The Role of Human Resource Information Systems on Organizational Performance of Bangladeshi Private Firms

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[Abstract : Human Resources Information Systems (HRIS) has become a global HR practice in the developed nations for its strategic contributions. However, developing countries like Bangladesh appear to be having difficulty in implementing HRIS in various sectors, particularly the corporate sector. Regardless the size of the company, HRIS is used in almost all of them. It is already well-known in the whole world. In Bangladesh, however, the majority of manufacturing and service organizations have begun to use HRIS software to manage their human resource departments. It must go a long way to ensure that the implementation is successful. In Bangladesh, the adoption of HRIS is hampered by a lack of management commitment and high costs. The importance of using HRIS, on the other hand, is acknowledged by respondents from 10 different organizations. We gathered information from the organization's HR professionals, HR managers, HRIS officers, and software developers, and analysed it using SPSS software and human preferences. The findings suggest that practitioners adopt the HRIS as soon as possible to gain a first mover advantage and avoid the bandwagon effect, which causes HRIS-related competitive advantages to vanish quickly.]

Keywords : HRIS practice, Technology, Performance, Bangladesh.

1. Introduction

Human Resource Information System (HRIS) is defined as a set of interconnected components that work together to collect, process, store and disseminate data to aid in decision-making, coordination, control, analysis and utilization of an organization's human resource management activities (Laudon and Laudon, 1998). Human resource management has become a critical component of business success on a global scale (Nee, 2006). That's why, in order to improve the competitiveness of a business firm, information technology is constantly used in most of the world's organizations. Human resource information system is the term for this method of utilizing technology in the workplace (Maier et al., 2013). The process of storing data and information for each individual HR professional in order to make performance appraisal decisions can be defined as a human resource information system (Beulen, 2009). To a greater extent, the use of technology for human resource management frees the human resource professional from many daily manual tasks (Huselid, 1995). Simultaneously, HRIS practices keep managers

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informed on a daily, if not hourly, basis about various aspects of the employee, such as salary and payroll, compensation, leave, accidents, benefits, and other administrative and managerial functions, allowing them to make more effective and efficient business decisions (Altarawneh and Al-Shqairat, 2010). In most organizations of Bangladesh, human resource management was done manually, but this is changing dramatically now (Kabir et al., 2013). The majority of businesses (both manufacturing and service) use a computer-based information system to manage their human resources (Absar and Mahmood, 2011). However, there are numerous obstacles to HRIS practice success in ongoing HRIS practices. The main impediment in this regard is a lack of understanding of the benefits and the difficulty in calculating the return on HRIS investment (Jahan, 2014). Payroll, people administration, performance evaluation, leave and absence, compensation and benefit, recruitment and selection, training and development are the major applications of HRIS (Kundu and Kadian, 2012). In order to implement HRIS in an organization, some challenges must be overcome, such as a lack of management commitment, the complexity of the HRIS, and a reluctance to accept new technology (Wei and Feng, 2013). Human Resources Information System (HRIS) is widely used to make the HR function more strategic (Shaikh, 2012).

The aim of this paper is to identify the role of Human Resource Information Systems on Organizational Performance. The area of the study covers some selected private companies of Bangladesh. The research finding can be the piece of reconsidering for the Corporate Shakers of Bangladesh about the HRIS part of an organization that expands the employees' productivity and the organization's profitability. This paper started from the introduction, to the Literature review, followed by the objective and the methodology used and its results. The final section summarizes the conclusion, the implications, and the limitations of the study.

1.1 **Objectives**

The aim of this research is to identify the role of Human Resource Information Systems on Organizational Performance of Bangladeshi Private Firms. The specific objectives of the study are to ascertain the followings :

- To study the effectiveness of HRIS practices in different private manufacturing and service organization in Dhaka;
- To evaluate the effectiveness of HRIS for organization development; and
- To suggest remedial measures for improving effectiveness of HRIS in various private firms in Dhaka.

