Impact of Human Resource Information System (HRIS) usage on Organization's Performance

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This research paper is dedicated to my mother (Ajmun Suleman) and late father (Muhammad Suleman)

Abstract: The objective of the study is to find out the impact of usage of human resource information system (HRIS) on organizational or firm performance. Through examining if the (HRIS) usage (Time, Resources, Accuracy, & Productivity) have a positive & significant impact on organizational or firm performance. Human Resource Information System (HRIS) is an effective & efficient method for recording information & data for every individual person to help planning, decision making, & submitting of reports to organizations. It can be utilized to maintain details for example, workers profiles, absence reports, salary & other compensation administrator, & different sorts of reports. In this study, data was collected using a questionnaire instrument. The population of the research included all banking & non-banking sectors where 10 firms or organizations of Karachi whereas the sample of the research included (200) employees working in HR departments as well as IT departments. The data was analyzed with Correlation, descriptive statistics & regression & so forth. The result of this study showed that there are positive impacts of the HR Information system’s usage on organizational or firm performance. The result of the study also implied the valuable insight about the organizational or firm performance and the effectiveness of HRIS usage. The research recommends that HR information system in Karachi is not very high, so it’s should focus in the work environment to achieve positive outcome as well as optimum organizational or firm performance.


Introduction

Background of the Study

The key objective behind conducting this research is to bring together the positive results of HRIS & observe if firms or industries truly advantage from the execution of HRIS. This study would likewise give imperative suggestions to the learner or readers that how these variables enhance or upgrade the culture of an organization. The operation of HUMAN RESOURCE MANAGEMENT in any firm is basic, highlighting that it deals with an imperative & challenging to oversee resource; human capital. People make the organization’s work, also Firms or organizations require join, finding the optimal person job fit & retained talented employees [1]. Moreover HR (HUMAN RESOURCE) sectors are created to deal with all problems linked with the organization’s work domain. Few responsibilities incorporate employee’s performance, staffing, training, compensation & employee benefits, human resource planning & so forth [2]. HUMAN RESOURCE MANAGEMENT is a system or process for dealing with the firm’s most vital resources that the people participate or engaged to the firm’s achievement either individually or mutually in a scheduled & strategic way. In the midst of the modern & latest decade, HUMAN RESOURCE MANAGEMENT has been adapting to a few modifications & developments. One of them is innovation in technology which has unbelievably impacted the way HUMAN RESOURCE MANAGEMENT sectors in organizations work. The advancement of the Internet & other IT tools & strategies drive firms or organizations to utilize its potential conclusions in working together & developing performance [2]. [3] stated that “the HUMAN RESOURCE MANAGEMENT task is essential & affected change due to the implications of web-based organizing. As an end result of this specific change, HRIS turned out to be increasingly famous in the most recent years. It endeavors to implements all the operational accomplishments which are HR Management is concerned with the help of hi-technology innovation tools in a rapid & accurate way.

HRIS is a distribution of persons, structures, information & techniques used to store, assess, challenge & utilize data of HR. The achievement of
HR Information System is to give concise learning for the use of person’s settings HR associated decisions & to minimize the manual work of HR administrators. HR Information Systems can change HR into a more capable & key limit capacity by allowing HR to move past direct managerial tasks to key strategic applications. A HR Information System is software that has a database, give information as the input, storage & use of data with respect to workers of a firm. Usually, the Human Resource Info-Systems offers management of all employee’s information, reports & going-over of employee data & moreover organizations-associated records such as employee books, clearance forms, & safety rules & so on. HR Information system is required to deliver remarkable consequences to a firm’s HR division as well as entire firm. It is a significant tool that give direction to management in setting on main and significant decisions [4]. A HR information system can execute a several capabilities from the essential storage & communication of information to should more perplexing transactions. Moreover technology-advancement ensues, the scope of dimensions that a HRIS can attempt rise. The utilization of HRIS can offer many advantages to the HR managers & also to the firms or organizations. On the first level, the hi tech-innovation usage has been appeared to incite to quicker, more accurate with more convincing techniques to minimized HR costs. On another level, the usage of HRIS to minimize the managerial & value-based weight with respect to HR operation can escort to adapt in the structure of HR & allow the capability to admit a more basic part in the organization.

