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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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**STRATEGIC RELEVANCE OF HUMAN RESOURCE INFORMATION SYSTEM IN SHRM****Dr. C. M. JAIN****PROFESSOR****DEPARTMENT OF ABST****UNIVERSITY COLLEGE OF COMMERCE AND MANAGEMENT STUDIES****MOHANLAL SUKHADIA UNIVERSITY****UDAIPUR****SUBHASH CHANDRA SONI****RESEARCH SCHOLAR****DEPARTMENT OF ABST****UNIVERSITY COLLEGE OF COMMERCE AND MANAGEMENT STUDIES****MOHANLAL SUKHADIA UNIVERSITY****UDAIPUR****ABSTRACT**

*The study aims at investigating what role if any do Human Resource Information Systems (HRIS) play in SHRM. It attempts to examine how HR professionals and managers in different organizations see the effects of HRIS on strategic HR tasks and job roles. It also tries to find out if there is any significant difference in the usage of HRIS between Small/Medium (SME) size and Large size companies. A survey questionnaire was sent to 100 companies and a response rate of 15.9% was received. The target group of the questionnaire was HR managers, HR directors, and HR professionals in companies based in India. The scope was widened to include both large and small/medium sized organizations across all the business sectors. The results of the survey reveal that HR professionals not only consider HRIS usage as a support for strategic HR tasks but also perceive it as an enabling technology. The study also indicates that large sized firms are most likely to experience considerable HRIS usage in support of strategic HR tasks. Moreover, there was no significant difference in proportion to the size of a company regarding HRIS usage in support of commitment management and managing trade union relations with organizations. Low response rate of this study makes generalization rather difficult however, future research would benefit from higher response rates for more generalized results.*

**KEYWORDS**

human resources, human resource management, strategic human resource management, human resource information systems, strategic human resource tasks, enabled technology.

**1. 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. This research begins with the background of the study, the objective and a snapshot description of the structure of this presentation.

**2. RESEARCH OBJECTIVE**

The aim of this study is to examine the role, if any, of HRIS in Strategic Human Resource Management.

**3. RESEARCH HYPOTHESIS**

**Hypothesis 1:** HRIS play a major role in strategic HR tasks.

**Hypothesis 2:** HRIS are used by HR professionals in support of strategic HR tasks.

**Hypothesis 3:** HR professionals see HRIS as an enabling technology.

**4. DATA COLLECTION**

The study used a questionnaire survey to explore the HRIS' role in SHRM. The target group of the questionnaire was HR managers, HR directors, and HR professionals in companies based in India. To retrieve a list of these companies, the Prowess database available on the server of MLSU used. The assumption was that, most companies have HR department especially, the larger size ones. The first query was to find large companies in all the business sectors. After going through the list, in all 100 companies were selected for the survey.

The scope was widened to include both large and small/medium sized organizations across all the business sectors. The questionnaire was first developed, and presented for testing. Most of the ambiguous questions were then removed, and the revised version of the questionnaire was then sent to the respondents by questionpro website.

In all 13 questions were used, and for much detailed information about the relevant research questions, please see Appendix A (ii). A sample however is a subset of a population, and in the majority of research analysis one works with a sample of a population. Regarding this study, a sample of 100 companies were stratified and randomly selected out of a sample of 400 companies. This sample size represented 25% of the original sample from which the 100 companies were selected. The decision to select 100 out of the 400 was not sheer coincidence it was financially motivated.

**5. EMPIRICAL RESULTS AND ANALYSIS**

The statistical analysis of the data obtained from the survey, process monitoring and organizational data bank is presented in three major sections. Section 5.1 examines the response rate and thoroughly investigates the possible limiting factors. While section 5.2 presents the results using frequency distributions, descriptive statistics, and graph presentations; Section 5.3 evaluates the validity and reliability of the study. The subsequent sections analyze the results and their implications.

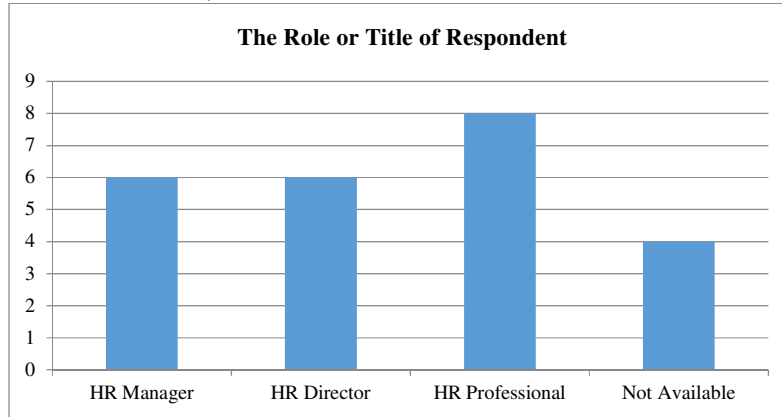
**5.1 The Response rate**

The questionnaire was sent to 100 companies out of which 27 were returned representing 27 % response rate. This rate of response was very low, and this can be attributed to the fact that the sample universe was not large enough, which also stemmed from the non-availability of respondents' personal contact information and financial constraints.