2. Literature Review

Since the late 1960s and early 1970s, when the term human resources (HR) first appeared, human resources have undoubtedly played a critical role in helping organizations succeed. In today's economy, HR performance is crucial to an

organization's success (Lippert & Michael Swiercz, 2005; Troshani, Jerram, & Hill, 2011). This significance is measured in terms of improved employee performance as a result of increased work commitment and dedication.

Aksoy & Sallam, 2018 in their paper analysed that the successful use and effects of a human resource information system (HRIS) in a developing country context are poorly understood. This study used the Unified Theory of Acceptance and Use of Technology to assess the adoption of a human resource information system (UTAUT). Performance expectancy, effort expectancy, social influence, facilitating condition, and the extended factors of UTAUT model employee involvement and training support all had a significant impact on HRIS adoption, according to the study.

Arefin & Hosain, 2019 had point of view that Job analysis, recruitment and selection, performance appraisal, and communication are the four HRIS applications used in the study. The findings of this study should be useful to HR departments in adopting and understanding the conductive results of HRIS applications in organizations, as well as academics studying the impact of HRIS in this area further.

Bhuiyan, Rahman & Gani, 2015 had point of view that the impact of HRIS applications on organizational financial performance was demonstrated in this study. The results shown that HRIS application's have a direct and positive impact on the financial results of the company. HRIS applications' financial impact, combined with their relatively justified intangible/ non-financial benefits, improved HR professionals' perceived status within the company. According to the study, HR professionals, managers, and employees should emphasize the successful applications of HRIS in their businesses in order to become strategic partners in the company's success.

Das & Saha, 2018 identified in their paper analysed that HRIS is being used in a variety of organizations on a regular basis. In this study, an attempt was made to demonstrate the use of HRIS in private universities in Bangladesh, as well as how it is assisting in the reduction of daily critical jobs and the transition to a green management system.

Hosain, 2017 identified in his paper that the goal of the study is to determine the true impact of E-HEM practices on firm effectiveness and performance. It also highlighted the current state of E-HRM practices in Bangladeshi service sector companies. This study hopefully be of great assistance to those attempting to determine the impact of implementing electronic HRM practices in HR departments in order to improve organizational effectiveness and, as a result, financial and strategic performance

Karim & Rahman, 2018 had point of view that in many private enterprises, human resource information systems (HRIS) have emerged as a competitive advantage driver and strategic decision-making tool. HRIS is being used by many global

organizations to gain a competitive advantage. In Bangladesh, the use of HRIS in private sector businesses is gradually increasing. This research also added to the existing HRIS literature and raise awareness of the strategic importance of HRIS implementation in both private and public enterprises in Bangladesh.

Khan, Hasan & Rubel, 2015 had point of view that the purpose of this paper is to identify the factors that influence organization's adoption of Human Resource Information Systems (HRIS) in a developing economy. In this paper, attempt has been made to demonstrate the influential factors of HRIS adoption in Bangladesh. Some factors such as organization, Technology and Environment of the organization are found to be most influential for HRIS adoption by the organizations

Masud & Islam, 2017 designed HRIS practices are critical for the efficient management of all HR department activities. This research discovered the importance of using a human resource information system in Bangladesh. It was discovered that the main reasons for using HRIS in Bangladesh are management commitment, cost, and increasing efficiency.

Masum, Mamun, Islam & Beh, 2020 point out that Human Resource Management (HRM) and Information Technology (IT) are combined in one platform with Electronic Human Resource Management (eHRM). The study found a link between eHRM practice and organizational performance that was both positive and significant. Furthermore, HRM professionals' job satisfaction appears to partially mediate the practice-performance relationship.The conclusion postulates the practical implications of the study's findings as well as the scope of future research.

