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A Study On Human Resource Information System and Employees' Performance in Indian Banking Sector

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Abstract: Current study aims to examine the impact of Human resources information system on employees' performance. Total 300 bank employees consisting 100 bank employees from each of the public, private and foreign banks were taken. The number of banks were not taken even, due to the availability of the branches in the certain districts of the Haryana state. HRIS has been found to be the most effective instrument for recruiting and selecting employees from private banks as against their public bank counterparts whereas foreign banks were more successful in using it for training and development as against other banks. Foreign banks were also able to utilize HRIS as a system better for employee performance appraisal and keeping a tab on their payroll as well as maintaining records. Thus, from our study, it is concluded that in terms of utilization of HRIS, foreign banks proved to be the most efficient and beneficial category than both private and public banks.

Key Words: Human resources, Information system, Bank, India, Employee, Employee performance, HRIS etc.

I. INTRODUCTION

The human resource information system has been briefly described as an integrated system that is used to collect, store and analyse the information regarding the human resources in an organisation. HRIS has also been defined as the intersection of information technology and the human resources through the software. The human resource information system is a complete computer-based application system that helps to maintain and keep a proper record of each and every detail. The human resource information system is the most used software in the HR departments. The human resources term has been defined as an information technology update system that helps in sharing of the information related to the various policies and the practices of the human resource management within the organisation. With the introduction of the human resource system any organisation can manage the complex and interconnected areas of the human resources. The state employment laws and the various federal laws have been found to be a part of the human resource information system. An efficient management of the employees in any organisation helps to achieve the missions and the desired goals in a smooth way without any complexity or difficulties. The information obtained by the means of human resource information system helps the organisations to use the data and manage the business accordingly in the near future. In today's growing world the human capital has been recognised as the most important part of any business institution, therefore, it becomes extremely essential for a business to adapt it towards the emerging needs to make investments in proper management systems and development of the human resources. To overcome the problem of utilisation of human resources the organisations are making use of the human resource information system to manage its human resources. Human resource information system is a kind of database that is used to store the relevant information regarding the basic details of the employees and their basic information. The advancement of technology in the modern world, there has been a rapid increase in use of the latest technology and databases to accumulate the information and use and use accordingly. The human resource information system helps to store the records in the database and also reduces the complexities of the functions of human resources. The whole management system helps to manage the talented human

resources in a simplified and efficient way. It also helps in making the recruitment process very fair and easier as it provides a systematic record of the appointed or to be employed employee. The information provided by the database helps to keep a proper track of each and every working staff member regarding the career development. The human resource information system is a very safe system as it is password protected and the access is limited to the management and not to every employee working in the organisation. The human resources term also helps to save the time and costs of the organisations in scrutinizing the employees and also resolving the various issues and conflicts in a controlled manner. The whole periodic statements regarding the evaluation of the employees help to generate the exact figures and the statistics to make necessary changes in the database with the help of the reliable and relevant information. The human resource information system is also used as a reliable device that makes the working environment standardised and friendly. The human resource information system also helps to generate more opportunities for the employees as well as for the management in various fields.