HR is often a portal, rather than a person. Recent research uncovers firms or organizations that productively uphold refined HR hi tech-innovation tools outperform those that do not. Yet since most organization until now has automated essential HUMAN RESOURCE MANAGEMENT, the simple automation of HR procedures can no longer assured a competitive advantage. As well as firms must establish that how to use technology to transform their HR practices & market their HR.

HR is developing into a more hi-technology innovation based profession because firms or organizations require to:

1. Well-organized HR procedure as well as minimizing administrative burdens.
2. To Lower a HR cost.
3. Improve service & entrance to data for employees as well as managers.
4. Give ongoing measurements to allow decision makers to spot trends & deal with the workforce more effectively.

Problem Statement

With the restoring era & steady new tech-innovation, environment of exiting in rivalry domestically & worldwide, organizations or firms or organizations must turn out to be more modifiable, co-ordinates, changeable, & customer-focused. Supervisors or Managers want to be concise of the tech-innovation which will be usefulness & improve proficiency in their firms or organizations. The use of HR information system is encouraged as a power for HR specialists to become intentional followers with strategic or top level management. The idea has been that human resource (HR) information system would permit the HR usage to get very productive and also offer superlative information for make any decision [5] But pitfall due to technology development in Pakistan, HR Information System hold on organizations is not so strong & spectrum is not so vast staff training is also interlocked. If complete knowledge of HUMAN RESOURCE INFORMATION SYSTEM will be given to HR’s users as well as HR Information System will be implementing in middle level or tactical organizations. Scenario will be changed.

Research Objective

Research objective basically helps in directing, to develop & measure a relationship between variables, as to describe them as well as to differentiate between them. Objective is aim of what to be achieved via this research. The core objective is to oversee the research is to bestow in insight learning as well as intense under sting regarding HR information system that will impact on firm’s culture & user’s satisfaction. The primary objective of the study is:

1. To investigate the practices as well as pinpoint the challenges associated with human resource information system adoption & implementation in firms or organizations.
2. To find the relationship between the time management and organizational Performance.
3. To oversee the research is to bestow in insight learning as well as intense understanding regarding HR information system that will impact on firm’s culture and user’s satisfaction.
Research Question(s)
In order to find answer of problem statements, we will find these questions in this research.

1. To inspect the opportunities of HRIS in different sector, when HR’s user satisfy.
2. To narrate the hindrance this can be occurred during its implementation.
3. How time is to be managed after the implementation of HRIS.
4. What is the level of productivity when HRIS used in organization sector.

Limitation of the Research Study
This research has a number of limitations that must be acknowledge.

1. Present study just limited to Karachi, with limited number of firms or organizations.
2. Data is collected from those employees who using or used HR information system.
3. This study is primary in nature so, it will suffers from some limitation of primary data, some respondents were unwilling in answering the questions that’s why the sample size is not very large due to time restriction.
4. Also, HRIS can be costly by the terminology of finance & manpower. It vessel be forbidding as well as unsuitable because computer cannot substitute human beings.

Literature Review
This connected literature review collected in relative to the study. It covers how HRIS systems effects on organizational or firm performance. The term HUMAN RESOURCE INFORMATION SYSTEM (HRIS) generally cites to what we usually found in work environments today, browser-build HR portal technology, with any exertion of utilization, that permit a wide variety of access to data, tools or instruments & relations linkage to human resource database. This technology certificiates quick access to simple work associated data reported to other people who need the information by co-ordinate self-service applications that is the interest of current universal capability of any firm.

Theatrical Background
The current study is recognized on theories of competitive advantage specifically the resource based view & the human capital theories.

Resource Based View (RBV) Theory
The RBV activated from research that acknowledged the importance of organizational exact resources to success & was developing further by [6]. Additionally, this research has a momentous involvement to its advancement [7] & [8]. The Resource Based View offers that maintainable superior performance with competitive advantage of firms or organizations and associations that affects the growth & apply of resources, also the managerial decisions. Besides, dynamic market deficiencies & shortages & strategic industry dynamics [9]. Organization heterogeneity rather than outside environmental elements are usually more essential elements of the performance and also competitive position for an organization or firm both in the nationwide & worldwide market center [10]. The Resource Based View (RBV) realizes organization as a combination of resources and skills. The procurement, usage of resources & capabilities is required to effect the performance of organizations and firms. These assets (resources) are require to be rare, matchless & gainful [8] & [11]. It correspondingly advises that organization’s or firm’s performance is affected by firm’s specific elements rather than market structures & companies effort to distinguish, obtain, misuse, use & ensure its uncommon, vital & unique resources, skills & exclusive resources [8] & [10].