Masum, Kabir & Chowdhury, 2015 had point of view that the purpose of this study is to look into the factors that influence firm's E-HRM adaptation decisions in Bangladesh. In order to better investigate the relationship between individual, organizational, technological, and environmental determinants and E-HRM adoption, this study developed a research framework based on the theoretical foundation and previous literature. According to the study, top-level management support, individual employee characteristics, system complexity, IT infrastructure, and industry pressure are the most influential determinants influencing E-HRM adoption decisions.

Nyame & Boateng, 2015 in their paper analysed that this paper used quantitative data to validate HRIS adoption in Ghanaian companies, based on theories from the technological innovation literature. Organizational characteristics, out of the three contexts identified in the model, are the most important in determining the decision to adopt HRIS. Adoption of HRIS is more likely to be influenced by factors such as the size of the firm, the type of organization, and the age of the organization.

Saleem, 2012 in his paper Researchers and practitioners in the field of human resources must reconsider how to achieve organizational goals through the use of

modern technology. The purpose of this research is to look into the role of human resource information systems (HRIS) in operational, functional, and strategic human resource management (HRM) processes. As a result, it is recommended that organizations use HRIS for operational and functional HRM.

Several studies reveal that a lot of study was conducted on Human Resource Information System issues but none of these studies looked into the role of Human Resource Information System on Organizational Performance of Bangladeshi Private Firms. So, there is a need to conduct study on Private Companies in Bangladesh.

3. Materials and Methods

This research is based on both primary and secondary data. The study is empirical in nature because it aims to identify the role of human resource information system on organizational performance of Bangladeshi private firms. We collect primary data through a structured questionnaire. The data was collected from 10 organizations of Dhaka city: ACI Limited, BEXIMCO, Bashundhora Group, PRAN-RFL Group, Ha-meem Group, City Group, Navana Group, Square Group, Akij Group, Abul Khair Group. The respondents were mainly the HR professionals, HR managers, HRIS officers and software developers of the organizations. These respondents were chosen due to their significant roles in HRIS practice. The questionnaire was designed in light of the study objectives and reviews of past relevant studies. In the questionnaire, the 5 point Likert Scale was used to measure agreeableness of the employees where Strongly Agree, Agree, Neutral, Disagree and Strongly Disagreed notes the value – 5, 4, 3, 2, 1 respectively. They also indicate 0%-20%, 21%-40%, 41%-60%, 61%-80%, and 81%-100% respectively to measure the satisfaction level of employees regarding HRIS practices. The study found a lot of insights regarding the HRIS practice in Bangladesh. Secondary data were collected from previous research. Collected data was then analysed through SPSS software. The respondents were informed regarding the purpose of the study.

4. Results and Discussion

Table-01. Opinions of Respondents about Better integration helps in HRIS practice

Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	16	60	14	10	0	100
Point	5	4	3	2	1	
Outcome	80	240	42	20	0	382

Source : Personal Survey

Outcome = Frequency (Survey Figure) × Point Assigned
Weighted Average = Total Outcome/Sample Size
= 382/100 = 3.82

In the above findings, it has been found that out of 100 respondents 16 respondents strongly agreed and 60 agreed about that better integration helps in HRIS practice. The weighted average value is 3.82 which is satisfactory. That means if the whole integration is perfect then it helps in HRIS practice regularly.

Table-2. Opinions of Respondents about User friendliness facilitates HRIS practice

Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	25	55	15	5	0	100
Point	5	4	3	2	1	
Outcome	125	220	45	10	0	400

Source : Personal Survey

Outcome = Frequency (Survey Figure) × Point Assigned

Weighted Average = Total Outcome/Sample Size
= 400/100 = 4

In the above findings, it has been found that out of 100 respondents 25 respondents strongly agreed and 55 agreed about user friend liness facilitates HRIS practice. The weighted average value is 4.00 which is highly satisfactory. So, Employees feel that HRIS practices are user friendly but in previous studies we didn't get satisfactory results on that time employees are not used to in using HRIS systems.