**5.2 Characteristics of the Statistics**

The questionnaire included demographic information needed to assess the respondents’ level of experience in the field of HR and their various positions held. Questions 1 and 3 were asked in that effect. Respondents were asked, “What is your role or title?”, and “How long have you worked as an HR specialist?” It was expected that the longer the years of experience as HR professional, the more likely it is to obtain reliable information. More so, the position or title in the questionnaire was to determine the authority of the respondents in the field under study. The study revealed that while 25% of the respondents had below 5 years experience as an HR specialist, 37.5% of them had between 5 and 10 years experience. Again, respondents with over 15 years of experience as an HR specialist also represented 37.5%. Altogether, 75% of the respondents had more than enough experience to give information that is more credible in this area of study. The highest recorded experience was 30 years, and the lowest was 6 months.

**CHART 1: A FREQUENCY DISTRIBUTION OF THE ROLE OR TITLE OF RESPONDENTS**



Similarly, regarding the roles or positions of the respondents in the various organizations, 25% were HR managers, another 25% represented HR directors, and whiles 33.3% were HR professionals. It was also noted that 16.7% of the respondents did not provide their roles. This might be explained by the general roles, which most managers assume, or a calculated attempt not to provide such piece of information. Therefore, given that 83.3% of the respondents had specific roles in the field of HR boosted the validity of the survey by adding more value to it.

**CHART 2: A FREQUENCY DISTRIBUTION OF YEARS OF EXPERIENCE AS AN HR SPECIALIST**



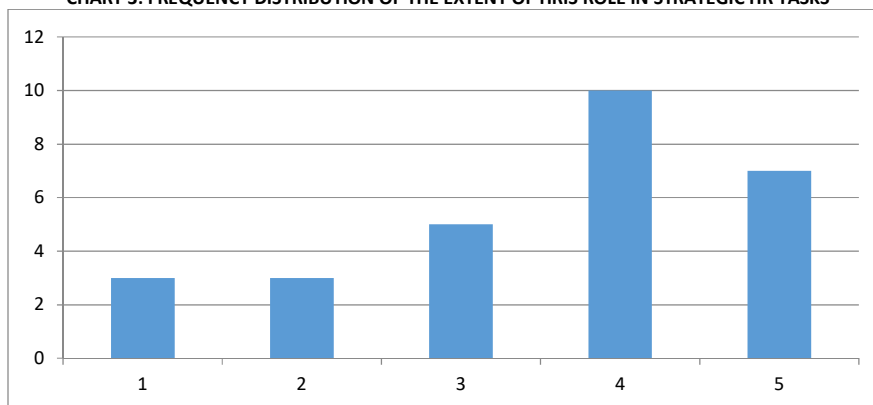
**5.3 Presentation of the Research Findings**

a. Hypotheses 1 purported that HRIS plays a major role in strategic HR tasks. In order to verify this assertion, respondents were asked, “To what extent do HRIS play a role in strategic HR tasks?”

**TABLE 1: THE EXTENT OF HRIS ROLE IN STRATEGIC HR TASKS (T-TEST)**

	Test value=3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
The extent of HRIS role in strategic HR tasks	4.413	23	.000	.875	.44	1.131

**CHART 3: FREQUENCY DISTRIBUTION OF THE EXTENT OF HRIS ROLE IN STRATEGIC HR TASKS**



**b. Hypothesis 2**

Hypothesis 2 purports that "HRIS are used by HR professionals in support of strategic HR tasks". In investigating this assertion, "To what extent do you think that HRIS are used in support of strategic HR tasks?" A single sample t-test carried out produced a mean value of 3.13 with corresponding p-value of 0.63 at 95% CI. The p-value of 0.63 is not statistically significant. In other words, the mean value (3.13) is not significantly different from the hypothesized value of 3. Tables 2 following and Appendix B (iv) demonstrate the test and the frequencies respectively.

