Role of Human Resource Information System in Strategic Human Resource Management

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Abstract
This paper presents theoretical excerpts to inundate the case for building a strong Human Resource Information System (HRIS) model as an operational link between strategic organizational vision and human resources implementations in organizations. The researcher has clearly put forth the argument for adopting HRIS as a functional reality for facilitating Strategic Human Resource Management (SHRM). Keeping well in mind that the usage, implementation and impact of HRIS must be weighed with respect to the strategic direction of the firm. This study is meant to provide a perspective to the reader to understand the relevance of adopting HRIS as a suitable model and at the same time leaves scope for field research to examine how Human Resource (HR) professionals and managers in different organizations can establish suitable model of HRIS with clear understanding of the effects of HRIS on strategic HR tasks and job roles. Management scholars have long called for stronger and more explicit paths between strategic planning and applications in human resources. Yet implementation guidance for this vital connection has proved elusive (Lawler, E. E., Levenson, A., & Boudreau, J. W. 2004). Based on literature review, this paper contends that HRIS is a powerful tool in forging this link, and advocates an increased understanding of this concept to develop its maximum potential. The study aims at investigating what role if any do HRIS play in SHRM. This study describes how Information technology is expected to drive Human Resource’s transition from a focus on HRM to SHRM. This strategic role is expected not only to add a valuable dimension to the HR function, but also change the competencies that define HR professional and practitioner success. The subject of the strategic relevance of human resource management in organizational plans and models provides a deep foray into one of the core success factors that effectively underpins the achievement of leadership and managerial objectives. This insight drives the current inquiry into one of the principal levers of modern human resource management identified as Human Resource Information System. This research encompasses theoretical investigation and comprises of the Introduction to the study, the objectives of the study and theoretical concepts related to Human Resource Management (HRM), Strategic Human Resource Management (SHRM), Human Resource Information Systems (HRIS), and an analysis of the previous research, to establish the usage, role and implementation of HRIS as an operational link between strategic organizational vision and human resources implementations in organizations. The study further leaves scope for examining how HR professionals and managers in different organizations see the effects of HRIS on strategic HR tasks and job roles.


Research Objective
This study explores the usage, role and implementation of Human Resource Information Systems (HRIS) in Strategic Human Resource Management (SHRM). The question addressed in this study therefore is “What role if any do HRIS play in SHRM?”

