

Impact of Human Resource Information System (HRIS) on Retail Industry: An Empirical Investigation on Spencer's Hyper Stores in Hyderabad

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Abstract:

The framework consists of HRIS Human Resource Planning and HRIS Organization Communication. Human resource planning links people management to the organization's mission, vision, goals and objectives, as well as its strategic plan and budgetary resources. HRIS offer an alternative channel of communication with employees and line managers by carrying organization-wide news stories and highlighting policy changes. The data of 100 respondents were collected. Sampling method used is quota sampling, which was divided into 3 subsets: HRD, IT specialist coordinating HRIS and Employees using HRIS. Data analysis was done using Minitab 18, a statistical tool. A one-sample t-test was conducted using a hypothesized mean value of the variables. Research findings clearly show that HR executives are well aware that they can increase the efficiency of HR planning through HRIS, saving time and cost.

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I. Introduction:

Human Resource Information System (HRIS)

Overview:HRIS consists of a database, which contains one or more files in which the data relevant to the system is maintained, and a database management system, which provides the means by which users of the system access and utilize these data. It supports applications such as employee selection and placement, payroll, pension and benefits management, intake and training projections, career-development and performance evaluation and others. With HRIS, the administrative efficiency maintains faster information processing, improved employee communications, and greater information accuracy (Overman, 1992; Beadless, et al., 2005), lower HR costs and overall HR productivity improvements (Beadles et al., 2005; Dery et al., 2009; Wiblen et al., 2010; Troshani et al., 2011).

The purposes of HR planning are to enable organizations to anticipate their future HRM needs and to identify practices that will help them to meet those needs. It takes short or long term (three or more years) to do HR planning (HRP). HRP is getting the right number of people with the right skills, experiences, and competencies into the right jobs at the right time and at the right cost. It links people management to the organization's mission, vision, goals and objectives, as well as its strategic plan and budgetary resources. A critical component of an effective HR plan is the method of forecasting. Forecasting refers to the interaction between the decision-maker's perceptual and cognitive processes and the objective characteristics of their environment. HRIS offers an alternative channel of communication for employees and line managers by carrying organization-wide news stories and highlighting

policy changes. HRIS applications help employees to access and maintain HR information about them. Similarly, a manager's self-service provides a variety of HR tools and information for him or her to improve managerial effectiveness and organizational efficiency. Increasingly, employees can carry out some basic HR transactions using interactive self-service application. Accuracy of the records improves when staff handles the primary responsibility for maintaining their own personal details.

Different Types of HRIS: HRIS can be placed under three basic categories: Electronic Data Processing (EDP), Management Information Systems (MIS), and Decision Support Systems (DSS). According to Sprague and Carlson (1982), HR activities can be classified into three broad categories: Transactional, Traditional, and Transformational. Firstly, an EDP-based category of HRIS was the earliest form introduced in the HR field catering to the transactional level, day-to-day HR transactions that deal mostly with record keeping; for example, entering payroll information, employee status changes, administration of employee benefits and others. Secondly, the MIS-based HRIS emerged as technology improved over time, focusing on the traditional level of HR activities such as recruitment, selection, and compensation. And thirdly, the HRIS at DSS focuses on transformational level of HR activities, i.e., adding value to the organizational processes. Thus, the Human Resource Decision Support System (HR-DSS) enables decision-making and forecasting capabilities of HR executives.

HR Challenges in the Retail Sector:

- **Lack of Skilled Manpower:** This can be attributed to the fact that retail has never been considered as a prominent profession in India as there were very few retail professional courses till a few years back.
- **Stress in Working Culture:** The working pattern of retail industry requires employee to put in long hours of work. In part-time and casual jobs, there is less job security, lower salary and benefits and poor

working conditions; thus, causing stress, work-related and working problems.

- **Lack of Formal Education in Retail Management:** As there is lack of formal vocational institutes where students can be trained, most of retailers in India depend on in-house training or fulfilling their training needs with small institutes.
- **Workforce Attrition:** There seems to be a high level of attrition in the retail sector, almost 40% according to a recent study.
- **Threat of Poaching:** Skilled manpower is scarce in this industry and, as such, attracting the employees of competitors by offering them better salaries is a rather easy option.

