IMPACT OF HRIS ON EMPLOYEE LEARNING FROM AN INDIAN PERSCPECTIVE

By

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ABSTRACT

Human Resource Information Systems can impact the learning of the employees. Thus the behavioral pattern of the employees can change. Based on this, this research will try to find out if the above statement holds true and how learning of the employee is affected. This research will also try to find out if learning can be bettered by HRIS. Based on the research it has been found there is a semblance between learning and HRIS. This research will not only analyze the effect of HRIS on employee learning, but also how learning can be bettered. It should give other researchers or organizations how data transparency and accessibility is to be designed in order to facilitate better employee learning.

INTRODUCTION

Learning is the acquisition of knowledge or skills through study, experience or by teaching. Learning directly affects the way employee reacts in an organization. The skill of a worker, attitude of a workman, the outlook of the director of the company, all is affected through learning. If there is no learning, then the growth of a company would become stand-still.

It is worth mentioning that a thriving company called Kodak, failed to learn the changes of its business environment and failed to exist. Here an important concept called reinforcement must be introduced. Reinforcement is the process of encouraging or discouraging a pattern of behavior. Thus there can be negative as well as well as positive reinforcement.

Positive reinforcement happens when employee perceives that he or she would be awarded or rewarded. The employee works with a zeal to achieve that goal. Negative reinforcement happens when there is a withdrawal of a specific behavior. For instance employees coming late to the organization can be dealt with if an automated attendance system is introduced which can notify the manager.

HRIS or Human Resource Information System is how data of employees is stored and retrieved. It creates a backbone here data can be maintained and can easily streamline with other functionalities of an organization. HRIS can affect learning in an organization. HRIS is the portal from where employees can learn about an organization. They can also get an insight about other employees. Again this would all depend on the transparency level of the HRIS.

LITERATURE REVIEW

People frame and reframe experiences, seek and integrate perspectives and learning, and sometimes experiment to perform their work (Cullen, 2002). Looking at work from the perspective of its learning potential is fundamentally different to looking at it simply in terms of competencies needed in order to perform the job

well (Cullen et al., 2002). Care should also be taken so that individuals learn at work and grow as the organization grows with it (Spencer, 2002).

A firm's past experience with technology, in terms of organizational learning, ultimately affects its future choices in adopting technology (Burgelman & Rosenbloom, 1989). The growing awareness and understanding of the advantages of HRIS applications and tools among organizations could positively influence interest in adopting HRIS (Rand Hani, 2013). Thus it can be seen that this interest can help the employees learn better and adopt HRIS. Thus HRIS can influence the learning potential.

OBJECTIVE

 To identify and analyze if HRIS facilitates employee learning.

INDIAN SCENARIO

Most of the Indian companies are having an HRIS. Some small scale industries do not have a HRIS but most do.

It has been seen many Indian banks find hard to adopt to the system (Ali Syed). This is due to the lack of training. It has also been seen that the process of implementation is long and peace meal exercise.

When coming to Public Sector Enterprises the HRIS is mostly handled by an external vendor. It has little to do with the own employees of the organization. The scenario is the same like that of banks. The process of implementation is fairly long and by the time HRIS has been implemented many employees have retired who were there in the initial phases of implementation. HRIS scenario has largely been unexplored in companies like NALCO (Mohanty, 2009).

As found from online journals, private sector companies have fared better in the implementation of HRIS. There is also a positive notion from the employees related to these organizations. HRIS has become an integral part in many IT/ITES companies (Sanjay, 2014)

APPROACH

Case Studies and positivistic approach

METHODOLOGY

The study is secondary in nature. From various websites on the internet, books and journal the content of the research paper related to this objective was prepared.

Based on the findings above, further analysis was drawn. It also includes case studies and other research papers.

In the second objective the data collection technique was secondary in nature. Due to the following reasons there is de-motivation after the implementation of HRIS:

- Poor training and not understanding HRIS.
  Jobs being automated.
- Lack of transparency

SUMMARY AND CONCLUSIONS

Based on the findings of the survey and data analysis it can be concluded that HRIS has a strong impact on motivation. Though the percentage of the positive responses is 57%, still it can be invariably argued that there is a long way to go to achieve better employee motivation through HRIS. HRIS, it has been seen, has also been able to motivate different kinds of people with respect to their age and gender. It has been seen that senior people in middle and lower management has been influenced strongly by the impact of HRIS.

From the above questionnaire it can be deduced invariably that HRIS has a big role in transparency. It is also seen from the questionnaire that point no 3 has a negative response. Therefore feedback system in the HRIS should be more looked into. The management of the company must place more efforts to introduce more changes in HRIS based on employee feedback.

It was also found that employee accessibility to data had a strong impact on employee motivation. It was found in the survey, if employer remarks are reflected on the HRIS, about the performance of an employee, then there is always a positive motivation. Again from the analysis of the questionnaire it was seen that if opinions of employees are reflected in HRIS it has a positive impact on the mindset of the employees.

From the chi-square testing above it was seen that HRIS does motivate employees on a long term basis. Therefore while designing the HRIS, the management must inculcate feedback from the employees. The mantra of the company goals, vision and policies must be reflected in the HRIS. The employees must feel that they had a hand in designing the HRIS so as to achieve motivation on a long term basis.

From the results of the secondary objective it was found that proper training helped in eradicating resistance to HRIS. So there is evidence proper training should exist at all levels of an organization, and that it can be a large contributor to employee resistance, hence employee de-motivation.

If jobs are automated there is always a fear that an employee will lose one's job. So this fear factor must be removed so as not to de-motivate the employees. If the employee feels insecure then there will always be a resistance to change.

Therefore the company should also have an open door policy so as to achieve better transparency. These factors will go a long way to remove employee de-motivation.

This research could have been better strengthened if the sample size was increased. If the findings of the second objective were based on statistical results, the findings would have been much better. There is a scope for future researchers to better the findings by changing the statistical parameters. Number of variables was also limited in the study.

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