Introduction
The subject of the strategic relevance of human resource management in organizational plans and models provides a deep foray into one of the core success factors that effectively underpins the achievement of leadership and managerial objectives. This insight drives the current inquiry into one of the principal levers of modern human resource management identified as Human Resource Information System.
Information System. Invariably, human resource management (HRM) issues have been major concern for managers at all levels, because they all meet their goals through the efforts of others, which require the effective and efficient management of people (Dessler et al., 1999). The array of HRM activities such as planning, recruiting, selection, and training, just to mention a few, place enormous responsibilities on supervisors and managers alike. These activities require analyzing jobs, planning employee needs, selecting employees, orienting and training employees, managing compensation, communicating (which includes counseling and disciplining), and maintaining employee commitment. In addition to the already mentioned activities are, ensuring fair treatment, appraising performance, ensuring employee health and safety, building and maintaining good employee relations; handling complaints and grievances, and ensuring compliance, occupational health and safety, Industrial relations, and other legislation affecting the workplace. Regardless of field of expertise, from accounting to production control, learning about employee rights, employer responsibilities, and effective HRM practices may provide all managers with knowledge that enables them to perform more effectively. However, according to Stewart (1996), the human resource management function has faced a scuffle in justifying its position in organizations. Firms easily justify expenditures on training, staffing, reward, and employee involvement systems in favorable conditions, but when faced with financial difficulties, such Human Resource (HR) systems become prime target for cutbacks. Nonetheless, introducing SHRM, in exploring HR’s supportive role in business strategy, presents a possibility for demonstrating its value to the firm. Consequently, Fein and Walker (2001) called for a connection between strategic planning and human resource planning marking the commencement of the field of SHRM, but it was not until early 1980s before extensive work was carried out on this proposed linkage exploring the link between business strategy and HR. Since then, SHRM’s evolution has consistently been followed by a few years of developments within the field of strategic management. Lately, the increasing pressure to support strategic objectives and the greater focus on shareholder value creation have led to changes in both job content and expectations of HR professionals (Storey et al., 1995). Similarly, (Schuler et al., and Mayfield et al., 2001) noted is the transformation in firms usage of contemporary Information Systems (IS) in support of the HRM process. In addition, using HRIS provides value to the organization and improves HR professionals’ own standing in the organization (Ulrich, 1997). In another development, the need for HR to become a strategic partner, where HRIS provides management with strategic data not only in recruitment and retention strategies, but also in merging HRIS data into large-scale corporate strategy (Brock, 1999). Thus it can be presumed that the data collected from HRIS provides management with decision-making tool. Through proper HR management, firms are able to perform calculations that have effects on the business as a whole. Such calculations include health-care costs per employee, pay benefits as a percentage of operating expense, cost per hire, return on training, turnover rates and costs, time required to fill certain jobs, return on human capital invested, and human value added. It must be noted though, that, none of these calculations result in cost reduction in the HR function (Gerardine DeSanctis, 1986). Consequently the author analysis that, HRIS are seen to facilitate the provision of quality information to management for informed decision-making. Most notably, it supports the provision of executive reports and summaries for senior management and is crucial for learning organizations that see their human resource as providing a major competitive advantage. The aforementioned areas however, may realize significant savings using more complete and current data made available to the appropriate decision makers. HRIS is therefore a medium that helps HR professionals perform their job roles more effectively (Grallagher; Broderick and Boudreau, 1986). Various studies had offered a conclusive evidence to affirm the role HRIS plays in support of strategic decision-making. There has been a dramatic increase in HRIS’s usage. For example, Lawler and Mohrman (2001) in Hussain et al., (2007) established that the use of HRIS had consistently increased over the previous years, irrespective of the degree of strategic partnership held by the HR function. Definitely, HRIS usage had increased substantially even in firms where HR had no strategic role. They cautioned, however, that HRIS usage and, in particular, fully integrated HRIS systems, did not necessarily ensure that HR would become a full strategic partner. Even though, numerous studies in this area have provided substantial empirical and theoretical contributions to the field of HRIS this
area of investigation is still in its infancy. Interestingly, little however is known about the role of HRIS in SHRM. As the pressure to shift from HRM to SHRM keeps on mounting, coupling with severe global competition, and in conjunction with the ever-increasing demand for HRIS, further research is still needed in this field.

Research Design
This research has been undertaken with the utilization of secondary data and the study has evolved a theoretical construct to provide analysis based on previous research, while leaving scope and suggestions for future research and its utilization.

The theoretical construct of this research is prepared by using following structure of presentation:
- **Part-I:** Concept of Human Resource Management (HRM)
- **Part-II:** Concept of Strategic Human Resource Management (SHRM)
- **Part-III:** Concept of Human Resource Information Systems (HRIS)
- **Part-IV:** Analysis of the Previous Research
- **Part-V:** The conclusions bring forth how the theoretical conjunct presented can be utilized to construct a hypothesis and questionnaire for future research in Industry and offers suggestions for future research.

**Part-I: Concept of Human Resource Management (HRM)**
HRM is defined as the part of the organization that is concerned with the people dimension, and it is normally a staff or support function in the organization (De Cenzo and Robbins, 1996). HRM role is the provision of assistance in HRM issues to line employees, or those directly involved in producing the organization’s goods and services. Acquiring people’s services, developing their skills, motivating them to high levels of performance, and ensuring their continuing maintenance and commitment to the organization are essential to achieving organizational goals. This is much the case regardless of the type of organization, government, business, education, health, recreation, or social action. The authors have proposed an HRM specific approach as consisting of four functions- staffing, training and development, motivation, and maintenance. In addition HRM is also defined as the strategic approach to managing employment relations which emphasize that leveraging people’s capabilities is critical to achieving sustainable competitive advantage (Bratton and Gold, 2003). This is achieved through a distinctive set of integrated employment policies, programs and practices. The authors presented HRM functions as planning, recruitment and selection, appraisal and performance management, reward management, development, employee relations, health and safety, and union-management relations. Moreover some authors have defined HRM as a function which aims at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies (Alan Price, 2004). Working definition of HRM contributes in stating that HRM as a strategic and target oriented composition; regulation and development of all areas that affect human resources in a company (Abecker et al., 2004). Efficient and effective management of these resources to a large extent, affects human resource behavior, and consequently the performance of the organization as a whole. Moreover, the authors identified HRM with the field it covers. These include planning aspects- personnel requirements analysis and personnel asset analysis, and change aspects- recruitment, personnel development and deployment.