Human Capital Theory
Human Capital (HC) theory was anticipated by “[11] & grew widely by “Becker”, in [12]. [11] an article authorized "interest in Human Capital” grants his theory of Human Capital. “Schultz” faces that both information material & acquaintance are a type of capital, so that this capital is an effect of consider attempt expansion. The idea of human capital suggests an investment in individuals through training program. “Schultz” considers about the acquisition of knowledge as well as skills to attaining the approaches & techniques for production. This theory pressures the value addition that people increase to an organization or firm. The theory is connected with the RBV perspective of technique formed by [13], the theory suggest that maintainable competitive advantage is achieved when the firms or organizations as a HR pool that can't be copied or substituted by its opposite. For the business, investment in training & development is a means of
grasping & recollecting people. These profits are depend on to be promotions, advancement, upgrade or motivation in performance, productivity, flexibility & the capability to improve that ought to come about because of enlarging the skills depend on with expanding levels of knowledge, information & competence.

Transaction Cost Theory

Amid the different views of HRM is the organization or transaction cost perspective, which grips the opinion that the strong natural preference of people performing in teams is to minimize their activities & based on the actions & efforts of others in the team. When one individual gives accountability or any duty to another individual, conflicts of interests invariably rise [14]. The basic role of HRM is to encourage & reassure alternative approaches of observing behavior & try to minimize the special effects of such fights also minimize the cost to the organization. The two main methods include (Monitoring or observing employee behavior & preventing shrink of work) by establishing the effective and efficient control systems & enhancing productivity, providing employees with some assistance or incentives such as motivation, job satisfaction to rise their individual performance & the human resource department requires to adopt the approaches that minimize transaction cost to the organization[15].

Empirical Studies

HRIS and Organizational or Firm Performance

Firms or organizations, since 1980 ahead till nowadays, attained to base on their HRIS to create organization course of act that optimal the obligation & capability of a firms or organizations’ human capital [16]. Over 1998 there is 60 % of Prosperity 500 firms or organizations use the HRIS to apply the everyday HR Management operations. Mostly, the HRIS offers management of all employee data, accounts, reports & inspection about employee information, as well as organizations-linked records like employee guidebooks, clearance procedures & safety rules etc. HRIS frameworks communicate details on administration, finance, recruitment & training. This system & arrangement is mandatory to delivered significant outcomes to a firm’s HR parting as well as an entire organizations. It is a vital tool, which monitors management in set on crucial decisions [17]. A HRIS can play out a dissimilar limit from the essential stockpiling & interaction of data to additionally astounding exchanges. As technology improvement continues the level of restrictions that a HRIS can endeavor increments, the usage of HRIS can offer some different points of interest to the HR operations, line managers & the extensive organizations. On one level, the use of technology innovation has been performed to provoke to earlier, more right & all the more considerable strategies & minimize HR costs.

Organization or firm performance idea have numerous definitions that effort on the firm’s capability to complete its objectives by applying assets in an expert & powerful way [18] Organizational or firm performance is usually directed by usefulness (comprises whether an association can accomplish its goals), & productivity (which integrates whether an organization deeds assets legitimately), contentment of workers & customers, development, nature of objects, administrations or regulations, & capability to keep up a one of a kind human pool, It is obvious that attaining the administration's goals depends on to what level of performance has able which originates from the idea that extreme objective of a business firms or organizations is difficult with respect to the money connected or financial performance for stake holders [19],firm performance implementation identified with the level of success & achievement of the task at the association, scholars applied the term performance to simplify the organizational value based productivity & input & output capability to solve serious difficulties challenged by the association or firm that empowers the organization to finish its intents viably & expertly exploiting resources productively [20].

