

Hris Practices in Universities An Exploratory Study on the Private Universities in Bangladesh

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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

Index terms— HRIS, payroll, private universities, recruitment and selection, training and development.

1 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.

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.

2 II.

3 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.

4 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 off 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.

5 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.

6 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.

7 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.

8 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.

9 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. 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.

10 Results and Discussions a) Present Status of HRIS Practices in Private Universities

11 b) Perceptions of HR People about the Importance of HRIS

12 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.

13 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.¹

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

Figure 1: Table 1 :

1

Description	Frequency	No	Yes	Percentage	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		

Figure 2: Table 1 (

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Figure 3: Table 1 (

2

Figure 4: Table 2 :

3

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

[Note: Gexpectation and actual application.]

Figure 5: Table 3 :

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