

Benefits and Barriers of Human Resource Information System In Accounts Office & Azad Jammu & Kashmir Community Development Program

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Abstract

The main purpose of the study are to explore the extent to which Accounts office and AJKCDP have adopted human resource information system and to examine the current HRIS uses, benefits and barriers in these organizations. A questionnaire was constructed based on previous studies. The result showed that benefits of HRIS are quick response and easy access to information and reducing manpower while the lack of funds and trained staff are the greatest barriers. This is a first research in the area of AJ&K.

Key Words: AJKCDP, MIS, EDP, SAP

1. Introduction

Azad Jammu & Kashmir is considered as one of the province of Pakistan. Recently IT was introduced in Education sector. But mostly the organizations have traditional HR system. All the public sector organizations have traditional system. The study is based on the previous studies. But unfortunately no study has done earlier in AJ&K. HRIS is planned predetermined course of action that reflects organization objectives. With the changing dynamics of business, human resources now play the role of strategic partner. HRIS is about improving processes and changing behavior is not just implementing technology, it is about consolidating, streamlining, re-engineering and automating manual HR processes, gathering, managing and delivering business related information to those who need it, employee and manager access to HR information and services organizational development is being directly linked to HR development (Ali Asim). HRIS is an efficient and responsive system for managing the human resources. HRIS are of three types such as Electronic data processing (data processing, data, storage, processing payroll and basic personnel information, MIS management information system and third is decision-support system. Some organizations use all three while some use partially. In this study AJKCDP and Accounts office are using HRIS partially. As Azad Jammu & Kashmir community development program (AJKCDP) is using MIS while Accounts office is using most common payroll and personnel information (electronic data processing.

AJKCDP is a community development program started in 2006. The main objective of the AJKCDP is the development at grass root level. The goal of AJKCDP is to improve the wellbeing of rural poor through consolidation, strengthening and expansion of gender sensitive community based participatory village development planning. The M&E system is a key tool to monitor the results of the project activities or project process, against the set targets for outputs and objectives to determine performance of the project. The intended objective of the AJKCDP would be achieved if the activities are planned and implemented in accordance with the schedule. The most considerable was the 8th October 2005 which caused devastation of socio economic infrastructure in most part of the project area. Hence challenges for the CDP management has been multiplied which would be tried to be covered up to the maximum level, which have to be tackled especially by the management and all other partners including the communities (AJKCDP website).

M&E System guideline was prepared by IFAD consultant for AJKCDP in 2004 which provided basis for developing this M&E System. Monitoring of program activities at all levels on a regular basis is important to attain and maintain program success. Institutional arrangements for proper functioning of M&E system is required to put in place with assurance of necessary human and financial resources. The CDP is designed on demand driven participatory approach hence the necessity of M&E know how with the beneficiaries is important.

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If the community organizations can plan and execute their projects (community/ village based) why not let them share in monitoring the progress and evaluate results to identify where they went wrong and why. Hence participatory M&E will be introduced to the communities'. About eight government departments are working as stakeholders with AJ|KCD|P. These department are providing need-based services to the rural community. AJKCDP implemented the MIS in order to achieve its objectives properly. The management of AJKCDP gave training to representatives of line department about MIS. MIS is a system that provides information needed to manage organizations effectively. MIS regarded to be subset of internal control procedure in a business which cover the application of people, document, technology and procedure. MIS is a system using formalized procedure to provide management at all level in all functions with appropriate information based on data from both internal and external sources to enable them to make timely and effective. Planning and controlling are main ingredients of MIS. It helps to achieve objectives.

Information is a basic resource like 5 M's. Information is captured, processed, stored, disseminate and use. MIS helps to achieve objectives, plan and control their process and operation, to deal with uncertainty and initiates the change. There are lack of management involvement in design, poor appreciation of management support are the barriers (W.B A Deoti-A Dekeye, 1997). MIS is basically processing data into information which is thus concentrated to various departments in an organization for appropriate decision-making. Because of many barriers in implementation of MIS. As Lungo (2003) identified the barriers such as information efforts seen as burden, unavailability of data registers and lack of feedback. He also identified the benefits of this system such as improve the efficiency, wide variety of output and reducing duplication of work. MIS of AJKCDP consists of MPs, infrastructure development and credit. MPs consist of registration, formats, reports, district summaries, PMU commulative reports and MIS write up. Accounts office is using SAP HRIS. Accounts office deliver the Salaries, pensions GPF etc of all government employees. They used manual system but recently they introduced SAP HRIS in AJ&K sponsored by Semion company and launched by IFRA.

