, basically how organizations collect, store, use, and manipulate data concerning their HR." (Gupta, Barkha, 2014. ) Self-service of HRIS function enables online appraisals, career management, sentiment surveys, training registrations, and publishing people-related company information purpose to employees and managers. Self-service features are excellent ways to free up the time of human resources staff members for other duties. (Shin & Lee, 2016). There is a high positive relation between HRIS job analysis; training needs analysis, HRIS training program evaluation, and the effectiveness of HR planning. Findings suggest that there is evidence linking HRIS recruiting subsystem to the workforce planning of organizations. It was found that higher usage of the training and development function of HRIS resulted in better training needs analysis and better predictability. (Nagendra, Asha, & Deshpande, 2014). Khashman, Khashman stated that the advances in technology bring innovative techniques and methods of doing business in the world of competitive corporate. Technological innovation in every business function has a significant impact on the performance of organizations, and it helps to improve the competitiveness of the firms and thus to increase the company's value. The success of organizations depends largely on the performance of Human Resource Management. Nourishment of HRIS entails effective management of the information systems. The employee information system is a set of human resource profile and the employee skills inventory that gives the position control system that acts as the database and able to access information when it needed (Raykov, 2014; Kajonius, Kazemi, & Tengblad, 2016).

Despite the operational HR functions, there are some functions like HR planning and forecasting, HR analysis, knowledge management, HR communication, records, and compliance, which are strategically integrated with a comprehensive HRIS. Strategic HR functions should be considered for the potential purpose than routine HR operations even if they are integral in nature. (Qadir & Agrawal, 2017)

After investigating the HRIS system, the researchers found that the use of human resource information systems (HRIS) contributes to the effectiveness of strategic human resources management. By using HRIS, it enhances variables such as cost and time savings, decision making contributions, quality information effects, employees development commitment, which can be considered as strategic HR planning. (Ankrah & Sokro, 2016)

Moreover, strategic HR is not only the planning and implementation of actions but also the control of results, which must be related to the strategy of the organization by managing the dynamic vision of the resources. For supporting that actions, HRIS can provide data which monitoring the internal and external environment for detecting opportunities and threats that influence organizational plan. And its analytics functions can provide the Development of HR quality and productivity. (Silva & Lima, 2018)



## 3. Findings

### 3.1 Findings and Discussions

Findings from the study about the impact of HRIS that lead to productivity can be summed up as:

1. HRIS is the most important process contributor to HR that increase efficiency, accuracy, provides information for decision making in timely. It reduces the workload of HR by collecting, storing, and manipulating data for the related functions.
2. HRIS also enhance the productivity of HR by collecting information, replacing recurring work by technology, and providing self-service to employees.
3. Since Human Resource is essential for organization development, it also directly related to the productivity of the organization. The adoption of HR policy, which is in line with the organizational goal, is the vital process since HR practices and procedures have to follow from it. The recruitment process of HR can improve the workforce of the organization and lead to productivity. HR can set the policy to monitor the employees by tracking them to complete a task, as well as the amount of effort spent on it, and this lead also productivity. HR can establish compensation and benefits policy for the reward system so that employees are more motivated to work and lead to increase productivity.
4. And it can show that employee relations, training, and Development, participation in decision making has a strong relationship with HRIS and can bring more benefits to the organization.
5. To conclude, it can be said that HRIS implementation is a positive relationship to productivity by enabling HR functions efficient and effective. HRIS can also provide employee tracking, communication, training (webinar), recruitment, and onboarding for the workforce can be directly effective for productivity.