**Part-II: Concept of Strategic Human Resource Management (SHRM)**
SHRM has gained considerable momentum and it describes the evolution of SHRM from personnel management in terms of a two-phased transformation, first from personnel management to traditional human resource management, and then to SHRM (Storey, 1995). To improve firms performance and create competitive advantage, firm HR must focus on a new set of priorities. These new priorities are more business, and strategic oriented and less geared towards traditional HR functions such as staffing, training, appraisal and compensation. Strategic priorities include team-based job designs, flexible workforces, quality improvement practices, employee empowerment and incentive compensation. SHRM was designed to diagnose firms strategic needs and planned talent development,
which is required to implement a competitive strategy and achieve operational goals (Huselid et al., 1997). In spite of the increasing attention paid to SHRM, the term remains unclear. Some scholars have described SHRM as an outcome, others have described it as a process, and others have considered it a combination of process and outcome. As an outcome, it is considered as ‘the pattern of planned HR deployments and activities intended to enable a firm to achieve its goals’ (Abecker et al., 2004). Similarly it has also been considered to be ‘organizational systems designed to achieve sustainable competitive advantages through people (Wright and Snell, 1991). As a process it has been described as a process of linking HR practices to business strategy (Ulrich and Lake, 1997). Moreover some authors have argued that SHRM is a competency-based approach to personnel management that focuses on the development of durable, imperfectly imitable, and other non-tradable resources (Bamberger and Meshoulam, 2000).

Considering both process and outcome together it has been defined as the linkage of HR functions with strategic goals and organizational objectives to improve business performance and cultivate an organizational culture that fosters innovation and flexibility (Truss and Gratton, 1994). More suitably it has also been defined as SHRM as means of accepting the HR function as a strategic partner in the formulation of the company’s strategies as well as in the implementation of those strategies through HR activities such as recruiting, selecting, training and rewarding personnel (Torrington et al., 2005). Whereas strategic HR recognizes HR’s partnership role in the strategizing process, the term HR Strategies refers to specific HR courses of action the company plans to achieve. The authors further presented three theoretical perspectives of strategic human resource management. The first was based on the ‘one best way’ concept of managing human resources to improve business performance. The second was the need to align employment policies and practices with the requirements of business strategy for successful business. This was on the assumption that different types of HR strategies are conducive for different types of business strategies. The third, which also happened to be the more recent approach to strategic HRM, was resource-based view of the firm, and the perceived value of human capital. The focus of this perspective was on the quality of the human resources available to the organization and ability to learn and adapt more quickly than competitors.

Part-III: Concept of Human Resource Information Systems (HRIS)
The Human Resource Information Systems is introduced by presenting the various definitions, development, costs and benefits, as well as their functions and relationship with HRM. HRIS shape an integration between human resource management (HRM) and Information Technology. Even though these systems may rely on centralized hardware resources operationally, a small group of Information System specialists residing within the personnel department increasingly manage, support, and maintain them. HRIS support planning, administration, decision-making, and control. The system supports applications such as employee selection and placement, payroll, pension and benefits management, intake and training projections, career-planning, equity monitoring, and productivity evaluation. These information systems increase administrative efficiency and produce reports capable of improving decision-making (Gerardine DeSanctis, 1986). Recent developments in technology have made it possible to create a real-time information-based, self-service, and interactive work environment. Personnel Information Systems have evolved from the automated employee recordkeeping from the 1960s into more complex reporting and decision systems of late (Gerardine DeSanctis, 1986: 15). Today, managers and employees are assuming activities once considered the domain of human resource professionals and administrative personnel. This represents a significant break with the past, but an improvement in overall organizational effectiveness. Consequently, given the authority and relevant accessible information for decision-making, both managers and employees respond more quickly to changes (Lengnick-Halland Lengnick-Hall, 2002). HRIS is defined as a technology-based system used to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information regarding an organization’s human resources (Tannenbaum 1990). HRIS has also been defined as a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by organization about its human resources, personnel activities, and organization unit characteristics (Kovach et al., 1999). Furthermore, HRIS shape integration between Human Resource
Management (HRM) and Information Technology. It merges HRM as a discipline and in particular basic HR activities and processes with the information technology field (Gerardine DeSanctis, 1986: 15). As is the case with any complex organizational information system, an HRIS is not limited to the computer hardware and software applications that comprise the technical part of the system, it also includes the people, policies, procedures, and data required to manage the HR function (Hendrickson, 2003).