Information technology has been applied as a critical part of frequent technological creation & administrative development [15] since its increase in the 18th century [21]. It belonging extent completed essentially each circle by & by from individual life to social life & besides discrete to organizational level. Primarily, it has now-a-days turn a central portion of the most business procedures. Authors contended every single existing day organizations are likely to a few innovations [22]. A few evaluations have as of now run by some observable analysts about the effect of IT on business performance. Regular theories on information system have planned to explain the boundless use of IT in business. Some of them are resource-based view (RBV), transaction cost theory [23] and [14]. Each of these theories has undistinguishable research area. Among these theories, RBV, as an extraordinary in planned management, firm performance is an element of the
resources it owns. Additional the firm resources are profitable, exceptional, & unique & non-substitute, furthermore the firm’s competitive advantage is sustained.

**HRIS Usage**

Various studies have alluded to HUMAN RESOURCE INFORMATION SYSTEM usage. For case, those change the upgrading in privacy, the cost lessening, time saving (efficient) & the well-timed. Furthermore, quick access to data by HR reports [24]. In HR, reports can be shaped from data into a HR-INFORMATION SYSTEM (HRIS) database by means of already adapted report originators, consequently making "straightforward" HR mutual information from the gathering the private info essentially input [25]. [24] examined how HRIS limited the cost of a firm. How it kept customer utility, better quality & innovation developments. All the HR applications incorporate the mechanizing of HUMAN RESOURCE MANAGEMENT activities [24], HRIS was not only just expected to program HUMAN RESOURCE MANAGEMENT activities to improvement of administrative bestow, also, it could be utilized for decision-making reason to give high-level benefits for firms or organizations.

The primary segment in the reinforce HRIS give accommodations the firm's HR strategy is the avail ability of info-data as information for HR connecting decision making procedure [24] entailed benefits of HRIS: augmented competitiveness by effective HR process proceed the focal point of HR from the interchanging to strategic HUMAN RESOURCE MANAGEMENT, create employees / workers some %age of HRIS & reengineering the whole HR operation of firms/organizations. Furthermore emphasizes HR-INFORMATION SYSTEM as a competitive device that can be worked as a part of the organizational HUMAN RESOURCE DEPARTMENT. It exchanged that the level of HRIS was info-data rich.

In this paper, Different profits would be influencing the point when HRIS implementation clinched alongside in organization/firms. Initially, costs management may be create in current paper's results. It appeared that efficient client-customer services as well as providing maximum privacy were noteworthy segments. Secondly, more endeavors should be focused on discovering ways to deal with construct the usage of HRIS to support more advanced strategic decision making tools inside both Govt. & private portion of organizations. The result affirmed that there was more utilization of HRIS for essential information, yet significantly less on decision-support operations. [26] remarks that HRIS application diminishes time consumed on administrative process [27] examined that E-HUMAN RESOURCE MANAGEMENT reserve to save the time. [28] moreover proposed that determination of HRIS in organization/company is saving the time. IT licenses HR specialists to financed less time in day by day assignments & make less difficult or simple to accomplish and inspect information. To guarantee cleaner information & less compliance/security headaches, organizations need more unchanging, all surrounding approach for aggregating, surfacing & checking HR information, a structure that uses HRIS. If organization implements an all-encompassing system for assuring accuracy in its HR information, it essentially advance visibility & access to workforce moves, efficiently arrange its workforce for best performance & relieve risk with respect to security & compliance. [29] said that lack of management level bolster, reserves or funds, HR knowledge of system designers & HR solutions are the basic features that keep organizations far from HRIS. [30] In addition, came up with homogeneous findings: sectional relative advantage, same as, top management support, size of the organization & HRIS skill settled as essential elements perceptive in the middle of adopters & non-adopters of HRIS. A research accomplished by the Institute of Management & Administration 2002 offered the serious issues in dealing with a HRIS to include: lack of staff, lack of budget, difficult with time management, requirement to work different sections & lack of IT support. [24] experimental expenditures to be the principle obstacle to the process of HRIS. [31] found two vital differences in the middle of small & large firms or organizations when purchasing HRIS cost & risk. Small firms or organizations can’t bear improvement in enterprise resource preparation ERP systems (i.e. SAP, PeopleSoft) due to the expense or cost. The risk on applying new software was high for small associations. They required longer time to create and enhance HRIS to have more experienced facilities. [24] and [31] proved that small firms have less options of implementation of HRIS due of lack of financial funds. Although, [31] anticipated to reliable HRIS system for small firms or organizations thought they didn't encourage every one of the features that extensive organizations gain. He states that the small business segment is seen as development area by some HRIS software sellers who prefer flexible, low-cost hereditary, windows-based items. Recent professional literature inspecting the use of HRIS in small firms or organizations
propelled the viewpoint that the issues they challenge with respect to HRIS usages are somewhat distinctive to their bigger partners, yet look into in HRIS to date is situated to the bigger organizations. [24] determined that cost of accepting, operating & sustaining the HRIS is moderately high. Cost created barriers & kept HRIS far from small organizations. Same issue brought on the shortage of recognition given to create & appreciate modern benefits of HRIS. [32] say that HRIS might make resistance from employees sue to obsessive over boringness to change or use technology development due to learning difficulties, & uneasiness of measures taken to ensure the security of data.

