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An Empirical Study on HRIS Based Talent Information System in Select Best-In-Class Service Sector Companies

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Abstract: *Human Resource Information System (HRIS) is an emerging concept which is gaining importance day by day with changing requirements of competing organisations. The aim of present study is to create transformation system for making best-in-class companies with talent management practices through the application of Human Resource Information System. The objective is to create skills development program for upgrading the core competencies of workforce in select service companies. Present corporate world is sailing through turbulent scenario due to economic slump across the world. Intense pressure is compelling the corporate leaders to choose the talented workforce for survival and sustenance of business. CEOs with top notch talent are able to find the solutions for current business uncertainties with their business intelligence which constitute their hindsight, insight and foresight. The pivotal job of corporate leaders is to identify, acquire, nurture and retain the human talent with the organization. Talent Management practices constitutes learning skills, conceptual skills, relationship skills and action oriented skills. In this process HRIS plays a crucial role at information, data and knowledge levels. Human competencies across skills level, experience level and qualification level can be mapped onto job challenges like job roles, job competencies, key result areas, key performance indicators, Span of Control, Maintaining current engagements, winning new business, cost management, quality improvement, improved client service, innovation which results into techno economic matrix. Talent Management practices of best-in-class companies can be identified, assimilated through the use of HRIS. The present study is hypothesized significant relationship between HRIS across three primary levels with talent management practices across three levels in select service companies. Survey research method with a well structured measuring instrument is adopted to measure the variables in this study. Exploratory research design is applied with HRIS as cause and talent is its effect. Stratified random sampling with proportion is applied in designing the sample. Wherein one Indian company and one multi national software service company have been chosen for the study. The conclusions are generalized with the inferential statistics and descriptive statistics. While analyzing the overall contribution of HRIS for talent management information systems is concluded that HRIS plays a vital role in building talent equipped organizations very effectively and accurately.*

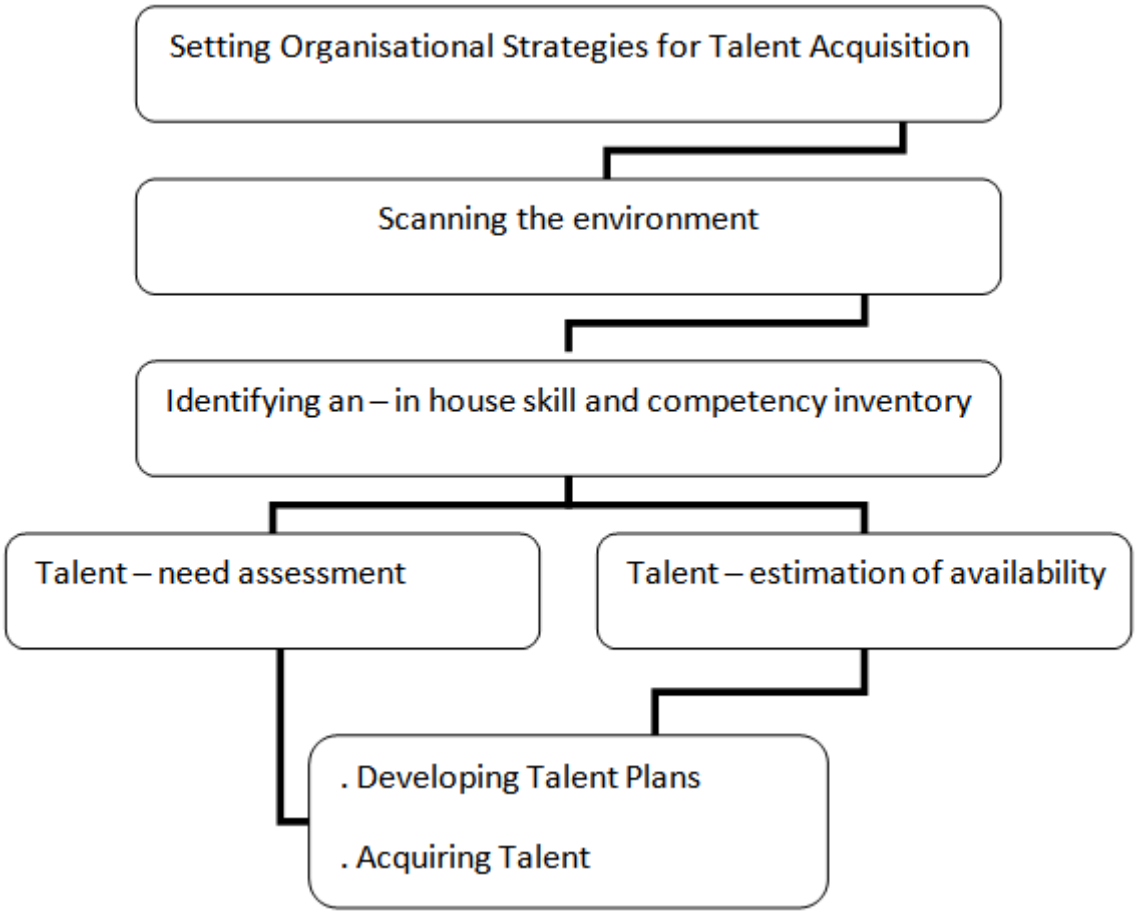
Keywords: *Human Resource Information System-Talent Information System-Talent Planning Process-Innovation-Social Constructive Perspective.*