II. Literature Review:

Human Resource Management System

High dependence on technology has deceptively promoted HRIS as a synonym of computerized Human Resource Information Systems. Computer-based Information Systems indeed serve as a remarkable tool for making HRIS more efficient and accurate. However, because of the complexity and data intensiveness of HRM function, it is one of the last management functions to be targeted for automation. Nevertheless, at present, almost every function of HRM is automated.

According to Asha Nagendra and Mohit Deshpande (2014), the role of HRM has changed altogether from a traditional (popularly called Personnel Management) to a strategic one. Most medium-size and large-scale organizations spend large amounts of money and reserves on HR software, but unfortunately many of them utilize it only for HR administrative purposes rather than for effective and efficient human resource planning (that is, genuine HRP). The study aims to explore the extent of usage of a Human Resource Information System (HRIS) in mid to large sized organizations and the advantages they derived from the implementation of the same in the Human Resource Planning (HRP) sub functions. HRIS outlines the integration between Human Resource Management (HRM) and Information Technology (GerardinedeSanctis, 1986). Primary data was collected by means of

questionnaires from 50 senior and junior HR executives/managers in three organizations in Pune. It was found that the most significant use of HRIS was its contribution to the efficiency and effectiveness of HR planning through HRIS skills inventory, HRIS training needs analysis, HRIS succession planning and HRIS labor demand and supply analysis. The results showed that identification of unfilled job positions accurately is the most frequently accepted HRIS feature.

Justine Magutu and Nancy Marika (2018) have assessed the impact of human resource information systems (HRIS) on human resource management (HRM) practices in state corporations in Kenya. The study adopted a descriptive research design to help understand the underlying motivation of, perceptions about, and reasons for adoption of HRIS among public corporations in Kenya today. It adopted a sample of 45 state corporations out of 187. The study used a structured, self-administered questionnaire to collect primary data. Data analysis was based on descriptive statistics and regression analysis. The findings revealed that across a majority of state corporations surveyed, there were relatively high levels HRIS adoptions complete with, among others, integrated HRIS software and a support system for continuing improvements and updates. The regression analysis results revealed that there was a statistically significant relationship between HRIS and human resource management practices; the correlation coefficient for the model was 0.928. The study recommended that, to further improve, HRM practices organizations should continuously upgrade information systems.

Nidhi Pathak and Pawan Mishra (2019), in their research article, asserted that Human Resources Information Systems (HRIS) are systems used to collect, record, store, analyze and retrieve data concerning an organization's human resources, but it is not merely a reduction of administrative procedures. The importance of HRIS system is multifaceted, ranging from operational assistance in collecting, storing and preparing data for reports, simplifying and accelerating the processes and controlling the available data, reducing labor costs for HR departments, and providing timely and diverse information to the management of the

company, based on which it is possible to make quality strategic decisions related to human capital. Persistency of the organization, competitive advantage and realization of extra profit, in contemporary environment, are directly connected with balance of the resources available to the firm. One of the key issues of successful business is human resource management and that process is under great influence of modern information technology. This paper aimed to highlight the importance of HRIS and to give a comprehensive insight of the subject. Special focus was on companies which have started to apply this concept, not widely in most situations but just partially. They must be aware that positive results can be expected only if this subject is approached in the right way.

According to Zahidul Karim and Md. H Rahman (2018), many global organizations are using HRIS to build their competitive advantage. The practices of HRIS in private sector enterprises in Bangladesh are gradually increasing. The study was conducted on 104 respondents of 25 private organizations in Bangladesh. 52.88 percent respondents have reported moderate level of HRIS practices in their organizations relative to higher level of HRIS practices reported by 47.16 percent respondents. Thus, the study revealed that the practices of HRIS in private enterprises in Bangladesh are moderate. Although 85 percent respondents have mentioned that their organizations make important strategic decisions by using HRIS, yet they still require improvements in HRIS practices to gain competitive advantage. 93.26% respondents believed that HRIS is important for both public and private firms to gain competitiveness.

Lieli Suharti and Priyanto Sulisty (2018) have examined the effect of the implementation of the Human Resources Information System (HRIS) on time efficiency, cost efficiency, quality of information, and managerial satisfaction. Using data of 80 respondents who are managers and staff working in HR department of companies in Central Java and Yogyakarta, they found that the implementation of HRIS affects time efficiency and managerial satisfaction. However, the study also found that the hypothesis concerning the

implementation of HRIS affecting cost efficiency and quality of information is not supported.