1.1 Objectives of the Study:

- 1) To explore the uses and benefits of HRIS in AJKCDP & Accounts Office
- 2) To examine the barriers to HRIS implementation

1.2 Significance of The study:

The study will provide insight into the implementation of HRIS by the public sector departments in AJ&K and will help the practitioner better understanding the benefits and barriers to the implementation of HRIS. The most important is that this is a first study in the area of AJ&K.

1.3 Literature Review:

Raija and Hlonen (2009) described the role of information systems in the process of combining district organizations which use information system in financial administration, HRM and social welfare. They explored the role of IS in decision-making in public sector. The lack of inter-operability between legacy systems and new information systems was perceived as a huge problem. Dr. Karishna & Meena (2010) identified the various functional areas to which ICT is deployed for information administration in Higher Education institutions. Current level of usage indicates a clear integration of ICT for managerial or information based administration in higher education institutes. Matthew & Douglas (2009) analyzed that nature of developing IS in any organization is characterized by multi dimensional and often messy problems, involving technical organizations and personal dimensions.

David et al (2010) analyzed the main traits of efficient firms and the main sources of firm's efficiency through samples of catalan firms. Firms efficiency shows a significant improvement when advanced ICT uses are combined with human resource practices. Dileep (2010) indicate that HRIS is an integration of HRM and information systems. HRIS helps HR managers perform HR functions in a more effective and systematic way using technology. HRIS system usually a part of the organization's larger management information system which would include accounting, production and marketing functions.

Fernandez Jose et (2006) identified the realization that the use of business HRIS in developing and retrieval, recognize the positive influences that these systems have recruiting the process. Better performance is expected from people recruited internally. Ikhlas & Zaid (2010) indicate that the quick response and access to information were the main benefits of HRIS implementation. They also identified the cultural and financial barriers to the implementation of HRIS.

Shafqat et al(2006) addressed the challenges in ERP adoption faced by typical business units. The result shows online web-based system attracts the customers.

Kristine &David(2010) identified the implementations or upgradation of HRIS has been undertaken with the aim of utilizing HRM functions.. Barriers also associated with the acceptance of new or upgraded HRIS.HRIS play an important role in shaping user perception and behavior.

1.4 Methodology

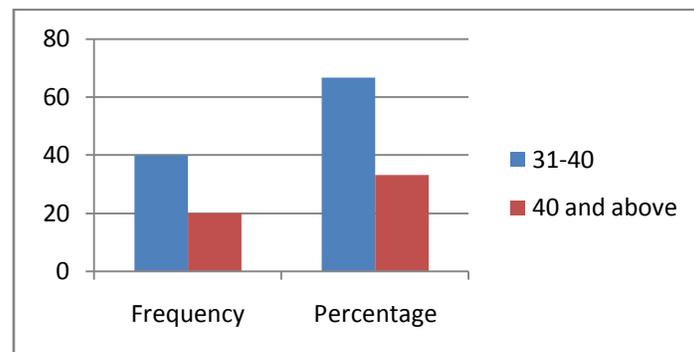
Questionnaire was designed to get information from the staff of AJKCDP& accounts office. Questionnaires are sent to the respondents. 30 respondents from AJKCDP & 30 from Accounts office.The respondents were selected on the basis of HRIS user and management of organization.

1.4 Data Analysis

The analysis of data was done through tabulation and percentage.& graphs.

Table-1 Profile of the respondents

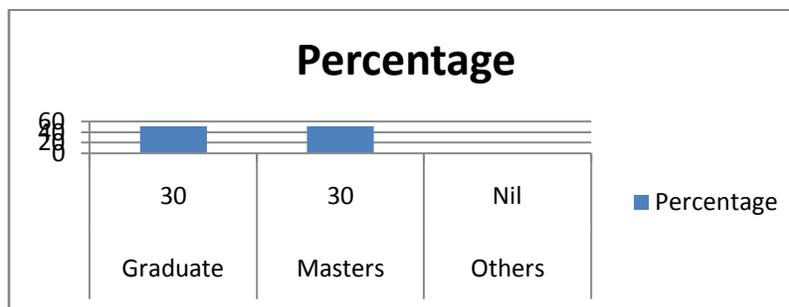
Age of employee	frequency	percentage
31-40	40	66.67
40 and above	20	33.33



Age is an important factor to know about the involvement of people in the usage if IS. The large proportion of sample falls in the age between the 31-40 as 66.67 % while 33.33% falls in the category of 40 and above.

