CHAPTER - FOUR
HUMAN RESOURCE INFORMATION SYSTEM (HRIS)
## CHAPTER – 4

HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

### SYNOPSIS

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1. **PRELUDE:**

Communication, information and knowledge are interrelated words. To be precise, knowledge is not possible without pertinent and timely information and information, without organised and regular communication, is worthless, undependable and simply glut. Future organizations are going to be communication organizations.

Communication is the necessary foundation for organising activities. It is the mortar that holds the entire organizational edifice together. In the words of Lee Thayer, "Like all living systems, organizations establish and maintain themselves through communication with their environments and amongst their parts."

An organization comprises essentially two kinds of resources: technical (raw material, equipment, capital) and human (work, ideas, skills). Basically, an organization exists because by pooling resources, individuals can accomplish potentially more together then they can singly. Two persons, working together, can lift an object which is too heavy for either one of them to lift alone. However, in order to lift the object, the two persons must work together and their efforts need to be coordinated. If one lifted while the other rested, the object would not be moved and the goal not accomplished.¹
Communication is what permits people to organise. It permits people to coordinate their activities to accomplish common goals. It should be however, noted that communication is more than mere transmission of information and transfer of meaning. It is not passing or getting rid of information only. It is creating understanding, understanding with sense.

Communication as desired by organizations is not practically feasible without befitting management information system (MIS). “MIS is a system that aids management in making, carrying out, and controlling decisions. Decision making, including the process leading up to decision, can be termed planning, and management can be defined as the planning and control of the physical and personnel resources of the company in order to reach company objectives.”

In the present age, the application of computers and electronic gadgets have made scientific and industrial resource possible that could not be imagined a couple of decades ago. It is computer which connected large number of space programmes, complex calculations, and meteorology, military and commercial activities. Not only this, they are widely used in engineering designs, architecture and traffic control. The speed and accuracy with which computers can serve our purposes can not be fully
explained. It is a bare fact that in recent years, computers have changed the style and shape of entire mankind.

The extensive use of computer system has tremendously increased in the present day industrial world. Computers are used for all managerial decisions regardless of functions or departments. The MIS has been diverged into various functional systems, viz., MkIS, HRIS etc. Any organization, to be effectively managed, depends on right and timely decisions at various levels of hierarchy. Quality of decisions largely depends on nature of information available for making decisions. It is for this reason that the design, institution, functioning and monitoring of efficient information system is vital for the effective working of any business organization.

2. **HRD AND ICT:**

Owing to intensive competition all over the world, the HRD people have started thinking seriously about the redefinition of HRD activities and synchronizing them with the goals of the organization. External individual to be cared about is ‘customer’ and internal individual to be worried about is ‘employee’. The shift is from traditional hierarchical structure to human networking; from control and coercion to democratisation and participation; from authority centre to
responsibility centre and from top-down communication to all-round communication.

As a result of globalisation, the technological revolution is on rampage. New class of young HR officers, highly equipped with IT knowledge is emerging. The decision making will be absolutely quicker, prompter and data based. Information analysis and planning will be more precise and accurate. There is a possibility of abolition of middle level management because of increasing use of technology. Nowadays, the HRD person with a technical background has necessarily become an important member of the organization. Organizations must realize that the training and development programmes must be centred around techno advancements. Technical learning requirements have increased sizably. It is the most significant and startling aspect of HRD. Inter and intra-organizational communication patterns are under going drastic change.

3. THE HUMAN RESOURCE INFORMATION SYSTEM : (HRIS):

For number of reasons an HR manager needs to have a considerable amount of data. An adequate, comprehensive and continuous information system is, therefore, necessary for an organization. There are several factors leading to
adoption of computerised information system by modern industrial organizations.

- Complexity and scale of compensation system.
- Intricacy of job description and job specification.
- Organizational structure and multiplant locations of the company.
- Complexity of legal and statutory requirements.
- Innovations that are taking place in the field of management in general.
- Increase in the number, quality and degree of knowledge workers.
- The unwieldy volume of HR information that needs analysis, classification, interpretation and use.