According to Moustafa El Nile (2018), the role of HRM has changed altogether from a traditional (popularly called Personnel Management) to a strategic one. Most tourism suppliers spend large amounts of money and reserves on HR software, but unfortunately, many of them utilize it only for HR administrative purposes rather than for effective and efficient human resource planning (that is, genuine HRP). The study aimed to explore the extent of usage of a Human Resource Information System (HRIS) in Egyptian travel agencies and the advantages they derive from the implementation of the same in the Human Resource Planning (HRP) sub-functions. HRIS outline the integration between Human Resource Management (HRM) and Information Technology. Primary data was collected by means of questionnaires from senior and junior HR executives/managers and employees in Egyptian Travel agencies (Category A) in Cairo. It was found that the most significant use of HRIS was its contribution to the efficiency and effectiveness of HR planning through HRIS skills inventory, HRIS training needs analysis, HRIS succession planning and HRIS labor demand and supply analysis. The results showed that identification of unfilled job positions accurately is the most frequently accepted HRIS feature. Travel Agencies can record good HR planning efficiency and effectiveness if HRIS aligns with information system strategy and HR strategy.

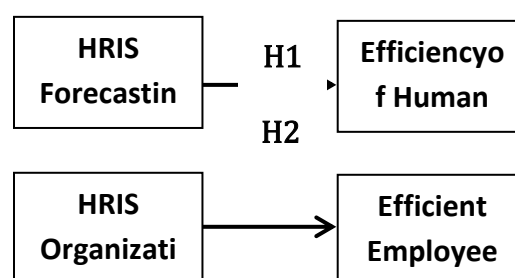
Nisha Aggarwal and Mona Kapoor (2012), in their research article, have stated that information systems especially developed for human resource management referred as human resource information system (HRIS) is an integrated system necessary to collect, record, store, manage, deliver and present data for human resource and hence promotes effectiveness of human resource system. Human resource technology or human resource information system shapes an interaction between human resource management and information technology. There has been a considerable increase in the number of organizations gathering, storing and analyzing information regarding their human resources

through the use of human resource information system. HRIS has become a critical factor in making business competitive and effective. The present paper focuses on the role and importance of HRIS towards business competitiveness. The paper will also highlight the need, components, benefits and functions of HRIS.

Al-Dmour, Dr. Rand Hani; Obeidat, Dr. Bader Yousef; Masa'deh, Dr. Ra'ed (Moh'dTaisir); Almajali, and Dr. DmaithanAbdelkarim (2015), in their empirical study, have investigated the extent of the applications of Human Resources Information Systems (HRIS) practiced in Jordanian business organizations. The study is based on primary data collected through a structured questionnaire from the HR personnel of 236 out of 275 of shareholding companies. The results showed that the extent of HRIS being practiced is considered to be moderate. This suggested that there are some variations among business organizations in terms of their level of implementing of HRIS applications. The results also showed that the extent of HRIS applications practiced were varied among business organizations, based on their types of business and length of time in business, rather than due to the size of their businesses.

III. Framework, Objectives and Hypothesis of the Study:

Figure 1: Schematic Diagram of Study Framework



Objectives of Study:

1. To investigate Human Resource Information System as a strategic planner in forecasting demand for and supply of labor.
2. To study the perception of employees towards HRIS as an efficient

communication tool in the organization to have effective employee – HR relation.

Hypotheses:

First Hypothesis

H₀₁: Use of HRIS Forecasting Demand and Supply analysis in an organization does not increase the efficiency of HR planning

H₁₁: Use of HRIS Forecasting Demand and Supply analysis in an organization increases the efficiency of HR planning

Second Hypothesis

H₀₂: HRIS based communication is not a factor for effective employee - HR relation in an organization

H₁₂: HRIS based communication is a factor for effective employee – HR relation in an organization

IV. Research Methodology:

Research Design

Exploratory Research: Sampling method used is quota sampling, which was divided into 3 subsets: HRD, IT specialist coordinating HRIS and Employees using HRIS. Data was collected through the questionnaire. Therefore, the survey method was deemed the most suitable strategy for this research.

Type of Investigation: The t-test compares the actual difference between two means in relation to the variation in the data (expressed as the standard deviation of the difference between the means).

Target Population: HRIS-user population is restricted to large-scale organizations due to implementation and maintaining cost, lack of knowledge, technical problems and others. The number of employees was used to decide whether the organization is large or small. If the employees are more than 100, it is considered as a large organization. Spencer's Retail Limited has 5000+ employees at 146 stores across 36 cities in India and therefore it is considered a large organization.