Table-3. Opinions of Respondents about Better accessibility and HRIS practice

Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	16	60	14	10	0	100
Point	5	4	3	2	1	
Outcome	80	240	42	20	0	382

Source : Personal Survey

Outcome = Frequency (Survey Figure) × Point Assigned

Weighted Average = Total Outcome/Sample Size
= 416/100 = 4.16

In terms of accessibility in HRIS, it is found that about 60 out of the 100 users are agreed with that, 28 of them are strongly agreed and 12 of them are neutral about that service. The weighted average value is 4.16 which is highly satisfactory. In previous studies if we observed that when lots of obstacles employees faced to access in HRIS practice.

Table-4. Opinions of Respondents about HRIS facilitates Efficiency of the organization

Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	32	53	12	3	0	100
Point	5	4	3	2	1	
Outcome	160	212	36	6	0	414

Source : Personal Survey

Outcome = Frequency (Survey Figure) × Point Assigned
Weighted Average = Total Outcome/Sample Size

= 414/100 = 4.14

In the above findings, it has been found that out of 100 respondents 32 respondents strongly agreed and 53 agreed about HRIS facilitates efficiency of the organization. The weighted average value is 4.14 which is highly satisfactory. If we see the results in our previous studies that it's not clearly said about HRIS facilitates efficiency of the organization.

Table-5. Opinions of Respondents aboutVendor support for HRIS practice

Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	12	70	10	8	0	100
Point	5	4	3	2	1	
Outcome	60	280	30	16	0	386

Source : Personal Survey

Outcome = Frequency (Survey Figure) × Point Assigned

Weighted Average = Total Outcome/Sample Size

= 386/100 = 3.86

In the above findings, it has been found that out of 100 respondents 12 respondents strongly agreed and 70 agreed about vendor support for HRIS practice. The weighted average value is 3.86 which is satisfactory. As Vendors were not much available in starting the time of HRIS practices so that in previous studies we see that there had lack of efficient vendors support for HRIS practice.

Table-6. Opinions of Respondents about System complexity and HRIS adoption

Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	15	55	18	12	0	100
Point	5	4	3	2	1	
Outcome	75	220	54	24	0	373

Source : Personal Survey

Outcome = Frequency (Survey Figure) × Point Assigned
Weighted Average = Total Outcome/Sample Size
= 373/100 = 3.73

It can be seen that out of 100 respondents 55 are agreed and comfortable with HRIS, 15 of them are strongly agreed and 18 of them are neutral about the service. The weighted average value is 3.73 which is satisfactory. In previous research we found that lack of proper knowledge and training facilities employees feel HRIS practices a complex system and they didn't adopt this system easily.

Table-7. Opinions of Respondents about Relationship between implementation cost and HRIS adoption

Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	25	45	20	10	0	100
Point	5	4	3	2	1	
Outcome	125	180	60	20	0	385

Source: Personal Survey

Outcome = Frequency (Survey Figure) × Point Assigned
Weighted Average = Total Outcome/Sample Size
= 385/100 = 3.85

To define adoption cost of HRIS for business firms in Bangladesh, it is found that about 45 among the 100 users are agreed with the service, 45 of them are strongly agreed, 10 of them are disagreed and other 20 are neutral. The weighted average value is 3.85 which is satisfactory. As at present many organizations are working with HRIS systems, so its implementation cost is comparatively reliable than as before.

Table-8. Opinions of Respondents about Management commitment and HRIS practice

Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	22	70	8	0	0	100
Point	5	4	3	2	1	
Outcome	110	280	24	0	0	414

Source: Personal Survey

Outcome = Frequency (Survey Figure) × Point Assigned
Weighted Average = Total Outcome/Sample Size
= 414/100 = 4.14

In the above findings, it has been found that out of 100 respondents 22 respondents

strongly agreed and 70 agreed about management commitment and HRIS practice. The weighted average value is 4.14 which is highly satisfactory. If we see that in our previous research we can find that Management are not reluctant and committed in HRIS practices.