The HR manager regularly needs data and information on all aspects of HRM. The HRIS provides information for planning, controlling, decision making and preparing reports. As stated earlier, the task of analysis of voluminous data has been considerably simplified with the use of computers. This task ranges from preparation of pay-rolls to retention of information. The HRIS manager must clearly understand the value and significance of record keeping and reporting before he finally designs the HRIS.

The organizations have started accepting that HR function has been transformed from simple record-keeping staff function to a pivotal and managerial function. Human
resources data and information have, now been converted into as many transaction processes as possible and making them readily available and accessible to line managers, top management team, government organizations and employees. This has considerably resulted into reduction of time on routine administrative tasks and elimination of number of positions which were needed previously to perform different HR functions.

In India, the need for computerised HR system has been increasingly sensed because of following insurgencies.

1. **Pre-globalisation industrial development:**

   During 70’s and 80’s more and more organizations developed, expanded and grew. The focus was shifted to productivity, short-term working, temporary lay-offs and redundancies. As a consequence of this, the organizations were forced to resort to some effective and efficient information system to make sure about adequate HR information.

2. **Post-globalisation situation:**

   Consequent upon the adoption of policy of LPG by GOI, all large scale organizations felt the need of going mechanised through their respective MIS. The HRIS was not an exception.

3. **Legitimacy of reporting:**

   The labour laws in the country and the countries of the world have received attention of governments and have
become strong and tight there after. This has apparently accentuated the need for appropriate statistics.

4. Wide - scale use of technology:

A varied number of conventional organizations had to rethink to succumb to technology. This was possible and practical because of cost - saving and efficiency characteristics of technology. The only way open to them, therefore, was to go computer. Further, the easy availability of hardware has tremendously improved in the last two decades. It is followed, now by application of softwares.

The HRIS today can be widely used as an organization wide decision support system. The wave of globalisation, the move from traditional to flexible and non-traditional organization structure and increase in number of knowledge workers will consolidate the HRIS.

3.1 Definition of HRIS:

According to Kavanagh, Guental and Tannenbaum, "A human resource information system (HRIS) is the system used to acquire, store, manipulate, analyse, retrieve, and distribute pertinent information regarding an Organization’s human resources."³

Thus, the HRIS is a system designed to supply information required for effective management of an organization. It is not simply hardware and HR - related software system, but also includes people, forms, policies,
procedures, data and information. In simple words, "the HRIS is a systematic procedure for collection, storing, maintaining, retrieving and validating the data and information needed by an organization about its human resources, personnel activities and organizational unit characteristics." 

3.2 The Scope of HRIS:

The scope of HRIS is very vast and it encompasses information about the following sub-systems.

(i) Procurement sub – system information:

Here, the advertisement module, recruitment sources, applicant’s profile, selection procedure, appointment and placement data are stored.

(ii) HR planning sub – system information:

It includes information that could assist human resource mobilisation, career planning, succession planning and inputs for skill development.

(iii) Personnel administration sub – system information:

It is intended to keep personal records of each employee as regards leaves, transfer, promotion, increments etc.

(iv) Training & Development sub – system information:

It provides information for designing course material, training schedule, training module, training methods, and appraisal of training programme etc.
(v) Maintenance sub – system information:

It is designed to contain data about health, safety and welfare of employees.

(vi) Appraisal sub – system information:

It contains information about performance rating of employees which serves as input for transfer, promotion, increment, succession planning and career planning etc.

(vii) Pay roll sub – system information:

It consists of information concerning wages, salaries, wage incentives, allowances, overtime etc.

(viii) Industrial relations sub – system information:

It aims at offering information on trade union, grievances, disputes settlements, awards etc.

(ix) Job analysis and design sub – system information:

Since individuals are employed for various jobs, it is essential to computerise various job related information and offer redesigning.

The computerised HRIS, virtually integrates the information relating to various sub – systems of human resource management as discussed above. In fact, it serves as a common data base of information on jobs, people and organization variables, as shown in figure........ The integrated HRIS involves following elements.