Sampling Method: Probability Sample-Stratified Random

Quota sampling is used to select senior HR executives and the employees who use HRIS in Spencer's Hyper Store, Hyderabad. Strata were

divided into HR executives, IT officers, and the employees.

Distribution of Sample

Table 1: Sample Collected at Spencer's Hyper Stores, Hyderabad

Department	Number of Employees
Human Resource Department	25
IT Specialists Handling HRIS	20
Employees Using HRIS	55
Total	100

Data Collection Methods and Procedures

Primary data was collected using questionnaire. Secondary data was obtained from website of Spencer's Retail Limited. Journal articles and references were used to find out information on previous researches relevant to HR planning and HRIS.

Data Analysis

Data Analysis Techniques: Based on the data collected at Spencer's Hyper Stores, Hyderabad, t-Test was used to compare the actual difference between two means in relation to the variation in the data.

Data Analysis Tool: Minitab 18 was used to analyze the data set.

Variables

Independent Variables: Human Resource Planning (HRIS Labor Demand and Supply) and HRIS Communication.

Dependent Variables: HR Planning Efficiency and Efficiency of Organization Communication

Data Collection Methods: Tables 2 and 3 show data requirements based on the investigation questions that are answered by the respondents through the survey questionnaires.

Table 2: Data Requirement Table for Hypothesis 1

Investigation Questions for Hypothesis 1 (H1)
1. HRIS forecasts supply of human resources. (DS1)
2. HRIS constantly analyses and matches the demand for human resources. (DS2)
3. HRIS manages internal information within the organization. (DS3)
4. HRIS manages external information outside the organization. (DS4)
5. HRIS estimates future human resources requirement of the organization. (DS5)
6. HRIS identifies a logical progression path and the steps required for advancements. (DS6)
7. Future supply & demand of labor is forecasted using What-If analysis function in HRIS. (DS7)
8. Role of HRIS aligns with the organization's HR Strategy. (DS8)
9. HRIS ensures organization has right kind & numbers of employees at right place at right time. (DS9)
10. Through HRIS, the accuracy of planning has improved. (DS10)

The above Table is a summary of the data requirement for the current research questions, undertaken through exploratory research where the variable under study is “**Forecasting Demand and Supply (DS)**”. To test Hypothesis 1 (H1), ten questions asked provided the answers to verify the acceptance or rejection of the variables framed as DS1 to DS10.

Table 3: Data Requirement Table for Hypothesis 2

Investigation Questions for Hypothesis 2 (H2)
1. HRIS create environment of open communication between employees and management? (COM1)
2. HRIS perceive the effectiveness of current communication culture (COM2)
3. Employee submit feedback and suggested improvements to the HRIS (COM3)
4. Automated leave management system help in smooth functioning (COM4)

5. HRIS salary management system help in smooth function of payroll system (COM5)
6. Salary slips generated from the HRIS of individual employee. (COM6)
7. Experience letter and personal data can be generated from HRIS (COM7)
8. HRIS give the chance of creating social network in the organization (COM8)
9. System being self- service there has been very few interaction between HR and the Employee (COM9)
10. HRIS make employee aware of the new joined, Retirement , birthday that create friendly environment (COM10)

The above Table is a summary of the data requirement for the current research questions, undertaken through exploratory research where the variable under study is “**Employee – HR Communication (COM)**”. To test the Hypothesis 2 (H2), ten questions asked provided the answers to verify the acceptance or rejection of the variables framed as COM1 to COM10.

V. Data Analysis, Results and Discussion:

Findings and Discussions: The response rate was good among the Employees, collected total of 100 feedbacks as shown in Table 4 below.

Table 4: Response Rate from the Spencer's Stores in Hyderabad

Department	No. of Employees Contacted	No. of Employees Responded	Response Rate in Percentage
HR	25	25	100
IT Specialist Handling HRIS	20	20	100
Employees using HRIS	70	55	78.57
TOTAL	115	100	86.95

Human Resource Planning Sub-system: The efficiency of the HRIS labor demand and supply analysis process was measured using ten question items, namely, DS1, DS2, DS3, DS4, DS5, DS6, DS7, DS8, DS9, and DS10. Descriptive Statistics is shown in Table 5 below.