Conceptual Framework

Conceptual framework is defined in figure 1.

Research Methodology

The study discovers inquiry methods that have been adopted by scholar. In this part scholar aspect the design, tactic, target population, sample size, research’s type, problems & hypothesis. Subjective strategies are proper to ask about a range about which slight is identified [33].

Research Design

This research used the approach for collection of essential information, its measurements & analysis in order to find certain meaningful conclusion at the end of the proposed.

Research Variables

Dependent Variable

Dependent variable of the present study is Organizational or firm performance.

Independent Variables

IT mainly sanctions HR experts to fill some time in daily routine tasks as well as to make least demoting or easier to get & study data. [26] said that HRIS applications reduce time consumed on administrative development. If firms or organizations implement an all covering system for guaranteeing correctness or accuracy in its Human resource information, it can usually progress availability with access to workforce moves, commendably organize its workforce for best performance & relieve risk with respect to safety & compliance. A research managed by the Institute of Management & Administration 2002 showed the issues in dealing with a HRIS to include: nonexistence of staff, deficiency of budget, and problem with time management, require to work different sectors and departments with avail capability of resources like knowledge & expertise. [24] perceived outflows to be the principle hurdle to the execution of HRIS. Due to this they needed long time to improve the HRIS to have more knowledgeable amenities that effect productivity.

Sample Size

This particular research paper is HR Information System on organizational or firm performance was utilized in 200 respondents from different age groups [34], [35] also one of another research those who were collect the data from 200 respondents.

Sampling Techniques

The sampling technique chosen for the study is Simple Random Sampling that is probability sampling. This procedure is used to gather data from participants because it is not expensive & easy to collect from respondents.

Questionnaire Development

In this research, data is collected through questionnaire. A questionnaire is “a formalized framework involves a set of questions as well as scales which is designed to initiate primary data [36]. In this study, self-administered questionnaires have been used in the data collection, & the questionnaire is specially designed to meet the requirements of the research, this study used organized closed-ended questionnaire that is based on 5.00 point rating scale. Questionnaire develops through pilot testing. In this study, there are two divisions for the questionnaires; initial division is demographics of the respondents, while second division is constructed on question to check the impact of HRIS usage on performance of organizations.

Research Technique

This study is based on the quantitative technique to allow the scholars to gather data to get the particular outcome from the survey fill out from the respondents. Permission will take from the authorities worried after disclosing them the strength and aim of the study. The average for contribution of responses in this study is all HR employees/employers that are knotty in HR Information System of organization. It is a study
taking into account self-administered questionnaire with the managers, & supervisors of HR working in the Department of HR in Karachi. Fifteen companies will take purposely that included manufacturing, HR consultancy, banking & service industry. Thus there will a total of 200 respondents. Care will take to guarantee security & they will be guaranteed privacy of their identity. The information gathered will be settled & divided utilizing the measurable bundle SPSS Outcomes will represent using proportions & values.

Research Hypothesis

First Hypothesis

0. It has insignificant linkage betwixt time management with organizational or firm performance.
1. There is a significant linkage betwixt time management & organizational or firm performance.

Second Hypothesis

0. Ho: It has no significant relationship between productivity & organizational or firm performance.
1. It has is a purposeful relationship between productivity & organizational or firm performance.

Third Hypothesis

0. It has no significant relationship between accuracy & organizational or firm performance.
1. It has a remarkable connection between accuracy & organizational or firm performance.

Fourth Hypothesis

0. It has no impact between availability of resources & performance of Organization.
1. It has a significant connection betwixt availability of resources & performance of Organization.