(a) Automated analysis methods

(b) Decision support

(c) Multiple applications
(d) Easy access and user-friendliness

Let us highlight each one of these elements.

(a) Automated analysis methods:

Data on people, jobs and Organization are gathered by the system through diagnostic questionnaire that queries human respondents and analyses the data.

(b) Decision support:

The purpose is to support specific HRD decision making. The formats are designed to answer specific questions.
(c) **Multiple applications:**

Various segments of the HRIS are integrated so that data generated or used by other HR sub-systems can be accessed and used in other sub-systems or functions e.g. data on selection can be used for compensation and development.

(d) **Easy access and User-friendliness:**

The computerised HRD system facilitates easy access to data whenever required. Whosoever knows the operations of a computer can retrieve the required information.

Application and use of computers in modern organizations can help in processing data on job, people and organization. Data on organization include market or competitive information, the life cycle of a company's products, the mission, values and strategies of the company, its structure and culture, management style, employee attitudes and its output results. Job data include the proposed duties and responsibilities, performance standards, compensation factors and competency requirements. People or personnel data may include current and potential employees' demographic information, work history, experience, education levels, training and development history, competency assessments, performance appraisal data and career path.
3.3 Why HRIS?:

Entire management activity cycle revolves around human resource. The human factor enjoys the position of centrality amongst all the factors of production. The information resource, rightly used by and for this dynamic factor of production can enhance his efficiency and effectiveness. People through HRIS can help business to improve its operations, promote innovations, increase profitability and productivity and maximise satisfaction of its employees. It helps in developing and maintaining the integrated work culture and environment. As depicted in fig 4.2, HRIS supports the strategic, tactical and operational use of the human resource of an organization. To take an illustration, manpower planning and labour force tracking are many a times, considered as strategic decisions of staffing. The labour cost analysis, budgeting and turnover analysis are tactical by nature; and recruiting, workforce planning and scheduling are the operational decisions of staffing area.
No organization works without information. Therefore, every organization has some sort of information system, no matter in what form and shape. This system may be fragmented in departmental or sectional segments. More often, these sub-systems are non-integrated and inefficient. When these piecemeals of information are made coherent and coordinated, they can bring wonderful results. Same is the case with the information management of HRD department. This unification effort will provide one place for data input and one source for data output and reporting. It will result into enormous savings of time, efforts, energy and money.
3.4 Objectives of HRIS:

The basic objective of HRIS is to help and support the human resource management department to function as an efficient and responsible area for managing the human resource of the organization providing perfect, timely, accurate and dependable information for decision making, policy framing and analysis. The other secondary, though principal objectives of HRIS can be summarised as under.

- Identification of HR information need for every functional area of the organization.
- Creation of a comprehensive data base to fulfill these needs.
- To make the desired information available in the right form to the right person and at the right time.
- To develop complete functional specification for the HRIS.
- Designing necessary transaction processing and updated information.
- To use the most efficient method of processing data.
- To identify retrieved and reporting needs of information.
- Developing pertinent supporting documentation.
- To provide necessary security and secrecy for important and confidential information.
- To keep the information up-to-date.
Fig. 4.3 The HRI System Components
Fig. 4.4 A Generic HRIS Model
3.5 Functions of HRIS:

Human resource information system is expected to perform following functions.

(a) Data collection functions

(b) Data management functions

(a) Data collection functions:

Who should collect what data and in what form and how often? The nature and the form of data will vary from organization to organization depending upon its attitude and objectives.
The manner of data collection will depend upon the purpose for which data is required. After collection of data, irrelevant data should be filtered and appropriate and useful data should be properly classified and tabulated so that it can be used easily when needed.

(b) Data management functions:

A good data management system involves following sub functions.

- Processing operations, viz., classifying, analysing, summarising and editing the data.
- Storage of data, viz., indexing, coding and filing of information.
- Retrieval of data whenever required.
- Evaluation of data, i.e. judging the usefulness of information in terms of its relevance and accuracy.
- Dissemination of data, i.e., providing the required data in the right form at the right time.