Table 5: Descriptive Statistics - HRP

Variable	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3	Maximum
DS1	3.7100	0.0743	0.7426	2.0000	3.0000	4.0000	4.0000	5.0000
DS2	3.8800	0.0844	0.8442	2.0000	3.0000	4.0000	5.0000	5.0000
DS3	3.6700	0.0739	0.7393	2.0000	3.0000	4.0000	4.0000	5.0000
DS4	3.7700	0.0633	0.6333	3.0000	3.0000	4.0000	4.0000	5.0000
DS5	3.7000	0.0689	0.6890	2.0000	3.0000	4.0000	4.0000	5.0000
DS6	4.2100	0.0743	0.7426	3.0000	4.0000	4.0000	5.0000	5.0000
DS7	4.1100	0.0723	0.7233	3.0000	4.0000	4.0000	5.0000	5.0000
DS8	3.7400	0.0824	0.8241	2.0000	3.0000	4.0000	4.0000	5.0000
DS9	3.8300	0.0792	0.7921	2.0000	3.0000	4.0000	4.0000	5.0000
DS10	3.9700	0.0926	0.9261	2.0000	3.0000	4.0000	5.0000	5.0000

Table 6 below shows the descriptive statistics of variables **H1** and **H2** which are obtained from the ten questions each for HRP planning (DS1 to DS10) and Communication (COM1 to COM 10) respectively.

Table 6: Descriptive Statistics – H1 & H2

Variable	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3	Maximum
H1	3.8590	0.0391	0.3906	2.8000	3.6000	3.9000	4.2000	4.6000
H2	3.7750	0.0334	0.3337	3.0000	3.6000	3.8000	4.0000	4.5000

Hypothesis Testing Testing Hypothesis 1

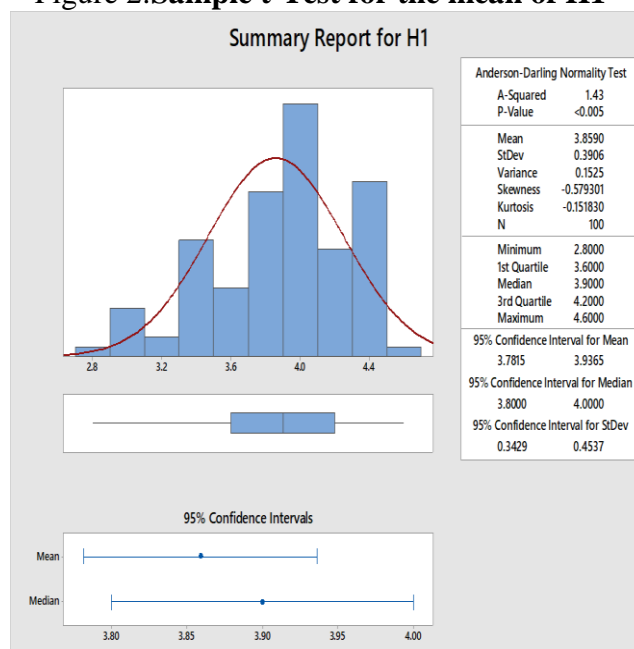
H₀₁: Use of HRIS Forecasting Demand and Supply analysis in an organization does not increase the efficiency of HR planning
H₁₁: Use of HRIS Forecasting Demand and Supply analysis in an organization increases the efficiency of HR planning

One-Sample T: H1

N	Mean	StDev	SE Mean	95% CI for μ
100	3.8590	0.3906	0.0391	(3.7815, 3.9365)

μ : mean of H1

Figure 2: Sample t-Test for the mean of H1



A single sample t-test was conducted using a hypothesized mean value of 3.8590. The aim was to compare the sample mean with the hypothesized mean for probability estimation, suggesting that the sample mean is different by chance or random occurrence. The t-test revealed that **H1** (DS1 to DS10) variable for this hypothesis had a mean value of 3.9365. It can be concluded that the mean is greater than 3.8590 at the 0.05 level of significance.

Hypothesis 1 is tested through t-test of H1. We conclude that: **Null Hypothesis is rejected** and the **alternative hypothesis is accepted**. Mean is

greater than hypothesized mean; indicating that the greater utilization of HRIS Forecasting Demand and Supply analysis in an organization increases the efficiency and effectiveness of HR planning.

HRIS Communication Subsystem: HRIS communication efficiency was measured using ten question items, namely, COM1, COM2, COM3, COM4, COM5, COM6, COM7, COM8, COM9, and COM10. Descriptive Statistics is shown in Table 7 below.