5. Conclusion & Recommendations

It is obvious that HRIS facilitates applications such as employee recruitment, selection, placement, payroll management, pension management, training development, and performance evaluation by supporting planning, administration, decision making, and control. These information systems improve both administrative and organizational performance. It aids in the creation of reports that aid in better decision-making. The impact of technology and the environment on the successful adoption of HRIS context is positive.

Organizations should set up HRIS with high network externalities to improve service delivery and increase daily work performance, which will help to reduce the cost of running the human resource department while also increasing the efficiency and effectiveness of the department. Also, as a starting point for successful HRIS adoption by employee competency, organizations should focus on establishing a qualified and specialized IT team, as well as training automatic performance indicators that enable them to interact with HRIS step by step in a logical and critical manner.

6. Limitations and Directions for Future Research

There is no error-free study in the social sciences (Azim, 2008; Huq, 2005). The current research has some limitations. The study only focused on perceptions of HRIS practices from the HR managers of the surveyed companies. The study did not cover all aspects of the companies' HRIS practices. Future research may be conducted in a number of directions. In-depth studies on the impact of HRIS practices on organizational performance may be conducted. Other industries' HRIS practices could be investigated.

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রবীন্দ্র বিশ্ববিদ্যালয় পত্রিকায় লেখার নিয়মাবলি

১. গবেষণা প্রবন্ধের কম্পোজ করা পাণ্ডুলিপির দুটি কপি ও একটি সিডি (CD) সরাসরি বা ডাকযোগে প্রেরণ করতে হবে।

২. প্রবন্ধের মূল পাঠ A4 কাগজে ১৪ পয়েন্ট বাংলা 'সুতন্বী এমজে' ফন্টে দুই লাইনের মাঝে ১.৫ ফাঁক রেখে দুই দিকে সমতা (justified) বিধান করে কম্পোজ করতে হবে।

৩. নিবন্ধের প্রথম পৃষ্ঠায় লেখার শিরোনাম, লেখকের নাম, প্রাতিষ্ঠানিক পরিচিতি/পদবি লিপিবদ্ধ থাকবে। মূল প্রবন্ধ শিরোনামসহ দ্বিতীয় পৃষ্ঠা থেকে শুরু হবে। দ্বিতীয় পৃষ্ঠায় লেখকের নাম থাকবে না।

৪. নিবন্ধের শব্দ সংখ্যা হবে অনধিক ১০,০০০ (দশ হাজার)।

৫. প্রবন্ধ বাংলা একাডেমি প্রণীত *আধুনিক বাংলা অভিধান*-এর বানান অনুযায়ী রচিত হওয়া বাঞ্ছনীয়।

৬. প্রবন্ধের শুরুতে ১০০ শব্দের সারসংক্ষেপ থাকতে হবে। বাংলা ভাষায় রচিত প্রবন্ধের সারসংক্ষেপ বাংলায় এবং ইংরেজি ভাষায় রচিত প্রবন্ধের সারসংক্ষেপ ইংরেজিতে লেখা বাঞ্ছনীয়।

৭. প্রবন্ধের মূল পাঠে অন্য কোনো উৎসের সংক্ষিপ্ত উদ্ধৃতি থাকলে তা একই অনুচ্ছেদে উদ্ধৃতি চিহ্ন (" ") ও সূত্রসহ উল্লেখ করতে হবে। তবে উদ্ধৃতিটি ২৫ শব্দের বেশি হলে তা মূল পাঠের নিচে বাঁ দিকে ১/৪ ইঞ্চি ভেতরে (indenting) ১২ পয়েন্টে নতুন অনুচ্ছেদে সূত্রসহ উল্লেখ করতে হবে। এক্ষত্রে উদ্ধৃতি চিহ্ন ব্যবহার করার দরকার নেই। কবিতার উদ্ধৃতিতে মূলের পঙ্‌ক্তিবিন্যাস অক্ষুণ্ন থাকবে। উদ্ধৃতির ক্ষেত্রে মূল বানানের পরিবর্তন হবে না।