The data management system should be capable of giving efficient service in terms of day-to-day processing of information. At the same time, the system design should not be rigid. With the changes in conditions, demand of the information system may change. The same information may be needed in different format or different levels of aggregation. An efficient system should be able to quickly respond to these types of demands from different sources.
4. DESIGNING THE HRIS:

HR information system is the linking mechanism which connects all decision making centres in an organization. The development of an HRIS should be a well thought-out process. HRIS should consist of the following steps.

1. Planning of system:

Planning of HRIS requires the identification of objectives of the system. This, further requires a clear formulation of objectives of the organization, spelling out of the activities required to be carried out, work relationships, work patterns and their sequence; and above all, defining physical boundaries of the system. Thus, this step involves the description in generalised terms of the course of action and the limitations within which the system has to be designed.

2. Organising flow of information:

The system designer should study what is the prevailing flow of information and compare it with what should be the flow of information. He should also study how this gap could be removed. This study should be based on following premises.

- The critical deficiency under which most managers operate is the lack of relevant information.
• The manager needs the information he wants for decision making.
• If a manager has the information he needs, the decision making will improve.
• Better communication between managers will improve organizational performance.
• A manager does not have to understand how his information system works, only how to use it.

It should be noted that an information system cannot work exclusively in isolation of other organizational sub-systems. Otherwise, it would lead to certain deficiencies. Therefore, the HRIS should be imbedded in overall management control system.

The system designer has to take the decision in respect of the number of files to be maintained, the equipment to be used for processing of data such as manual, electronic or automatic processing etc., the personnel to be employed for this purpose and storing the information required on an exceptional basis. Above all, a cost-benefit analysis of the system is essential.

(3) Implementation if HRIS:

This phase deals with the fitting-in of HRIS into the organization structure. The various alternatives available in this context are:
• The old information flow may be allowed to continue as it is, and new system may be installed to meet the requirement of the new operation.
• The old system may be scrapped completely and supplemented by the new one, and
• Phasing the installation of the new system and scrapping the old one.

It is important to appoint and train personnel for operating the HRIS. The procedures for actual installation of the equipment to be used and development of the support facilities are yet another major decision areas. Obtaining the printed formats and reports is the next task. The most difficult part of this phase is amalgamation of the information system and the organization structure. Since this stage is so crucial, we have taken ‘implementation’ in greater depth on subsequent pages.

(4) Feedback:

The regular feedback regarding actual functioning of the HRIS is a must for the designers. This is to fill up the gap between its planning and implementation. The changes in the environment also need to be incorporated. If the HRIS is not corrected for these deviations, it will lead to malfunctioning. Hence, the system should be continuously reviewed in the light of changes in the environment both within the organization and outside it.
5 APPLICATION OF COMPUTERS IN HRIS:

The use of computers in HRIS can be as follows:

(i) **Job description:**

Produce printouts that describe jobs according to user specifications and information input into the system. As a minimum job description includes job title, purpose, duties and responsibilities, the computer programme should allow the authorised users to update and reform job descriptions.

(ii) **HR planning:**

It forecasts demand for key jobs as well as employee turnover and patterns of inter organizational mobility. It can be used to project future employee and competency needs for staffing and developing activities.

(iii) **Staffing:**

It refers to recruitment, selection and placement functions and can include the following modules.

- Applicant tracking: - It tracks key information on job applicants and other relevant selection process information.
- Job posting: - It provides a listing of open jobs within the organization. The listing typically identifies title of the job, job location, primary responsibilities and job requirements.
• Job requirements analysis: - This is the analysis of job duties and responsibilities to identify competencies that predict effective job performance.

• Job – person matching: - This is comparison of competency assessments of candidates with competency requirements.

(iv) Succession planning:

It reports information on the availability of competent candidates for key positions. It will help in identifying candidates for each key position and the development needs of candidates where they fall short of the requirements for a target job.

(v) Training and development record:-

This will help track recommended training for skill levels, training site availability, course schedules, enrollments, attendance, and completion of course, trainer and trainee evaluation, results etc. It includes the following:

• Career planning: - Career planning helps employees in understanding job options and compares their competencies with the competency requirements of these jobs.