II. REVIEW OF LITERATURE

Mugo (2017) has studied the effectiveness of HRIS in the field context of Kenya Breweries Limited, from the viewpoint of employees working at the organization, using survey method. The key factors that were studied for determining the effectiveness of HRIS were namely, service quality, information quality, usefulness and ease of use. The research found that the quality of service for HRIS was perceived as unsatisfactory by employees in fields like employee training and ease of use. However, HRIS was seen as beneficial in the effectiveness of employee information updates. The author has suggested steps for improvement in HRIS application and implementation, such as, improvement in HRIS support, liaisons with vendors and provision of HRIS training to employees in the organization. Maditheti and Gomes (2017) have conducted a review of existing literature on HRIS to provide a holistic perspective and comprehensive conceptual framework. Researchers have studied 155 articles to bring out common observations and areas of interest. Researchers found that the research around HRIS was still in infancy, and concentrated in countries like USA, UK, India and Australia. Also, the research around HRIS has been driven mostly by individual interest of researchers, rather than organizational push. The major contribution of the review, however, is in presenting a conceptual framework for studying HRIS in relation to the intersection of different domains such as HR administration, HR reward system, HR reporting, System Quality, Attitudinal Change and end benefits received by employees using the HRIS. Al-Rawashdeh (2017) identified the impact of HRIS on cement industry in Jordan. To collect the data for the study, questionnaire method was used. The importance of HRIS was measured using three parameters, namely, integration, efficiency and response of HRIS. It was found that HRIS had a significant contribution towards building competitive advantage between Jordanian cement companies. Asper the results of the study, measures like infrastructure maintenance and update, and employee- training programs were suggested for the optimum performance of HRIS. Further recommendations from the study include website design, and awareness campaigns regarding use of HRIS through leaflets and seminars. Bejtkovský (2017) have examined the trends in human resource management as witnessed in the field of healthcare industry. Data for the study was collected from 47 health service providers in Czech Republic. Researcher has examined the link between the size of healthcare service provider with the application of modern trends of human resource management systems. As per the study, the use of diversity management, e-recruitment, HR outsourcing and technologically updated human resource management classify as modern trends in the field. The study found that all healthcare service providers employed a computerized HRIS system. HR specialists also had a positive perception about the benefits of modern technological developments in human resource management. Bankar and Kakade (2017) have studied the implementation of HRIS in service and auto sectors. The research also includes a case study of HRD sub-systems in HRIS in the case of Tata Motors, India. As per the study, advantages of HRIS implementation in an organization are speed and accuracy in communication, cost reduction and streamlining of operational procedures. On the other hand, the study has also shown a light on the drawbacks of adopting HRIS, including technical issues, expensive technology investments and lack of qualified experts in the field. Researchers have concluded that HRIS implementation improves the efficiency and effectiveness of core human resource management tasks, and serves an administrative as well as analytical purpose within the organization. Qadir and Agrawal (2017) have studied the role played by

HRIS in bringing a shift from traditional HRM processes to strategic HRM planning in an organization. The study highlights that the implementation and use of HRIS has contributed to the technological development in the field of HR services. The benefits of using e-HRIS have been listed as greater efficiency in HR functions, cost reduction, time saving and improving employee satisfaction. Researchers have presented a new conceptual model by dividing the functioning of HRM into three categories, namely, Key HR processes, transactional processes and transformational processes. The key HR processes are identified as HR acquisition, utilization, development and maintenance. The researchers have argued that effective utilization of the HRIS services can lead to greater competitive advantage and efficient HRM functioning in the organization. Jaafar et al. (2017) have studied the effects of implementation of HR in Lebanon universities. The study is based on data collected from 37 universities in Lebanon, through questionnaire method. The key variables that have been studied to determine the effectiveness of HRIS were namely, cost and time spent on HR activities, use of information in organization, employee satisfaction, strategic decision making, and functions of HR department. The most positive influence of HRIS was found to be in the context of distribution of information in the organization. It was also found that data processing had become faster and efficient due to the adoption of HRIS. However, the researchers have noted that overall impact of HRIS on strategic objectives was not satisfactory. Rao and Dhillon (2017) have studied the evolution of HR functions in reference to implementation of HRIS. HRIS plays a supportive role in traditional HR functions like payroll, attendance, inventory, personnel administration, and performance appraisal. The researcher argues that there is a growing demand for HRIS due to the need to inculcate IT into HR functions of an organization. The most significant benefits accrued through the implementation of HRIS are reduction in costs of labor and recruitment, and support in administrative tasks. HRIS is also utilized in activities like manpower planning, absenteeism analysis, work rescheduling and turnover analysis.

III. OBJECTIVE

To examine the impact of Human resources information system on employees' performance.