Table 7: Descriptive Statistics – Organization Communication

Variable	Mean	SE Mean	St Dev	Minimum	Q1	Median	Q3	Maximum
COM1	3.6100	0.0695	0.6948	2.0000	3.0000	4.0000	4.0000	5.0000
COM2	3.7400	0.0691	0.6908	2.0000	3.0000	4.0000	4.0000	5.0000
COM3	3.7000	0.0704	0.7035	2.0000	3.0000	4.0000	4.0000	5.0000
COM4	3.6900	0.0692	0.6919	2.0000	3.0000	4.0000	4.0000	5.0000
COM5	3.9500	0.0687	0.6872	3.0000	3.0000	4.0000	4.0000	5.0000
COM6	3.8100	0.0837	0.8372	2.0000	3.0000	4.0000	4.7500	5.0000
COM7	3.7700	0.0709	0.7086	2.0000	3.0000	4.0000	4.0000	5.0000
COM8	3.7400	0.0747	0.7470	2.0000	3.0000	4.0000	4.0000	5.0000
COM9	3.8800	0.0656	0.6557	3.0000	3.0000	4.0000	4.0000	5.0000

COM10	3.8600	0.0899	0.8992	2.0000	3.0000	4.0000	5.0000	5.0000
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Testing Hypothesis 2

H₀₂: HRIS based communication is not a factor for effective employee-HR relation in the organization.

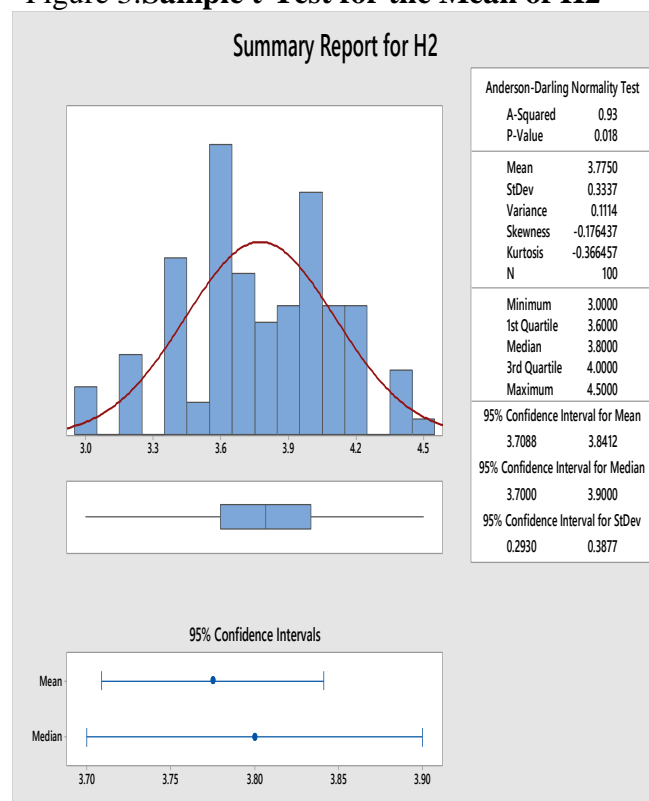
H₁₂: HRIS based communication is a factor for effective employee-HR relation in the organization

One-Sample T: H2

N	Mean	StDev	SE Mean	95% CI for μ
10	3.775	0.333	0.0334	(3.7088,
0	0	7		3.8412)

μ : mean of H2

Figure 3: Sample t-Test for the Mean of H2



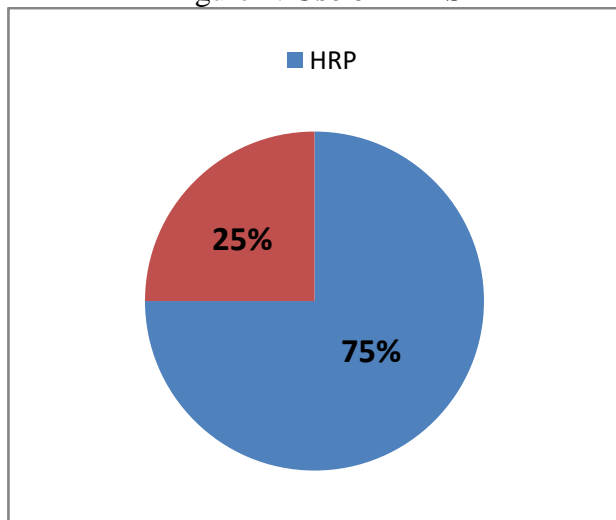
A single sample t-test was conducted using a hypothesized mean value of 3.7750. The aim was to compare the sample mean with the hypothesized mean for probability estimation, suggesting that the sample mean is different by

chance or random occurrence. The t-test revealed that H2 (COM1 to COM10) variable for this hypothesis had a mean value of 3.8412. It is concluded that the mean is greater than the hypothesized mean at the 0.05 level of significance.