• Development needs analysis: - This type of analysis helps identify employees and employee groups that will best benefit from training and development.

• Development advisor: - It provides feedback to employees by identifying gaps between an employee’s
competencies and job competency requirements of his current job.

(vi) **Performance Appraisal:**

Through performance appraisal, managers know about the standing of employees performance-wise, and direct them to achieve organizational objectives and develop their individual competencies. It can also help devise performance appraisal forms based on goals, standards and competencies required for a job and record appraisal rating for employees on goals accomplishment and competency assessment. This all is done through following.

- **Performance assessment:** - Through regular assessment of employees' performance the data about their competency can be kept up to date.
- **Goals accomplishment:** - Goals set beforehand, serve as mile stones. They help in examining employees performances.
- **Reward management:** - It is through performance appraisal, that compensation management can be turned scientific and judicious. Reasonability of payment of perks and perquisites is justified and internal and external pay equity is satisfactorily maintained. This ultimately helps in maintaining employee motivation and morale.
(vii) **Job Evaluation:**

In modern times, the computer supported job evaluation helps managers determine job evaluation points, classification levels and job hierarchies.

(viii) **Culture Scenario:**

Employee attitude surveys provide data on composite profiles of employee concerns etc. and help managers to take appropriate actions.

6. **THE HRIS IMPLEMENTATION AND CONTROL:**

It should now be accepted that HRIS is the prerequisite to effective and strategic HRM. Every organization looking for growth and advancement must adopt it. Further, the HRIS should be followed in tune with the overall goal of the organization. The HRD managers must play a key role in the planning and implementation of HRIS so that the organization could anticipate and prepare for HR technology transaction. They have to play, thus, the catalytic role and accept entire responsibility of ushering appropriate, effective and efficient HRIS in their organizations.

**How to start and what issues be considered?:**

The first and foremost issue is that of departure from the whatever present information system prevails to the
version of HRIS we are talking about. Necessary information will have to be collected and analysed in tune with the particular organization’s HR strategy for transformation. Successful technological transition is only possible when programmes, alliances and strategies are accordingly developed. The management must prepare the staff and line, prior to introduction of HRIS, that they don’t have any indication to resist the system change. All implementers and users must understand this phenomenon. All the people concerned must get ready to pour in all their efforts and energy to successfully work out the HRIS and also be conversant with its limitations and strengths. While planning the HRIS, following considerations should be made in addition.

(a) Examination, scrutiny and study of entire business environment.

(b) Understanding the HR goals of the organization clearly.

(c) Deciding about new technology and clarifying the process.

(d) Winning cooperation of employees and optimising the HRIS resources.

(e) Gradual regularisation of implementation process of HRIS.
To ensure point (e) above, the organization must take care of following considerations during implementation stage.

(1) **Resourcefulness:**

At the outset, it should be made sure that the organization has skills, talent and competencies to implement HRIS.

(2) **Dedicated team of people:**

The HR manager must locate and identify those people who have sense of commitment to put in their best on full-time basis.

(3) **Streamlining the HRIS:**

This demands constant watch, check, recheck and double check. It has to be an integral part of overall business process over a period of time.

(4) **Embedding the system:**

The cost of changes today and the cost of maintenance later will have to be seriously considered to customise the HRIS over the years.

(5) **Adjustment management:**

Adaptation is a great thing. Having launched the HRIS, a plan for handling subsequent changes will have to be chalked out. The plan should inunciate organizational design, job design, leadership style, communication network. Training and guidance and infrastructural support issues.
(6) Contingency management:

During the entire phase of implementation, a specific time frame should be fixed and likely contingency should be thought of and be prepared to successfully handle them.

The rules of the HRIS game, in short, are approachability and adjustability. At an initial level, great amount of technical support from HR, technical and professional staff is essential. Sometimes outsourcing is done or the help and guidance from the outside consultants is sought. Both the existing MIS staff and the HRIS staff of the new system must accept each other’s views with open mind at this stage.