IV. RESEARCH METHODOLOGY

Commercial Banks were mainly categorized into three categories namely; public, private and foreign banks. From each of the category, total 300 bank employees consisting 100 bank employees from each of the public, private and foreign banks were taken. The number of banks were not taken even, due to the availability of the branches in the certain districts of the Haryana state. Such as; only three foreign banks were operating their branches in the Haryana state, that too only in two districts; Faridabad and Gurgaon. Hence, 100 bank employees from these three banks were taken. While, total seven larger public sector banks were taken in the study, and six private sector banks which are top banks in terms of branch network. The reason for taking large number of public bank branches is that in public banks the number of staffs is too less when compared to the private or foreign banks. only in main branches of the public banks, the staff strength could be found more than ten.

V. DATA ANALYSIS AND RESULTS

Continuous watch over employees' activities keep him motivated				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	28	9.3	9.3	9.3
	Less	72	24.0	24.0	33.3
	Neutral	83	27.7	27.7	61.0
	High	73	24.3	24.3	85.3
	Very High	44	14.7	14.7	100.0
	Total	300	100.0	100.0	

In terms of the assertion that continuous watch over employees' activities keep him motivated, 14.7 percent of employees feel a very high effect while 24.3 percent feel high effects. 24 percent of employees feel that less continuous watch over employees' activities keep him motivated while only 9.3 percent of employees feel that very less continuous watch over the employees keep him motivated. 27.7 percent take a neutral position regarding the issue when it comes to continuous watch by

HRIS on employees' activities to keep him motivated. We can infer that there is a middle ground when it comes to continuous watch over employees' activities keeping him motivated as an equitable percentage of them report both less and high levels of motivation. But since a more frequency of employees report to very high levels of motivation when being under continuous watch from HRIS, it is probable that continuous watch over employees will keep him motivated on the job.

Performance appraisal records can help in improving the performance of employees				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	30	10.0	10.0	10.0
	Less	69	23.0	23.0	33.0
	Neutral	75	25.0	25.0	58.0
	High	85	28.3	28.3	86.3
	Very High	41	13.7	13.7	100.0
	Total	300	100.0	100.0	

In terms of the assertion that performance records can help in improving the performance of employees, 13.7 percent of the employees said that performance appraisal records very highly improved their performance while 28.3 percent of them said that performance appraisal highly helps in improving the same. 10 percent of the employees felt that performance appraisal records help them improve their performance very less while 23 percent reported that it helped them improve the same only less. 25 percent said that they were neutral about the issue. Thus, it can be inferred that considering the frequency, that a greater number of employees feel that performance appraisal records can help them higher in improving their performance overall. Thus, if implemented using HRIS, this can potentially improve the overall performance of employees.

Time saving due to automation of HR functions can help in increasing the efficiency of the employees				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	38	12.7	12.7	12.7
	Less	70	23.3	23.3	36.0
	Neutral	62	20.7	20.7	56.7
	High	99	33.0	33.0	89.7
	Very High	31	10.3	10.3	100.0
	Total	300	100.0	100.0	

In terms of the assertion that time saving due to automation of HR functions can help in increasing the efficiency of employees, 33 percent of employees feel that there are high chances of time being saved due to HRIS while 10.3 percent feel that very high chances are there to save time using the same. 23.3 percent of employees feel that there are very less chances of saving time due to automation of HR functions and increase in the efficiency of employees, while 12.7 percent feel that there are very less chances of the same happening. 20.7 percent of employees remain neutral on the issue. Considering the frequency of employees thinking automation of HR functions will improve employee efficiency, it can be inferred that a greater number of employees feel HRIS will save time due to HR automation and improve their efficiency. Thus, implementation of HRIS can contribute to higher employee efficiency and time conservation in the workplace.

Comparative performance of individual employees or between employees lead to improvement in performance.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	34	11.3	11.3	11.3
	Less	74	24.7	24.7	36.0
	Neutral	61	20.3	20.3	56.3
	High	100	33.3	33.3	89.7
	Very High	31	10.3	10.3	100.0
	Total	300	100.0	100.0	

In terms of the assertion that comparative performance of individual employees or between employees leads to improvement in performance, 33.3 employees said that comparative performance highly improves their performance while only 10.3 percent of employees said that comparative performance improves their overall performance. 24.7 percent of employees feel that comparative performance of individual performance or between them leads to less improvement in performance while 11.3 percent of them felt that very less improvement in performance may happen because of the same. 20.3 percent of the employees remained neutral on the issue which indicates that a significant portion of the employee workforce feels that there is either no effect of comparative performance on their overall performance or that they are not affected by its presence. Overall, considering the frequencies, a greater number of employees feel that comparative performance will highly improve their performance, probably due to incentivization and a highly competitive spirit, and thus, we can infer that competitive performance will bring an improvement in the workforce on the whole.

