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Abstract - The study aims at finding the application of Human Resources Information Systems (HRIS) in the private universities of Bangladesh. The paper is based on primary data collected through structured questionnaire from the HR personnel of 35 out of 61 Private Universities of Bangladesh. A five scale Likert technique has been used to investigate the interviewees' opinion. The study reveals that only 22.9 % universities studied are using HRIS in full extent while 42.9% use HRIS to some extent. In 34.3% universities there is very limited applications of HRIS. Again, the highest use of HRIS is observed in recruiting and selection in private universities which is 80%. 74.3% universities use HRIS in their payroll system while the least use of HRIS is found in training and development of employees as only 14 (40%) universities apply HRIS technique for need assessment and train their employees. The paper explored that there is a gap between expected application of HRIS and present level of use in the selected private universalities. Among the main reasons of such gap Lack of infrastructure and high cost are found vital. The other reasons are lack of expertise in this field and insufficient training of the employees.

Keywords : *HRIS, payroll, private universities, recruitment and selection, training and development.*

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Abstract - The study aims at finding the application of Human Resources Information Systems (HRIS) in the private universities of Bangladesh. The paper is based on primary data collected through structured questionnaire from the HR personnel of 35 out of 61 Private Universities of Bangladesh. A five scale Likert technique has been used to investigate the interviewees' opinion. The study reveals that only 22.9 % universities studied are using HRIS in full extent while 42.9% use HRIS to some extent. In 34.3% universities there is very limited applications of HRIS. Again, the highest use of HRIS is observed in recruiting and selection in private universities which is 80%. 74.3% universities use HRIS in their payroll system while the least use of HRIS is found in training and development of employees as only 14 (40%) universities apply HRIS technique for need assessment and train their employees. The paper explored that there is a gap between expected application of HRIS and present level of use in the selected private universalities. Among the main reasons of such gap Lack of infrastructure and high cost are found vital. The other reasons are lack of expertise in this field and insufficient training of the employees.

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I. Introduction

Human Resources (HR) are the key elements to run any organization [1]. Its importance becomes pivotal when it is being related with a service and skilled related organizations like universities. To manage HR in an efficient manner almost all the organizations possess Human Resource Management Division, the main purpose of which is to manage HR in a more efficient way [2][3][4]. Private universities in Bangladesh have shown a tremendous growth over the last decade showing a huge demand of skilled, knowledgeable, energetic and enthusiastic for learning personnel. But such huge demand often mismatches with inadequate supplies of such potential candidates. With the development of modern technology the world has become a global village and thus, HRM is no more a manual task to perform; rather the invention of computer based information systems made it technically sound and more efficient to manage the HR. Consequently, Human Resource Information Systems (HRISs), nowadays, is a part and parcel of HRM.

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In this context, HRIS is defined as a computer based application for assembling and processing data related to the human resources [5]. It is worth mentioning that HRIS is not limited to the computer hardware and software applications that comprise technical part of the systems it also include the people, policies, procedures and data required to manage the HR functions [6][7][8]. Many authors concluded that this technology offers several benefits for both HR and Operational people. Overman [9] argued that the potential advantages of HRIS are faster information processing, greater information accuracy, improved planning and program development, and enhanced employee communications. Sadri and Chatterjee [10] identified the most important benefits that can be derived from HRIS is that it enables faster decision making, development, planning and administration of HR as data is much easier to store, update, classify and analyze. On the other side of the coin, the most challenging and limiting constraint of HRIS in a country like Bangladesh is its high cost of conversion from manual based HRM, inadequate training for HR people, lack of supportive infrastructure, as well as the shortage of technical know-how[11]. Here, we have tried to explore the current scenario of HRIS in the various aspects of HRM and expectation of HR people related to the use of HRIS in the private universities in Bangladesh. We have also tried to find out the reasons behind the mismatch between the actual & expected applications of IT-enabled HRM.

II. Objectives of the Study

The study mainly aimed at finding the applications of HRIS in Private Universities in Bangladesh. The specific objectives can be identified as:

i. To evaluate to what extend HRISs is being practiced in recruitment & selection, training & development and in payroll system of the selected private universities.
ii. To explore the perceptions of HR people of Private Universities regarding the application of HRIS in recruitment & selection, training & development and in payroll system
iii. To investigate the reason behind the deviation between expected use and actual use of HRIS in recruitment & selection, training & development and in payroll system.

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III. Literature Review

The use of HRIS should lead to valuable outcomes for the organization as it decreases costs, improve communication and decrease time to accomplish HR related activities [12]. The last decade has seen a significant increase in the number of organizations gathering, storing and analyzing human resources data using Human Resource Information Systems (HRIS) [13][14] [15][16]. Though in the earlier studies HRIS practices in manufacturing and product oriented organizations were emphasized, the necessity of such practices has been felt from all corners. Thus, it is important to find the uses of HRIS in different HRM functions like; selection & recruitment, training & development and payroll systems of private universities. Targowski & Deshpande [17] and others have suggested that part of the utility of an HRIS is its positive impact on traditional HR processes such as; recruitment, selection and training and development. HRM starts of by the staffing practice because organization is nothing without its HR. HRM provides the rules to hire the employees. Almost all the organizations take their stars by hiring their employees, but it is always not possible that organization get all its potential HR from the same place [18]. IT brought revolution by the discovery of web, by shifting most of manual work to computer system making things more clear and effective [19][20]. However, the extent to which HRIS is used in a strategic fashion differs across organizations, with the vast majority of organizations continuing to use HRIS simply to replace manual processing and to reduce costs [21] [22]. Guest [23] has argued that the Impact of HRM on performance depends upon worker's response to HRM practices, so the impact will move in direction of the perception of HRM practices by the employee.