Data Analysis

Descriptive analysis

In Descriptive analysis (Table: 1), 70.5 % respondents is male while 29.5% respondents is female with the aged between 31-40 years that is 40%. 30% of the respondents are aged between 41-50 while the age between 21-30 are from belong to 21.5% while other 8% are from 51 & above. Mostly of the respondents are masters (51.5%) while 37.5% are graduates. Other 11 % are from MS or PHD’s. Mostly respondents are well experienced. The research is focused on the services oriented organization that is based on 82% of the Karachi followed by banking sector & service industry while rest of 24 % employees are based on manufacturing industry. 3% respondents are of miscellaneous such IT etc.

Correlation Analysis

The table 2 shows that there is a constructive association among all the variables. Time Management is positively co-associated with organizational or firm performance. \( r = 0.149 \). But the significance level of time is 0.35 that is higher than 0.05, high than the standards value its mean that time cannot be effect on organizational or firm performance.

Productivity & Organizational or firm performance. has also a significant positive relationship with each other \( r = 0.256 \) & the significance levels are 0.000 that is less than the standards value. So, it is positively co-associated with each other & it effect on organizational or firm performance.

Same as Resources (Lack of Resources) & Accuracy both are effect on Organizational or firm performance. Because their significance levels are 0.000 that is less than the standards value. So both are positively co-associated with organizational or firm performance. (Resources \( r = 0.271 \) & Accuracy \( 0.266 \)).

Regression Analysis

Following tables 3, 4 and 5 show the regression analysis of time, productivity, resources & accuracy & organizational or firm performance.

Model summary (Table 3) defines the ratio of dependency of variables that shows how much independent variables explained to dependent variables. The R Square is 0.149. So we can say that the model explains 14.9% of the variation to organizational or firm performance. (Dependent variable).

ANOVA
The table 4 demonstrate the ANOVA results of the four predictors – X1 & X2. Remember that the initial null hypothesis of ANOVA tells us that X1=X2=X3=X4. & the alternate hypothesis tells us that X1 is not equal to X2 & so on. The values consider by this table are – F & the Sig value. A high value of F indicates the high chance of the rejection of Null Hypothesis & acceptance of alternate, which means that X1 & X2 are not equal or different. The value of F is 8.531, which means the normality & also that X1 & X2 will not be equal or different. On the other hand, the significance value shows the confidence level (1-Sig) of accepting the alternate hypothesis. Here the Sig is 0.000 that means that no confidence of accepting the alternate hypothesis & that X1 are not equal to X2.

ANOVA describes entire significance of the variables & model as well. In the above table, the value of F is 8.531 which is greater than 7 & the significance level is 0.000 which is less than 0.05 that shows the significance of variables, it is clearly demonstrate that the study model is significant which means that effects of HRIS usage exists organizational or firm performance.

The significant things which is notable in the coefficients table are UNstandardized coefficient (B). These tell us the arrangement of the model. The constant is the C & then X1 is Time, X2 is Productivity, X3 is Lack of Resources & X4 is Accuracy. So we can write from table 4:

\[ Y = 1.675 + 0.16\text{(Time)} + 0.184\text{(Productive)} + 0.188\text{(Lack of Resource)} + 0.204\text{(Privacy)} + \mu \]

So all factors have a positive relationship with organizational or firm performance. & that increase all the factors (time, productivity, resource & accuracy) lead to increase in performance.

As per results of the study time management is not rejected & productivity, resource & accuracy is rejected.

Result and Discussion

In this paper, researcher tried to find out either HRIS usage have any impact or not on the performance of organization. For this purpose, researcher approach several nature of industry in Karachi & collected the data from workers. For any research, demographics play a vital role. In this study, 70.5% respondents are male while 29.5% respondents are female. 40% of the respondents are of aged between 31-40 years that is usually the learning era. 30% of the respondents are aged between 41-40. The research is focused on the services oriented organization that is based on 82% of the Karachi followed by banking sector & service industry while rest of 24% employees are based on manufacturing industry. 3% respondents are of miscellaneous such IT etc.

In this study, hypothesis states that there is positive relation between HR information system usage (time, productivity, resources & accuracy) & organizational or firm performance. But except time all factors such as productivity, lack of resources & accuracy are greatly effect on organizational or firm performance.