I. Introduction

Talent Management is by its nature a data – and - metric – driven discipline. It is also a discipline that relies on data from a variety of sources and an understanding of how corporate hierarchies process and utilize employee information. Developing and information strategy comes from an understanding of not only what results are desired but also the required cooperate strengths to support the system successfully.

Human Resource Information System (HRIS) "A human resource information system (HRIS) is software containing a database that allows the entering, storage and manipulation of data regarding employees of a company. It allows for global visualization and access of important employee information." Marcia Moore. Talent planning process is explained in fig.1 given below.

Fig. 1 Talent Planning Process



II. Literature Review

1. Madhuchanda Mohanty and Santosh Kumar Tripathy (2009) analyzed the HRIS of NALCO in their study, which finds the HRIS effectiveness on cost compression
2. MD. Sadique Shaikh (2012) developed three models in his research paper for HRIS designing namely basic HRIS design model, HRIS hexagonal and HRIS phase model, which is explored the use of HRIS across the domains of information data on knowledge.
3. Prof. Anil C. Bhavsar (2011) discusses various advantages, applications and importance of HRIS. The author highlighted that "today's HRIS has the potential to be an enterprise wide decision support system that helps achieve both strategic and operational objectives".
4. Kenneth ET. al. (2002) discussed various administrative and strategic advantages of HRIS. Various administrative advantages underlined by the author includes employee self service, interactive voice response etc. the author also propounded that businesses can leverage from the administrative cost savings, as well as strategic advantage in the course of information gathering, processing, and sharing.
5. Carole Tansley and Sue Newell, (2007) thrash out that the knowledge and behavior of project leadership influenced project team trust and social capital development and stressed on the exploitation of this knowledge in the milieu of a global HR information systems.
6. Albert C. Hyde and Jay M. Shafritz (1977) conducted their study when HRIS was a new concept and just came into market. They portrayed HRIS as a system useful in planning and accountability of human resources and as a talent management tool too.

III. Statement of the Problem/ Rationale of the Study

The challenge for any best-in-class service company is to find the association between the significant practices of talent management and the implications of use of HRIS across the domains of across information, data and knowledge domains.

IV. Research Objectives

a) To investigate the benefits of HRIS in IT organizations for Talent Management.
b) To probe the role of HRIS in talent management activities by HR managers of IT companies.
c) To explore the overall contribution of HRIS to talent management planning of IT organization

V. Research Methodology

Data Collection

Sample of 100 respondents each collected from one Indian software company and one multi-national software company. The research design used is exploratory. Data for this study is acquired mainly from primary sources but secondary sources are also well thought-out. Primary sources include employees of the IT organizations who filled up the questionnaire geared up for the study. The data is also collected from the secondary sources including internet, websites of various IT companies etc. By means of survey and interviews, and SPSS statistical package (used for analyzing data), this exploratory research paper aims at exploring the role of HRIS in talent management planning in IT organization.

VI. Limitations of the Study

- Size Limitation: The present study is taken a sample of 100 respondents each from Indian and multinational software company which can make a hindrance on making statistical inferences.
- Sectoral Limitation: The present study pertains to service sector only. The primary and secondary sectors are not considered which can results into a limitation on findings.
- Geographical Limitation: The present study collected data at Hyderabad in India only. Geographically scattered data is not collected.