**TABLE 2: THE EXTENT OF HRIS USE IN SUPPORT OF STRATEGIC HR TASKS PERFORMANCE**

	Test value=3				
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
The extent of HRIS support of strategic HR task performance	0.485	23	0.632	0.125	-0.41 0.66

**c. Hypothesis 3**

Hypothesis 3 presumes that HR professionals see HRIS as an enabling technology. This was investigated in each case; a scale 1 to 5 was given to measure the degree of HRIS support. The assumptions are, the greater the degree of HRIS supports for the presumed strategic HR tasks, the stronger the HRIS' technological enhancement. Moreover, the higher the HR professional standing in the organization after using HRIS in strategic HR tasks the stronger the HRIS technological enablement.

The single sample t-test conducted reported a mean value of 3.35 regarding HRIS use in support of Communication as a strategic HR task with corresponding p-value 0.20 (t-test  $p > 0.05$ ). This shows that there is no statistically significant difference between the mean value and the hypothesized mean, 3. Likewise, HRIS use in support of Human resource management and workplace learning as a strategic HR has mean value (3.30) not significantly different from T-value of 3 with a p-value of 0.15 (t-test,  $p > 0.05$ ).

Additionally, the extent of HRIS use in support of Career management as a strategic HR task recorded a mean value of 2.83 and a p-value, 0.48 (t-test,  $p > 0.05$ ). There is no statistically significant difference between the mean values.

Similarly, there is no significant difference between the mean value (2.67) and the hypothesized mean (3) given the p-value of 0.23 (t-test,  $p > 0.05$ ) in respect of the extent of HRIS use in support of Commitment management.

Moreover, the single sample t-test performed on the extent of HRIS support for Leadership management revealed that there is no significant difference between the mean value (2.78) and the hypothesized mean (3), with a p-value of 0.40 (t-test,  $p > 0.05$ ).

Again, the test results on HRIS use in support of Business process reengineering noted that there is no significant difference between the mean value (3.26) and the hypothesized mean, 3. The p-value was 0.30 (t-test,  $p > 0.05$ ). However, HRIS use in support of Managing relations with organizations trade unions as a strategic HR task showed a significant difference in the mean values (2.18) and (3). The p-value of 0.01 (t-test,  $p < 0.05$ ) is statistically significant.

Finally, Decision making as a strategic HR task generated mean value (3.30) and a p-value 0.25 (t-test,  $p > 0.05$ ). This indicates that there is no statistically significant difference between the means.

**6. EVALUATION OF THE EMPIRICAL RESULTS**

In exploring the role of Human Resource Information Systems (HRIS) in Strategic Human Resource Management (SHRM), three hypotheses were developed.

**a. Hypothesis 1 'HRIS plays a major role in strategic HR tasks'**

The results revealed that there is a strong support for the statement that HRIS plays a major role in strategic HR tasks. The findings are consistent with the organizations' increased reliance on the use of HRIS in support of strategic HR tasks, and HR professionals' higher professional ratings after using HRIS. Hypothesis 1 is therefore accepted.

**b. Hypothesis 2 'HRIS are used by HR professionals in support of strategic HR tasks'**

There is evidence that HRIS are used in support of strategic HR tasks. The findings are consistent with the organizations' increased reliance on the use of HRIS in support of strategic HR tasks. Hence, hypothesis 2 is accepted.

**c. Hypothesis 3 'HR professionals see HRIS as an enabling technology'**

The findings indicated that HR professionals see HRIS as an enabling technology because using HRIS in their organizations increase their professional standing. However, the test to see if HRIS support HR strategic tasks noted that it is not all of the proposed strategic tasks that HRIS support. There is evidence of HRIS support for communication, human resource development and workplace learning, business process reengineering, and decision-making as a strategic HR tasks. On the other hand, while there is a weak evidence of HRIS support for career management, commitment management, and leadership management as a strategic HR tasks; the evidence of HRIS' support for managing trade union relations is very weak. On the average, there is evidence that HR professionals see HRIS as enabling technology. Hypothesis 3 is therefore accepted.

**7. CONCLUSION**

Here, an examination of the empirical study was carried out. This was based on a response rate of 15.9% representing 27 cases. Both descriptive statistics and various t-tests were conducted. All the hypotheses were accepted but the degree of acceptance differed. Hypothesis 1 was accepted. 'Thus HRIS plays major role in strategic HR tasks'. Hypothesis 2 'HRIS are used by HR professionals in support of strategic HR tasks' was accepted. Moreover, Hypothesis 3 was also accepted 'HR professionals see HRIS as an enabling technology'.

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