৮. মূল পাঠে সারণি (table) ও চিত্রাদি থাকলে সেগুলোর পর্যায়ক্রমিক সংখ্যা (যেমন : ১, ২, ৩ ...) প্রদান করতে হবে। প্রত্যেক সারণি ও চিত্রের যথাযথ আখ্যা (caption) প্রদান জরুরি।

৯. মূল পাঠে কোনো বিষয় সম্পর্কে অতিরিক্ত ব্যাখ্যা প্রদান করতে চাইলে তা মূল পাঠের শেষে অন্ত্য-টীকায় (end-note) উপস্থাপন করতে হবে। এ ধরনের টীকা প্রদানের ক্ষেত্রে মূল পাঠের উদ্দিষ্ট ব্যাখ্যা বা বক্তব্য অধিসংখ্যা (superscript) দিয়ে ([১,২,৩] ইত্যাদি) নির্দেশ করতে হবে।

১০. অন্য কোনো লেখকের উদ্ধৃতি ব্যবহারের নিয়ম :

১৯৭৭ খ্রিষ্টাব্দে প্রকাশিত আবদুল মান্নান সৈয়দ-এর *নজরুল ইসলাম : কবি ও কবিতা* বইয়ের ২৫২তম পৃষ্ঠা থেকে উদ্ধৃত অংশটি নিম্নোক্তভাবে উপস্থাপিত হবে :

চিত্রকল্প প্রধানত বিষয়ের আত্মার চেয়ে বিষয়ের শরীর ফলিয়ে তোলার আকাঙ্ক্ষী। অনেক সময় উপমা, রূপক ও প্রতীক : কবিতার এই সব উপচারের ছদ্মপোশাক প'রে লুকিয়ে থাকে চিত্রকল্প; অবশ্য উপমা, ও প্রতীক মাত্রেই-যে চিত্রকল্প নয়—সে তো বলা বাহুল্য। (মান্নান, ১৯৭৭ : ২৫২)

১১. প্রবন্ধের মূল পাঠের শেষে একটি সহায়কপঞ্জি (reference) থাকবে। এই সহায়কপঞ্জিতে কেবল মূল পাঠে যেসব লেখক ও গ্রন্থের উল্লেখ আছে, তা বর্ণানুক্রমে (alphabetic order) বিন্যস্ত করতে হবে। বাংলা ও ইংরেজি গ্রন্থের জন্য স্বতন্ত্রভাবে সহায়কপঞ্জি রচনা করতে হবে, যেখানে প্রথমে বাংলা বই স্থান পাবে। সহায়কপঞ্জি রচনার নিয়ম নিম্নরূপ :

গ্রন্থ

আহমদ শরীফ (১৯৭৭)। *মধ্যযুগের সাহিত্যে সমাজ ও সংস্কৃতির রূপ*। মুক্তধারা, ঢাকা।

M. A. Rahim (2013). *The History of the University of Dacca*. Dhaka University, Dhaka.

গবেষণা পত্রিকা

আনোয়ার পাশা (১৩৭৫)। 'মোহামেডান লিটারারী সোসাইটি ও হিন্দুমেলা'। *সাহিত্য পত্রিকা*, দশম বর্ষ : দ্বিতীয় সংখ্যা, ঢাকা বিশ্ববিদ্যালয়, ঢাকা।

১২. গ্রন্থের একাধিক লেখক থাকলে তথ্যনির্দেশে সকলের নাম থাকতে হবে।

১৩. প্রকাশিত কিংবা প্রকাশের জন্য বিবেচনাধীন লেখা গ্রহণ করা হয় না।

১৪. প্রকাশের জন্য মনোনীত কিংবা অমনোনীত কোনো পাণ্ডুলিপি ফেরত দেওয়া হয় না। প্রবন্ধ প্রকাশিত হলে লেখক পত্রিকার দুটি কপি ও নিয়মানুযায়ী সম্মানি পাবেন।

প্রবন্ধ প্রেরণ ও যোগাযোগ

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