IV. Methodology of the Study

The study is conducted with an aim of exploring the application of HRIS in HRM, especially in service organization like universities. Thus, the research is exploratory in nature.

a) Sample Selection

There are 61 private universities in Bangladesh out of which 35 private universities have been selected on a random basis to investigate the role of HRIS in HRM.

b) Study Period and Data Collection Method

The study is conducted over a six month period from March 1, 2012 to August, 2012. Data for the study were collected through structured interview with the HR personnel of the selected private universities. Thus, the nature of the data is primary.

c) Demographic Characteristics of the Respondents

A total of 35 HR personnel of 35 private universities, who lead their respective HR department, were interviewed whose age ranges from 28 to 52. Out of 35 respondents 29 found male while 6 were female. Among the HR personnel 27 have expertise in HR field as they have specific training on HR whereas the rest of the 8 have some HR related degree but not HR expertise in real sense.

d) Statistical Tools Used

The collected data were fed to the statistical software called SPSS-20 to analyze. Simple statistical tools like, frequency distribution, percentile etc. were applied to highlight to what extend HRIS is being practiced the perception of HR people about the necessity of HRIS and the reason behind the gap between actual and expected practice of HRIS.

V. Results and Discussions

a) Present Status of HRIS Practices in Private Universities

Table 1 : Frequency Distribution: Overall Practices of HRIS

	Frequency	Percent	Valid Percent	Cumulative Percent
Limited extend	12	34.3	34.3	34.3
Some extend	15	42.9	42.9	77.1
Full extend	8	22.9	22.9	100.0
Total	35	100.0	100.0	

The above frequency Table shows that out of 35 universities surveyed only 8 private universities are practicing HRIS in HRM process which is only 22.9%. Again, in 15 (42.9%) universities it is being practiced to some extend while the HRIS practice is observed in a limited extend in 12 (34.3%) universities.

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Table 1 (a) : Frequency Distribution: HRIS Practices in Recruitment, Training and Payroll

Description	Frequency		Percentage	
	No	Yes	No	Yes
Practice of HRIS in Recruitment and Selection	7	28	20	80
Practice of HRIS in Training and Development	21	14	60	40
Practice of HRIS in Payroll	9	26	25.7	74.3

Table 1(a) specifies to what extend HRIS is being applied in Recruitment, Training and Payroll. The results reveal that the maximum application of HRIS can be observed in recruitment and selection as 28 (80%) universities out of 35 applies HRIS in recruiting and selecting their employees. 26(74.3%) universities use HRIS in their payroll system while the least use of HRIS is found in training and development of employees as only 14 (40%) universities applies HRIS technique for need assessment and train their employees.

b) Perceptions of HR People about the Importance of HRIS

Table 2 : Perceptions of HR People about the Importance of HRIS

Description	Very Important		Important		No Comment		Not Much Important		Not Important at all	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Practice of HRIS in Recruitment and Selection	25	71.42%	9	25.71%	1	2.8%	0	0	0	0
Practice of HRIS in Training and Development	18	51.42%	15	42.85%	2	5.7%	0	0	0	0
Practice of HRIS in Payroll	22	62.85%	10	28.57%	3	8.6%	0	0	0	0

The study results in table: 2 show that none of the respondents denied the necessity of HRIS. Only 2.8% respondents made no comment about the importance of HRIS in Recruitment and Selection and rest of the 97.2% persons think it is an important aspect in this regard among which 71.42% of the respondents think it very important and 25.71% think important. Similarly, in cases of Training & Development and Payroll 94.3% & 91.4% respondents respectively consider HRIS as an important tool for HRM.

c) Reasons behind the Deviation between Expected and Actual Application of HRIS

The results of table: 2 and table: 3 as discussed in the earlier sections clearly indicate that there are huge gaps between actual applications of HRIS and the expectation of HR people, as viewed through their emphasis on its importance, about its application at present. The following table highlights the causes of such gaps according to the views of the respondents.

Table 3 : Reasons behind the Deviation between Expected and Actual Application of HRIS according to the view of the interviewees

Reasons	Frequency	Percentage
Costly	25	71
Time Consuming	5	14
Lack of Proper Infrastructure	28	80
Lack of Expertise	22	63
Lack of Training for the HR people in HRIS	18	51

As shown in table: 3 the main reasons for gap between actual and expected application of HRIS are high cost, time consumption, Lack of Proper Infrastructure, Lack of Expertise in HRIS and Lack of Training for the HR people in HRIS. Among the above causes the highest priority has been given on the lack of proper infrastructure to ensure its application as 80% of the respondents think the present infrastructures of many of the private universities are insufficient to provide necessary support. 71% thinks that it takes a huge initial cost to introduce HRIS which creates an obstacle. 63% and 51% respondents thinks Lack of Expertise and Lack of Training for the HR people in HRIS respectively are the reasons for which there is a gap between

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expectation and actual application. Only 14% of the total respondents consider HRIS as a time consuming tool which has got the least score among all the factors.

VI. Conclusion

The study aimed at exploring the role of Human Resources Information System (HRIS) in private universities in Bangladesh. The study revealed that HRIS plays important role in recruitment and selection, training & development and payroll administration in private universities. It also explored that there is a gap between the expected and actual application of HRIS the main reasons of which are lack of infrastructural development, high cost and insufficient training. Hence, it can be said that the eradication of the hindrances in terms of infrastructure, cost and training would enable the private universities to recruit and select right people, provide appropriate training to them and to ensure better education through providing with desired reward for performances.

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