However, one must accept the fact that use of computers and access to computerised systems have their own loopholes. The security of information and data and maintenance of organizational and HR secrecy is a great challenge. Since most organizations use systems in combination and conjunction, security of information and data is a critical aspect. This is the risk emerging out of the growth of technology. If not managed cautiously, it can turn down the benefits and become a headache.

Necessary provision should be made to maintain the integrity of record. One, which can be used most commonly, is controlling the access of users. Here, the user’s request is routed and approved through some internal procedure. The limitation of this device is that it will block communication,
slow down the speed and regulate data analysis. Another tool is limiting the user in terms of the type of information and the type of access. Whatever be the provision, there must be some responsible person to ensure security of the HRIS.

Another important issue that demands due address is the possibility of resistances that emerge within and out of the HR department. It is most likely that some crucial information on HR is in the purview of some data specialist who is a technical hand, enjoying some power and prestige. This will, very shortly, lead to friction among the employees. This situation has to be visualised well in advance at the time of planning for HRIS and resolved as to how such conflicts would be addressed to.

Yet another delicate issue is in respect of organizational environment. Any over-handling or implementation is perceived as trouble making. Implementation of HRIS is also not free from this. It refers to surfing or moving from one environment to another. And that is an apple of discord. People, especially senior ones, mostly disregard change in the organization. They feel it disgusting and problematic. Such transformational problems are severe when entirely a new HRIS is introduced. Further, it is also pinching when new hardwares / softwares are required. It creates havoc when there is a doubt in success of the system. When user-groups, implementers and controllers are not defined, it will lead to confusion.
7. MANOEUVRING THE HRIS:

As the HRIS has to be handled strategically, attention must be paid on to following points.

1. First of all, build a representative implementation team, the job of which would be to canvas for HRIS and seek around support from everyone in the organization. Such team should be formed with representation from every department. The organization - wise user identification should be made.

2. Be clear with the objectives of implementing the system. Link it with the projected scope of the HRIS, total time-frame for implementation, the cost involved and resources required to implement, maintain and monitor it.

3. Highlight the problems being faced with the current system in order of priority.

4. Focus on the difficulties of the users under the existing system, document the compliance issues and alternatives available for the present manual processes.

5. Outline the functional performance of the new system.

6. Prepare a profile which would embody into to, the new HRIS to be implemented. It should encompass following.
Planning and implementation of HRIS would be made clear by referring to figure 4.6.

Fig. 4.6 Planning and Implementation of HRIS
Source: Michael J. Kavanagh, et. al., Human Resource Information System: Development and Application, South-Western College Publishing, 14, p.8
The HRIS System Development:

Like development of any other computerised system, the steps involved in development of the HRIS can be summarised as under.

(a) Recognition of Need:

It begins with the active participation of functional heads and key executives of different departments. The urge to install HRIS has to be a common desire of every one responsible, who can sense that once introduced, the HRIS will be certainly helpful to them in solving their respective problems. The principal areas requiring information, can be listed as illustrations as under.

- Salary and wage administration
- Automation of HR activity as a whole
- Employee data reservoir centrally controlled
- Reward and incentive programmes
- Performance evaluation
- HR environment
- Candidate searching
- Organizational culture
- Recruitment sources
- Selection procedure and patterns
- HR inventory and planning
- Industrial and human relations
• Training and development
• Record keeping and retrieval
• Time management
• Career and succession planning

(b) Viability Study:
This helps in making sure if the system is going to be workable and successful in terms of costs and benefits. It is an endeavour to look into several factors that will influence the worthiness of the system in achieving predetermined objectives. Thus, it is assessing feasibility of the system in terms of following major variables.

(i) Economic considerations:
The cost sacrificed in relation to accruable benefits is always an important issue. The total amount of likely investment outlay and expenditure in replacing or renewing the prevalent information system is a matter of prime consideration. It is evaluated in relation to benefits in terms of availability of dependable and timely information and its role in HR and managerial decision making.