Three major functional Components of HRIS have been presented as a model: Input Data, Maintenance and Output (Kovach et al.,1999). The Input function enters personnel information into the HRIS. Data entry in the past had been one way, but today, scanning technology permits scanning and storage of actual image off an original document, including signatures and handwritten notes. The maintenance function adds new data to the database after data have been entered into the information system. Moreover, the most visible function of an HRIS is the output generated. To generate valuable output for computer users, the HRIS have to process that output, make the necessary calculations, and then format the presentation in a way that could be understood (Kovach et al.,1999). However, the note of caution is that, while it is easy to think of HR information systems in terms of the hardware and software packages used to implement them and to measure them by the number of workstations, applications or users who log onto the system, the most important elements of HRIS are not the computers, rather, the information. The bottom-line of any comprehensive HRIS have to be the information validity, reliability and utility first and the automation of the process second.

HRIS meets the needs of a number of organizational stakeholders. Typically, the people in the firm who interact with the HRIS are segmented into three groups: (1) HR professionals, (2) managers in functional areas (production, marketing, engineering etc.) and (3) employees (Anderson, 1997). HR professionals rely on the HRIS in fulfilling job functions (regulatory reporting and compliance, compensation analysis, payroll, pension, and profit sharing administration, skill inventory, benefits administration etc.). Thus, for the HR professional there is an increasing reliance on the HRIS to fulfill even the most elementary job tasks. As human capital plays a larger role in competitive advantage, functional managers expect the HRIS to provide functionality to meet the unit’s goals and objectives. Moreover, managers rely on the HRIS’s capabilities to provide superior data collection and analysis, especially for performance appraisal and performance management. Additionally, it also includes skill testing, assessment and development; resume processing, recruitment and retention, team and project management, and management development (Fein, 2001). Finally, the individual employees become end users of many HRIS applications. The increased complexity of employee benefit options and the corresponding need to monitor and modify category selections more frequently has increased the awareness of HRIS functionality among employees. Web-based access and self-service options have simplified the modification process and enhanced the usability of many benefit options and administration alternative for most employees.

Functional HRIS must create an information system that enables an assimilation of policies and procedures used to manage the firm’s human capital as well as the procedure necessary to operate the computer hardware and software applications (Hendrickson,2003). While information technology affects Human Resource (HR) practices (Lengick-Hall et al., 2003) HRIS and HRIS administration comprise a distinct supporting function within HR. Some of the HRIS functions include the following:

**Integrating the Technologies of HR:** Developments in Information Technology have dramatically affected traditional HR functions with nearly every HR function (example, compensation, staffing, and training) experiencing some sort of reengineering of its processes. However, this process of change has created significant challenges for HR professionals resulting in the transformation of traditional processes into on-line processes.

**Increased Efficiency:** Rapid computing technology has allowed more transactions to occur with fewer fixed resources. Typical examples are payroll, flexible benefits administration, and health
benefits processing. Though technologies of early mainframes provided significant efficiencies in these areas, the difference is that the record processing efficiencies that were once only available to large firms are now readily available to any organization size (Ulrich, 2001).

**Increased Effectiveness:** Most often, as with processes, computer technology is designed to improve effectiveness either by in terms of the accuracy of information or by using the technology to simplify the process. This is especially the case where large data sets require reconciliation. However, onerous manual reconciliation processes may be executed faster, but also with near perfect accuracy using automated systems. For instance, pension and profit sharing applications, benefits administration, and employee activities are just to mention but a few. Using computer technology in these processes ensures accurate results and offer substantial simplification and timeliness over manual processing. Consequently, the vast majority of HR functions have had some degree of automation applied in order to gain both efficiency and effectiveness.

**IT-Enabled Processes:** While many of the application areas gains are through increased effectiveness and efficiency over manual processing, some are only possible using contemporary technologies. Most notably, computer-based (web-based) training is a growing area of HR practice that was not available until computer software was created. Even computer based training was not as practical as it is today because it was geographically dispersed until the training was upgraded from computer-based to web-accessible training. However, by taking traditional computer-based training programs and making them accessible on the Internet, firms have created a powerful tool to upgrade and assess employee skill sets. Moreover, many other traditional HR functions have evolved Information Technology (IT) - dependent components with the advent of the Internet. Online recruitment centers, along with the ability to conduct virtual interviews, background checks, and personnel tests on-line have dramatically changed those processes, increasing the geographic reach of firms for potential employees.