Conclusion

HUMAN RESOURCE INFORMATION SYSTEM benefited the firm as a systematic process for gathering, reserving, keeping & recovering data of their HUMAN RESOURCE (HR), personnel work & firm unit features. It provides accurate information for a utilization of persons making HR associated plans/decisions.

Due to HRIS, organizations improved the productivity, manage privacy & save the time of their HR as well as IT department works. These work-activities include training/development (T&D) of management, succession planning, candidate tracking in recruitment/selection (R&S), worker information, assessment & compensation administration.

From time to time organizations or firms misfortune benefits by applying this SYSTEM that alternatively facilitate not stronger HUMAN RESOURCE decisions as a result with respect to knowledge/expertise. Since developing the HUMAN RESOURCE system take approximate time. Additionally, bundles of difficulties such as no or deficient financial funding as well as learning, lack of expertise to operate the HRIS, difficulties in fluctuating the organizational culture & lot of manual effort that is disadvantage to mechanize damaged the accomplishment of the full of HRIS.

Recommendations

There is small number of organizations that operating the HR information system in Karachi. Managers should try their best to implement the HR information system in their organizations. If it happens, the result will be changed.
References


27. Urmila (2013). The role of E-HRM in increasing positive work attitudes among its employees, 1(3)


Figure 1: Conceptual Framework

Table 1(a): Gender of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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<td>Male</td>
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<td>70.5</td>
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<td>Female</td>
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<td>Total</td>
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</table>

Table 1(b): Age of the Respondents

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<th>Valid Percent</th>
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<td>31-40</td>
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<td>51 and above</td>
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<tr>
<td>Total</td>
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Table 1(c): Qualification of the Respondents
Table 1(d): Working Experience of the Respondents

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<th>Frequency</th>
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<td>Graduate</td>
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<td>51.5</td>
<td>89.0</td>
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<td>Masters &amp; above</td>
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<td>11.0</td>
<td>11.0</td>
<td>100.0</td>
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<tr>
<td>Total</td>
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Table 1(e): Nature of the Organization

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<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banking</td>
<td>111</td>
<td>55.5</td>
<td>55.5</td>
<td>55.5</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>48</td>
<td>24.0</td>
<td>24.0</td>
<td>79.5</td>
</tr>
<tr>
<td>Services</td>
<td>35</td>
<td>17.5</td>
<td>17.5</td>
<td>97.0</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>6</td>
<td>3.0</td>
<td>3.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
### Table 2: Correlation Table

<table>
<thead>
<tr>
<th></th>
<th>Time_Management</th>
<th>Productivity</th>
<th>Resources</th>
<th>Accuracy</th>
<th>Organization_Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pearson Correlation</strong></td>
<td>1</td>
<td>.203**</td>
<td>.262**</td>
<td>.250**</td>
<td>.149**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.004</td>
<td>.000</td>
<td>.000</td>
<td>.035</td>
</tr>
<tr>
<td><strong>N</strong></td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**

### Table 3: Regression Model Summer Table

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.368*</td>
<td>.149</td>
<td>.131</td>
<td>.42732</td>
</tr>
</tbody>
</table>

*a. Predictors: (Constant), Accuracy, Productivity, Time_Management, Resources*
Table 4: ANOVA Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>6.231</td>
<td>4</td>
<td>1.558</td>
<td>8.531</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>35.607</td>
<td>195</td>
<td>.193</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>41.838</td>
<td>199</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organization_Performance
b. Predictors: (Constant), Accuracy, Productivity, Time_Management, Resources

Table 5: Regression Coefficient Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.675</td>
<td>.396</td>
<td>.017</td>
<td>4.229</td>
</tr>
<tr>
<td>Time_Management</td>
<td>.016</td>
<td>.067</td>
<td>.017</td>
<td>.238</td>
</tr>
<tr>
<td>Productivity</td>
<td>.184</td>
<td>.076</td>
<td>.170</td>
<td>2.440</td>
</tr>
<tr>
<td>Resources</td>
<td>.188</td>
<td>.074</td>
<td>.181</td>
<td>2.551</td>
</tr>
<tr>
<td>Accuracy</td>
<td>.264</td>
<td>.070</td>
<td>.202</td>
<td>2.934</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organization_Performance