(ii) Behavioural issues:
Human beings are always prone to resistance to change. The embracement with the HRIS will lead to many behavioural issues. Before the actual launch of the system, therefore, it is utmost necessary that the active participation of the people who are likely to be significant, must be
ensured. Wherever necessary, proaction should be taken. Discussion sessions and training should be held at opportune time. The personnel should be rest assured about the merits of the system.

(iii) Technical deliberations and issues:

This covers such matters as technicality of the available infrastructure and intricacies of the softwares and hardwares required. It also includes equipping the staff for working with the system and shoot out the troubles associated.

(c) Systems Exposition:

This is nothing but the in-depth study of various operations and activities performed by different sub-systems of the information system and their relational impact within and outside the system. A very important question is as to the way a problem could be solved. The HR department’s information problems have to be addressed to and devising the information system for HR department is, normally the responsibility of the ICT department or MIS department of the company. Creating the clear layout of the whole system and division of entire system into smaller manageable and meaningful parts are the fundamental activities involved in systems analysis and exposition.

The analysis of the information system could be successfully done with the help of such tools as, study of
documentation, situational analysis, holding interviews and administering questionnaires.

Documentation about the prevailing system can be scanned and reviewed. It will assist in knowing about the objectives, reports, procedures and equipment being in force presently. Situational analysis is conducted by practical involvement in the system that is in currency at present. It will give more genuine exposure to the present information system of the organization. Further, a system analyst can hold frequent interviews with the user managers and discuss their problem domain. This will help him in obtaining a thorough view of the problems of user managers. Such interviews may be formal, informal, planned, unplanned, structured or unstructured.

Alternatively or additionally, the user managers may be requested to fill in the questionnaires given to them for the purpose. Questionnaires survey helps in economising time and eliciting more committed and reliable data.

(d) Systems Formulation:

Soon after the functional and requirement specifications finalised and documented and of course, accepted by the users, the system design actually begins. The systems exposition phase defines the way things are. In contrary to it, the systems formulation stage clarifies the way things should be for the same type of problem. This phase is concerned with projecting the business requirements of the
user managers about the proposed system. The design model developed earlier, is magnified to develop understanding about actual flow of data. Subsequently, the logical model is developed to test the physical system. The three fundamental objectives a systems designer has to keep in mind are performance, control and ability to change. The system should be designed in a manner that can keep it independent from hardware and software environment. Equally important point to be borne in mind is cost effectiveness of the system as noted earlier.

**How to design phase works?:**

The design phase is concerned with development of following.

- Finalisation of systems outputs in consultation with the user managers.
- The data that are to be fed to the system, must be in some specific formats in terms of input documents.
- The data flow diagrams should define programme specifications. Decision models, trees and tables along with jargoned English can also be used.
- The relationships of various modules of the system and that of various programmes with the system could be clarified through system specifications.
- Testing of the system is an inevitable task. It is costly but decisive. It is concerned with testing the logic of the programme (code testing) and specification
testing, i.e., what should the programme do under various conditions.

The job of the systems processes is to transform data into useful information. Thus, systems analysis or exposition describes a system by way of input documents, output documents, data and information and processes. A system analyst uses data and process modeling tools and techniques with an end result of transformation of data into useful information. It is a logical model that supports business operations and meets the need of managers and users.

• Last but not least, is the actual implementation of the systems. It includes integration, implementation, user-training and documentation. It aims at proper use of hardwares and softwares, imparting training to the users, preparing documents, yearmarking procedures and mechanism for maintenance and evaluation of the system.

8. THE REASONS FOR POSSIBLE FAILURE OF HRIS:

Any systems newly adopted have reasons to backfire. These reasons, to some extent, may vary in their nature and degree, from organization to organization. Albeit, the most
commonly apprehended reasons for the systems failure may be denoted as follows.

- Ambiguity about the systems goal.
- Failure in identifying problems in proper perspective.
- Poor infrastructure and inappropriate hardware and/or software.
- Existence or evidence of high resistance by the staff for the system.
- Lack of motivation and organizational support.
- Enthusiastic or misleading planning and design.
REFERENCES