Table-2 Education Level

Education level	Frequency	Percentage
Graduate	30	50
Masters	30	50
others	nil	



Education plays an important role in the usage of Technology. The fifty percent of respondents were postgraduate while 50% were graduate.

Table-3 Work Experience

Work Experience	Frequency	Percentage
1-2years	15	25
3-6 years	30	50
7 and more	15	25

Job experienced was measured in terms of the length of service as 25% of the respondents have the experience of 1-2 years while 50 % of the respondents have the experience between the range of 3-6 years while 15 % of the sample has the experience of 7 and more.

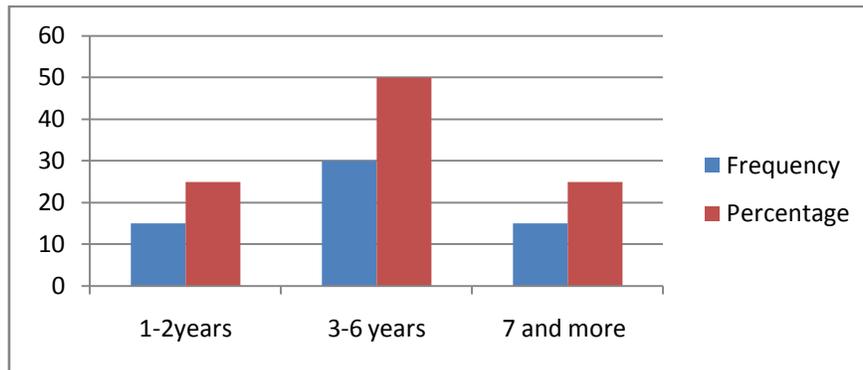
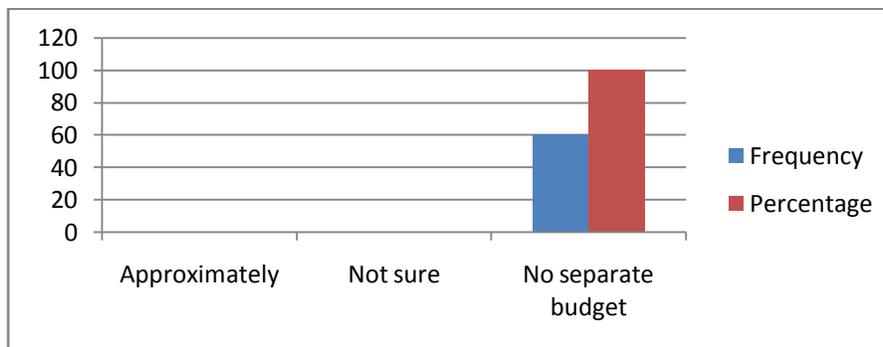


Table-4 Average budget planned to set up HRIS

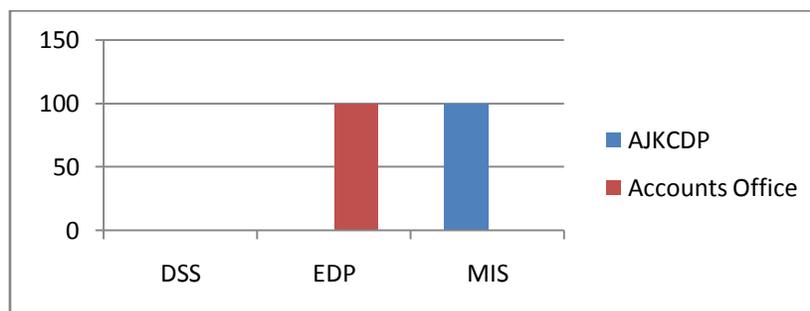
Ave budget	frequency	percentage
Approximately	nil	0
Not sure	nil	0
No separate budget	60	100



When the respondents were asked about the budget for IS implementation. So 100% respondents said that they have no separate budget.