### 3.2 Established Framework

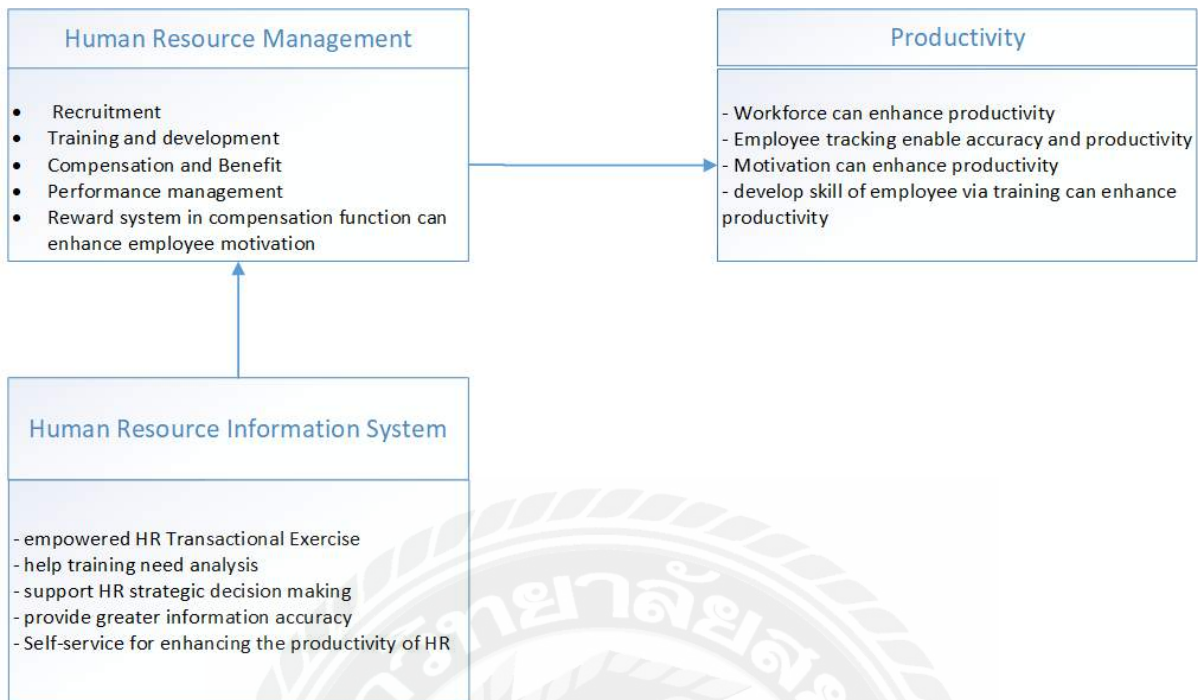


Figure 1.1 : Established Framework based on Literature Reviews and Findings

## 4. Conclusion

The measure of the efficiency of output is called productivity. HRM practices like selection and hiring, compensation management, coaching and Development, decentralization, information sharing, employment security; can increase the performance of HR. HR management is focused on the relationships of employees and the employer. Due to the adoption of the latest technology in Human Resource, the smart digital context of HR practices can be accessed, which enables the correct decision making and management of huge data. (Ankrah & Sokro, 2016)

The findings reported in this study suggest that training and development have an impact on the performance of employees with regards to their jobs. Takeuchi & Norihiko, 2017. With the development of technology, HRIS can provide training webinar online. And this will lead to reducing the cost of training.

Research findings clearly show that HR professionals increase the efficiency of HR planning through HRIS by saving time and cost. (Barkha, 2014. ) Organizations should identify the strategic value and competitive advantage that they can gain through HRIS in HR planning. As the HR policies are different from another HRIS should be implemented and customized according to the company requirement. Organizations will record good HR planning efficiency and effectiveness if HRIS aligns with information system strategy and HR strategy. Organizations need to integrate HRIS functions with other business functions. Nagendra, Asha, and Mohit Deshpande 2014 cleared that by proving with small HRIS can enhance productivity by controlling and encouraging employees to concentrate on their work and get a greater return on investment.

According to the AI and BI technology development, modern HRIS system can even support the information which is important to strategic decision making for the business by optimizing analytics and data use. And with the development of mobile technology, the HRIS system enables Mobile apps for managing HR for better engagement. (Das & Barman, 2018). And hence, large organizations which have sufficient capital should consider applying the functionality to lead and sustain the market share and develop productivity.

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