Hypothesis 2 is tested through t- test of H2. We conclude that: **Null Hypothesis is rejected** and the **alternative hypothesis is accepted**. The mean is greater than 3.7750 indicating that communication (internal) has significant relationship with communication efficiency in the organization.

Figure 4 below shows the comparative use of HRIS in the organization.

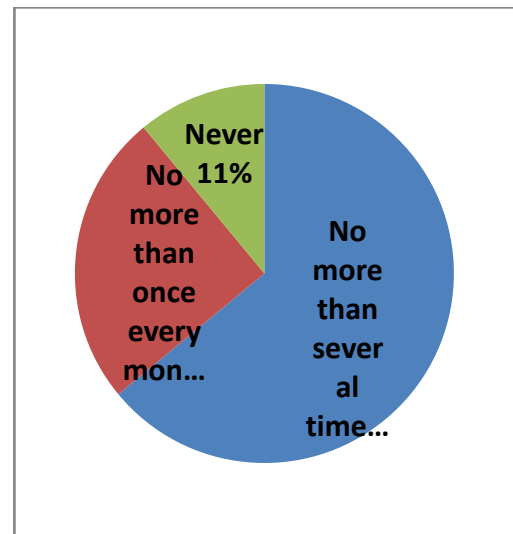
Figure 4: Use of HRIS



The study conducted through a survey questionnaire was given to a sample selected at Spencer's Hyper Stores in Hyderabad. The above pie chart shows the comparative use of the two HRIS applications which were selected for the study. The best use is made from Human Resource Planning (HRP). Comparing to it communication application is not used effectively and efficiently.

Figure 5 below shows HRIS usage during office hours.

Figure 5: Usage of HRIS during Office Hours



From the Questionnaire, the above pie diagram was created to show the percentage of frequency of the usage of HRIS by the employees of the organization. 64% of the employees frequently use the HRIS during office hours. 25% of them use no more than once every month, and 11% of the employees have never used the system. This suggests that the system is not effectively used in the organization.

VI. Findings, Recommendations and Limitations of the Study:

Findings

The aim of the graphical analysis is to compare the sample mean with the hypothesized mean for probability estimation, suggesting that the sample mean is different by chance or random occurrence. The summary Tables show the means and grand means of factors helpful to explain the direction and extent of difference of perceptions of managers or/and employees in the organization. Pattern of loadings shows that the respondents had given maximum importance to the "applications of HRIS in Human Resource Planning". The factor named "application of HRIS in Corporate Communication" was given the least importance.

Recommendations

- Organizations should identify the strategic value and competitive advantage that they can gain through HRIS in HR planning. Strategic planning linked with the HRIS

can make the organization efficient for merger, acquisition and takeover.

- An effective HRIS solution coupled with a thoughtful succession planning policy can rapidly boost your organizational performance.
- HRIS outcomes can be applied wherever possible as deemed fit by the HR professionals, going by their experiences.
- Corporate Communication through HRIS could build up strong organization culture, which has received least attention in the organization.
- Human Resource Information System will help the organization in building corporate image.

Limitations of the Study

The foremost research limitation is on the subject of the industry perspective. The research study was restricted to those respondents who wish to respond to the questionnaire; therefore future research might focus on a generously proportioned sample of respondents, in order to validate the results of the study. Another limitation concerns the static nature of the study, that is, the study is based on the existing scenario of the level and usage of HRIS; but HRIS can be enhanced in future. Consequently, the same research can be conducted in future to ascertain whether HRIS is improving with changing time or not.

Scope for Further Study

1. Further study can be done in other states of India to compare the results with those of Hyderabad.
2. Focus can be on all aspects of HRIS instead of focusing on just two factors (HRP and Corporate Communication) as done in this study.
3. Qualitative research focusing on interviews and focus-group discussions can also be incorporated along with quantitative research to get more appropriate outcome from the research study.

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