**Cost and benefit of HRIS:** HRIS system represents a large investment decision for companies of all sizes. Therefore, a convincing case to persuade decision makers about the HRIS benefits is necessary. The common benefits of HRIS frequently cited in studies included, improved accuracy, the provision of timely and quick access to information, and the saving of costs (Lederer, 1984; Wille and Hammond, 1981). Researchers have discussed why the accuracy and timeliness of HRIS is very important in terms of operating, controlling, and planning activities in HR (Lederer 1984). In addition several administrative and strategic advantages to using HRIS have been listed (Kovach et al., 2002).

Similarly, at least five reasons why companies should use HRIS have been listed (Backers and Bsat 2002). These are: (1) Increase competitiveness by improving HR practices and Produce a greater number and variety of HR operations. (2) Shift the focus of HR from the processing of transactions to strategic HRM and make employees part of HRIS, and (3) Reengineer the entire HR functioning.

HRIS survey, by Watson Wyatt found that the top four metrics used in formal business cases supporting HRIS were: improved productivity within HR organization, cost reductions, return on investment, and enhanced employee communications. However, companies realize many of these cost reductions and efficiency gains early in the implementation of an HRIS system, so they provide compelling evidence needing to get a project up and running. In fact, the payback period, or the time it takes to recoup the investment, may be as short as one to three years (Lederer,1984). HRIS contribute to cost reductions, quality/customer satisfaction, and innovation (Broderick and Boudreau,1992).

Moreover, while it may be possible to identify many of the relevant costs (e.g., software and hardware), it is more difficult to quantify the intangible benefits to be derived from an HRIS system. Beyond cost reductions and productivity improvements, HRIS potentially and fundamentally affect revenue channels. However, establishing direct and objective benefits measures is more difficult to achieve. On the other hand, there are costs associated with HRIS implementation. Moreover, to
capitalize on all HR possibilities, workers need to have personal computers and global Internet connections. Some companies facilitate this by providing employees computer discount programs to encourage home usage. In addition, there is inevitably transition costs associated with moving from traditional HR to an HRIS, including slowdowns, mistakes, and other consequences associated with changing legacy systems to integrated suites (Brown, 2002). Hardware costs for servers and software costs for application programs entail sizeable initial outlays and continuing costs over time as better technology becomes available. While many companies are adopting HRIS systems and extolling their benefits, others are reluctant in embarking on such an expensive and time-consuming change. Nevertheless, some firms are adopting less complex forms before attempting to transform their HR departments. However, for those who have already adopted HRIS, many are yet to realize its full benefits. A survey by Towers Perrin found that whiles 80 percent of respondents affirmed employee self-service ability to lower FIR costs, only 5 percent fully achieved this objective; another 35 percent had only partially achieved that objective, and only 3 percent was accelerating HR's transformation to a strategic partner (Ibid).

Part IV: Analysis of the Previous Research
Within the last decade, the explosion in information systems related literature confirms that information technology, its implementation, use and benefit is a very well researched area in organizational studies (Robinsson, 1997). An attempt has been made by the researcher to analyze the Role of Human Resource Information System in Strategic Human Resource Management based on the reviews of various related studies presented above. For the sake of clarity, the literature has been reviewed under the following headings: HRIS usage, role/impact and implementation.

Usage of HRIS: The size of organization determines HRIS usage, the type of module it adopts, and how information is analyzed. In addition, certain core modules for example personnel administration precedes over others like training and administration. Similarly, new HRIS users normally opt for low-cost solutions. In-house database development is a trendy option for smaller organization adopting HRIS for the first time and this was also in line with observations that smaller organization would go for low cost and low risk HRIS purchases, typically cheaper, more software that was flexible or in-house HRIS development (Ball 2000). Additionally, of those who used HRIS software, less than half of the sample used it in training and recruitment, and those who used them were small size companies.

The role and impact of HRIS: HRIS define an integration between human resource management (HRM) and Information Technology. These information systems increase administrative efficiency and produce reports capable of improving decision-making (Gerardine DeSanctis, 1986:15). The use and impact of human resource information systems on human resource management professionals has investigated few differences existed between Small/Medium (SME) and large company HRIS’ usage, and that specific use of HRIS for strategic collaboration enhanced professional standing (Hussain et al., 2006). However, a note of caution was that it was not as pronounced as that experienced by those other professions. For instance, using the semi-structured interviews the organizational executives identified that HRIS use has not enhanced their professional standing within the organization, but they noted a substantial HRIS usage benefit to the company.