Table-5 What Kind of HRIS implemented

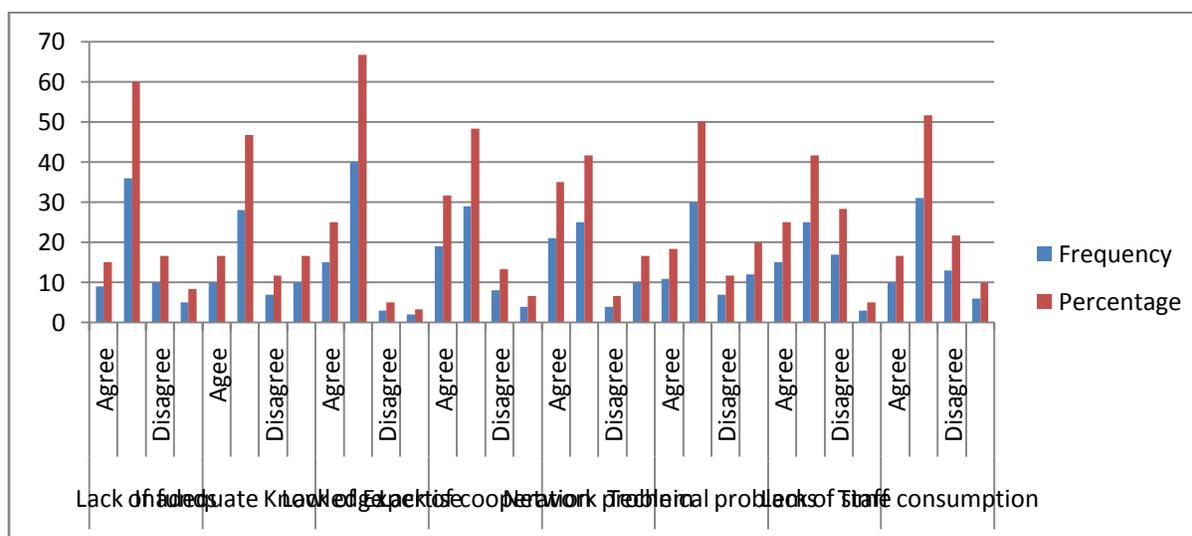
Name of Organization/ Using Systems	DSS	EDP	MIS
AJKCDP	0	0	100
Accounts Office	0	100	0



AJKCDP has implemented only MIS while Accounts office only implemented EDP(SAP HRIS payroll system) Both organizations have not fully implemented the HRIS. They started these as a trial after that they will fully implemented the HRIS.

Table-6 Problem in adopting HRIS

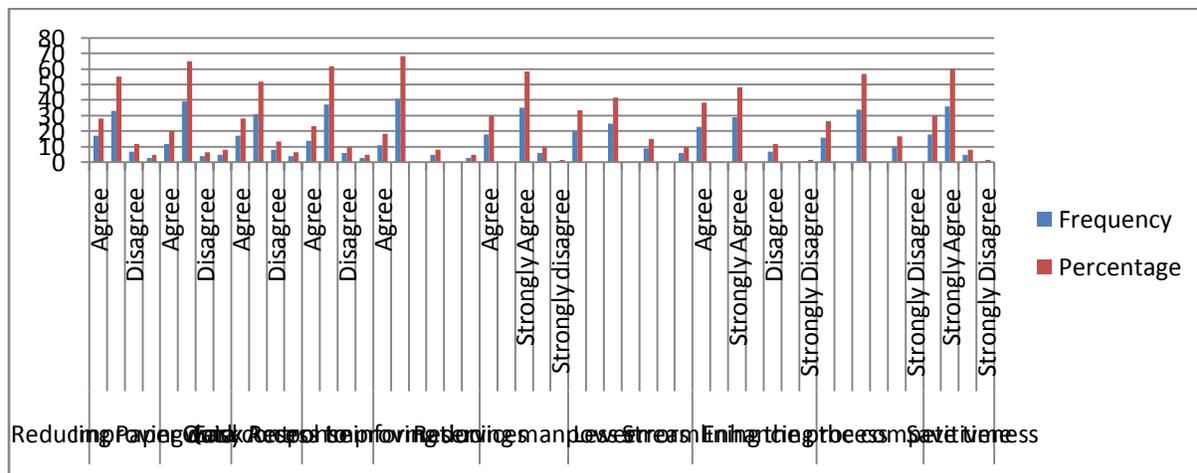
Factor	Division	Frequency	Percentage
Lack of funds	Agree	9	15.00
	Strongly agree	36	60.00
	Disagree	10	16.67
	Strongly disagree	5	8.33
Inadequate knowledge	Agree	10	16.67
	Strongly agree	28	46.67
	Disagree	7	11.67
	Strongly disagree	10	16.67
Lack of expertise	Agree	15	25.00
	Strongly agree	40	66.67
	Disagree	3	5.00
	Strongly disagree	2	3.33
Lack of cooperation	Agree	19	31.67
	Strongly agree	29	48.33
	Disagree	8	13.33
	Strongly disagree	4	6.67
Network problem	Agree	21	35.00
	Strongly agree	25	41.67
	Disagree	4	6.67
	Strongly disagree	10	16.67
Technical problems	Agree	11	18.33
	Strongly agree	30	50.00
	Disagree	7	11.67
	Strongly disagree	12	20.00
Lack of staff	Agree	15	25.00
	Strongly agree	25	41.67
	Disagree	17	28.33
	Strongly disagree	3	5.00
Time consumption	Agree	10	16.67
	Strongly agree	31	51.67
	Disagree	13	21.67
	Strongly disagree	6	10.00