Timely feedback of the training requests makes the employees well informed and helpful in planning their work in advance lead to efficiency.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	38	12.7	12.7	12.7
	Less	62	20.7	20.7	33.3
	Neutral	68	22.7	22.7	56.0
	High	100	33.3	33.3	89.3
	Very High	32	10.7	10.7	100.0
	Total	300	100.0	100.0	

In terms of the assertion that timely feedback of training requests makes the employees well informed and helpful in planning their work in advance which leads to efficiency, 33.3 percent of the employees felt that timely feedback highly helps while only 10.7 percent feel that timely feedback very highly helps them be well informed and planning their work in advance thus leading to efficiency. 20.7 percent of employees felt that such timely feedback helps them less in planning their work and thus lead to efficiency whereas 12.7 percent feel that it influences them very less. A significant percent, 22.7, remain neutral because they feel that the proposition is ineffective or not pertinent, possibly due to the greater influence of other factors. Overall, considering the frequency, it is probable that timely feedback will increase employee performance by making them well informed in planning their work in advance and leading to better efficiency.

Online feedback of training and development programs helps the employees to work on their weak areas				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	37	12.3	12.3	12.3
	Less	71	23.7	23.7	36.0
	Neutral	64	21.3	21.3	57.3
	High	98	32.7	32.7	90.0
	Very High	30	10.0	10.0	100.0
	Total	300	100.0	100.0	

In terms of the assertion that online feedback of training and development programmes helps the employees to work on their weak areas, 3.7 percent of employees felt that online feedback does highly help them while only 10 percent felt that it very highly helps them. 23.7 percent of the employees felt that online feedback of training and development programs helps them work on their weak areas only less whereas 12.3 percent felt that online feedback helps them do the same very less. 21.3 percent remained neutral regarding the issue which may mean that they do not find any correlation between online feedback and their

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job efficiency. Overall, considering the frequencies, it can be inferred that a greater number of employees feel that feel that online feedback of training and development programmes help them work on their weak areas. Thus, implementing online feedback and improve employee efficiency to a significant extent.

Transparency in the deductions from salaries, benefits received, and other rewards makes the employees satisfied and lead to increased efficiency.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	37	12.3	12.3	12.3
	Less	62	20.7	20.7	33.0
	Neutral	80	26.7	26.7	59.7
	High	92	30.7	30.7	90.3
	Very High	29	9.7	9.7	100.0
	Total	300	100.0	100.0	

In terms of the assertion that transparency in the deductions from salaries, benefits received and other rewards makes the employees satisfied and leads to increased efficiency, 30.7 percent feel that a transparency in such deductions highly makes them satisfied and lead to increased efficiency while only 9.7 percent feel that it very highly does the same. 20.7 percent feel that transparency in such deductions makes them satisfied and increases their efficiency less while 12.3 percent feel that such transparency has very less role to play in making them more satisfied and thus leading to increased efficiency. 26.7 percent of the employees remained neutral regarding the assertion which might indicate that such transparency does not affect their job performance or efficiency. Overall, considering the frequency, implementing transparency might highly increase employee efficiency.