Implementation: HRIS’s role of integrating human resource management (HRM) and Information Technology, which leads to competitive advantage, has attracted many HR professionals and managers. HRIS usages have increased markedly among firms of different sizes due to their enhancing strategic role in human resource management (Ball 2000), Thaler-Carter’s (1998), Grallagher (1986), Broderick and Boudreau 1992: ). Amidst the convincing HRIS’s benefits are also the costs of implementation. HR Systems however do not adequately meet important business needs. Moreover, it takes too long to implement, and sometimes exceed expected costs due to lack of clarity and common understanding. However, a painstaking planning of HRIS will yield favorable results, especially if certain critical factors are considered (Brown, 2002; Kovach and Cathcart1999).
from the above-mentioned HRIS capabilities in integrating HR functions (example: planning, recruitment, selection and training) through HR technologies, it can be argued that HRIS applications, for certain, will not be limited in its operations regarding the shift from ‘HRM to SHRM’.

**Part V: Conclusion**

HRIS is an effective and efficient catalyst for integrating human resource management and Information Technology. This was common with all the various definitions of HRIS. HRIS as a system supports HR functional applications such as employee selection and placement, payroll, pension and benefits management, intake and training projections just to mention but a few. The composition of HRIS includes input, maintenance, and output. Input function enters personnel information into the HRIS. The maintenance function updates and adds new data to the database having entered data into the information system. The output is considered the most visible function of an HRIS. HRIS process that output, adjust it in such a way that it is understandable. The three major groups that make use of HRIS are HR professionals, managers in functional areas, and employees. While HR professionals rely on the HRIS in fulfilling job functions, managers rely on the HRIS’s capabilities to provide superior data collection and analysis, especially for performance appraisal and performance management. Individual employees are the end users of many HRIS applications and complexities of job related issues have augmented the awareness of HRIS functionality among employees. In addition to HRIS’s integration function, HRIS enable effectiveness and efficiency, and ensure competitiveness among firms. However, along with the benefits are the costs involved in implementing and maintaining these systems. For example, hardware and software cost, time and other related costs. There are many software solution offers; the choice is however dependent on the decision of the user. Consequently, information validity, reliability and utility constitute a comprehensive HRIS, and should always be the pivot for every HRIS implementation. Treating installation of HR technology as a form of innovation, Shrivastava et al., (2003) in their study on the topic ‘Liberating HR through technology’ introduced a model describing technology implementation process. The aim was to use the model to highlight various issues that merited the attention of academics and practitioners. The researchers used an exploratory method of research. They designed a Descriptive Model for HR technology installations. The model was partitioned into three phases. They are adoption, implementation, and institutionalization. Using previous research findings, they compared the various HR technology implementation processes with the descriptive model. They reviewed that organizations that adopted a process-driven approach tend to customize IT solutions in support of their existing HR processes. In contrast, organizations that favored a technology-driven approach tend to apply directly off-the-shelf packages. Moreover, Samir et al., (2003) found out that there was universal agreement that large-scale technology projects failed due to managerial and not technical reasons. Additionally, they identified that climate conduciveness for technology implementation related positively to the extent of neutralization of inhibitors. In consequent, they realized that firms needed effective facilitating strategies in order to create a climate conducive for implementing technology. Moreover, they revealed that phase or incremental implementations had a plain vanilla that bias business process reengineering effort. Consequently, they identified that firms that undertook technology initiatives with the view to enable the HR function to focus more on value-added activities were the ones most likely to realize the full potential of technology. This asserts that by automating basic HR transactions, companies have empowered employees to engage in self-service and freed their HR to deal with more strategic and value-added issues (Lengnick-Hall Mark and Lengnick-Hall Cynthia A. 2002). The researcher has clearly put forth the argument for adopting HRIS as a functional reality for facilitating strategic HRM. Keeping well in mind that the usage, implementation and impact must be weighed with respect to the strategic direction of the firm. This study is meant to provide a perspective to the reader to understand the relevance of adopting HRIS as a suitable model and at the same time leaves scope for field research to examine how HR professionals and managers in different organizations can establish suitable model of HRIS with clear understanding of the effects of HRIS on strategic HR tasks and job roles.
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