While asking about the problems about lack of funds 60% of the respondents were strongly agreed, 15% agree as well as 16.67% disagree and 8.33 strongly disagreed. The percentage of respondents regarding inadequate knowledge 46.67% were strongly agree, 16.67% agree as well as 16.67% were strongly disagree.

Table-7 Benefits of HRIS

Factors	Division	Frequency	Percentage
Reducing Paper work	Agree	17	28.33
	Strongly Agree	33	55.00
	Disagree	7	11.67
	Strongly Disagree	3	5.00
Improving data control	Agree	12	20.00
	Strongly agree	39	65.00
	Disagree	4	6.67
	Strongly disagree	5	8.33
Quick Response	Agree	17	28.33
	Strongly Agree	31	51.67
	Disagree	8	13.33
	Strongly Disagree	4	6.67
Easy Access to information	Agree	14	23.33
	Strongly Agree	37	61.67
	Disagree	6	10.00
	Strongly	3	5.00
Improving services	Agree	11	18.33
	Strongly Agree	41	68.33
	Disagree	5	8.33
	Strongly Disagree	3	5.00
Reducing manpower	Agree	18	30.00
	Strongly Agree	35	58.33
	Disagree	6	10.00
	Strongly disagree	1	1.67
Less errors	Agree	20	33.33
	Strongly Agree	25	41.67
	Disagree	9	15.00
	Strongly Disagree	6	10.00
Streamlining the process	Agree	23	38.33
	Strongly Agree	29	48.33
	Disagree	7	11.67
	Strongly Disagree	1	1.67
Enhancing the competitiveness	Agree	16	26.67
	Strongly Agree	34	56.67
	Disagree	10	16.67
	Strongly Disagree	0	0.00
Save time	Agree	18	30.00
	Strongly Agree	36	60.00
	Disagree	5	8.33
	Strongly Disagree	1	1.67



While describing the benefits HRIS as Reducing paper work 55% were strongly agree, 28.33 were agree while 11.67% were disagree and 5% were agree as well. In case of quick response 51.67% were strongly agree, 28.33% were agree while 13.33 were disagree and 6.67% were strongly disagree.

Discussions/Conclusions

Technology is completely changing the way we do things. The role of HRIS are increasing and become strategic. Availability of timely information, improvement in the services played an important role. Although AJKCD and Accounts office implemented the HRIS partially. The implementation of HRIS reduce the workforce, save time. It enables the organization to improve their data and enhance the competitiveness. But the implementation of HRIS also cause some problems such as lack of expertise, technical problems, lack of funds, time consumption by the untrained staff. In spite of barriers in implementation, HRIS has more positive effect on the organization performance. Actually this is a newly implemented system and employees and organizations are trying to understand and streamlining the system. HRIS made it possible for the organizations to have employee development. It is easy for both organizations to get the information from line departments and from the communities timely. And most influencing barrier is the lack of funds. The study examines the status of HRIS in AJ&K, AJKCDP and Accounts office were took as a case study. Further research is needed that why HRIS is not implemented properly in AJ&K institutions.

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