Clear record of target assigned and continuous updation of target achieved till date makes the employees to perform better to achieve their target				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	37	12.3	12.3	12.3
	Less	62	20.7	20.7	33.0
	Neutral	70	23.3	23.3	56.3
	High	111	37.0	37.0	93.3
	Very High	20	6.7	6.7	100.0
	Total	300	100.0	100.0	

In terms of the assertion that clear record of target assigned and continuous updation of target achieved till date makes the employees to perform better to achieve their target, 37 percent of employees say that clear record and updation highly affects their ability to perform better while only 6.7 percent say that it very highly does the same. 20.7 percent say that clear record of target assigned and continuous updation of target achieved helps them less in their ability to perform better while 12.3 percent claim very less for the same. 23.3 percent of the employees remain neutral regarding the position which can mean that clear record and continuous updation do not play a decisive factor in their job performance. From the frequency, we can infer that overall, a significant portion of the employees feel that clear record of target assigned and updation of target achieved highly motivates them to perform better on the job. Thus, implementing these measures will increase overall employee efficiency.

Free access of any training material held in the companies helps the employees to solve their sudden problems and improve their efficiency.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	40	13.3	13.3	13.3
	Less	50	16.7	16.7	30.0
	Neutral	87	29.0	29.0	59.0
	High	91	30.3	30.3	89.3
	Very High	32	10.7	10.7	100.0
	Total	300	100.0	100.0	

In terms of the assertion that free access of any training material held in the companies helps the employees to solve their sudden problems and improve their efficiency, 30.3 percent of the employees felt that free access highly helps them solve their sudden problems and improve efficiency while only 10.7 percent of the employees felt that free access very highly does the same. 16.7 percent of the employees said that free access to training material held in company helps them less in solving their sudden problems and increasing efficiency while 13.3 percent said that training material helps them very less in doing the same. 29 percent of the employees maintained a neutral position regarding the assertion which may mean that training material does not influence their job efficiency or that job efficiency increases regardless of access to training material. Overall, we can infer that the employees in general would benefit more from access to training material help in the company as a majority of them report to doing so. However, such availability would also have to cater to a significantly large population in the workforce that is neutral about the position if it is to be more effective.

Automation of HR functions leads to direct reporting of each and every employee to the top management, which creates a fear among employees and they perform better.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Less	38	12.7	12.7	12.7
	Less	52	17.3	17.3	30.0
	Neutral	87	29.0	29.0	59.0
	High	82	27.3	27.3	86.3
	Very High	41	13.7	13.7	100.0
	Total	300	100.0	100.0	

In terms of the assertion that automation of HR functions leads to direct reporting of each and every employee to the top management, which creates a fear among employees and they perform better, 27. 3 percent of the employees said that automation of HR function creates fear among them and lead to better performance highly while 13.7 percent of the employees said that it automation of HR functions very highly does the same. 17.3 percent of the employees said that automation of HR function creates fear among them and increases efficiency less while 12.7 percent of them said that automation of HR functions does the same very less. 29 percent of the employees remain neutral on the assertion which can mean that automation of HR function has no direct effect on their work efficiency. Overall, it can be inferred that a significant part of the employee workforce feels that automation of HR functions will create fear among them highly and make them perform better highly. However, the majority portion of the employee workforce remains neutral about the assertion which raises questions about the efficacy of such a practise. Therefore, automation of HR functions may or may not make employees more efficient.

VI. CONCLUSION

As per the performance of employees before using HRIS, the overall performance of the bank employees was found to be moderate across all bank categories. Most employees fail to complete their targets in the assigned time and a majority of them have rarely received any reward for their performance in the last five years. However, several factors play a decisive role in employees' performance. For instance, most employees perform better under continuous supervision by the HRIS system. Similarly, implementation of HRIS can save time and thus increase efficiency in the workplace. Even comparative performance between employees using employees gives a boost to their morale and increases their efficiency. Making training and development resources available online through HRIS also makes them perform better and so does keeping clear records of targets assigned for each employee and making the archives available to them. HRIS has been found to be the most effective instrument for recruiting and selecting employees from private banks as against their public bank counterparts whereas foreign banks were more successful in using it for training and development as against other banks. Foreign banks were also able to utilize HRIS as a system better for employee performance appraisal and keeping a tab on their payroll as well as maintaining records. Thus, from our study, it is concluded that in terms of utilization of HRIS, foreign banks proved to be the most efficient and beneficial category than both private and public banks.

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