VII. Scope of the Study

The present study is carried out in one Indian top software company and one multinational top software company in respect of market share. The study is pertaining to the details of software engineers across skill level, experience level and qualification level. Hence, the scope is restricted to software engineers working in India in respect of domestic and foreign software companies.

VIII. Period of the study

The data is collected through a well structured questionnaire from a sample of 100 software engineers each from Indian and multinational software companies during the year 2013 pertaining to the details of the application of HRIS and the talent information system prevailed in study organizations.

IX. Data Analysis and Results

Descriptive statistics of Indian software company is displayed in Table 1 which indicates that the mean score value is 3.64 with SD of 0.765 for highly skilled employees. The mean score value is 3.89 with SD of 0.569 for employees with more than fifteen years of service and the mean score value is 3.09 with SD of 1.011 for the employees with doctoral qualifications. The descriptive statistics for multi-national software company is displayed in table 2. Which indicates that the largest mean score value is 3.78 with SD of 0.612 for highly skilled employees, the largest mean score value is 3.97 with SD of 0.542 for the employees with more than fifteen years of service and the largest mean score value is 3.29 with SD of 0.910 for the employees with doctoral qualifications. Overall the descriptive statistics in table 1 and table 2 imply that the mean score values for multinational software company are greater than that of Indian software company whereas the values of standard deviation are lesser incase of multinational software company than that of Indian software company.

Correlation analysis results displayed in table 3 and table 4. Table 3 indicates the correlation coefficients values between job challenges and talent management practices in Indian Software Company. The largest correlation coefficient is 0.8997 between key performance indicators and action oriented skills whereas the least correlation coefficient is 0.5607 between maintaining current engagements and learning skills. Table 4 depicts the correlation coefficients of multinational software company between job challenges and talent management practices. The largest value of correlation coefficient is 0.9005 between key performance indicators and action oriented skills whereas the least value of correlation coefficient is 0.5615 between maintaining current engagements and learning skills. Overall the correlation analysis results in table3 and table 4 prove that the multinational software company is having higher values of correlation coefficients than that of India software company. Therefore it is generalized that the multinational software company is adopting better talent management practices coupled with job challenges by the application of Human Resource Information System.

Table 1: Indian Software Company (N = 100) with two tailed Descriptive Statistics

		Mean	Standard Deviation	Minimum	Maximum	Range
Skill Level	Low Skilled	1.15	0.967	1	7	6
	Medium Skilled	2.43	0.804	2	6	4
	Highly Skilled	3.64	0.765	3	5	2
Experience Level	Up to 5 years	1.65	0.916	2	7	5
	5 – 10 years	2.07	0.807	2	6	4
	10 – 15 years	2.98	0.698	3	5	2
	Above 15 years	3.89	0.569	3	4	1
Qualification Level	B.Sc/ B.Tech	1.60	0.754	1	4	3
	M.C.A / M.Sc.	1.98	0.762	1	5	4
	M.E/M.Tech / M.S.	2.65	1.091	1	6	5
	Ph.D.	3.09	1.011	2	7	5

Table 2

Multi - National Software Company (N = 100) with two tailed Descriptive Statistics

		Mean	Standard Deviation	Minimum	Maximum	Range
Skill Level	Low Skilled	1.43	0.895	2	7	5
	Medium Skilled	2.69	0.719	3	6	3
	Highly Skilled	3.78	0.612	4	5	1
Experience Level	Up to 5 years	1.75	0.802	2	7	5
	5 – 10 years	2.24	0.795	2	6	4
	10 – 15 years	3.09	0.642	3	5	2
	Above 15 years	3.97	0.542	3	5	2
Qualification Level	B.Sc/ B.Tech	1.75	0.701	2	5	3
	M.C.A / M.Sc.	2.09	0.710	2	6	4
	M.E/M.Tech / M.S.	2.98	0.901	2	7	5
	Ph.D.	3.29	0.910	3	7	4

Table 3

Indian Software Company (N = 100) with two tailed Correlation Analysis

Alpha α = 0.01)

Job Challenges / Talent Management Practices →	Learning Skills	Conceptual Skills	Relationship Skills	Action Oriented Skills
Job Roles	0.6712	0.7095	0.7956	0.8611
Job Competencies	0.6115	0.6997	0.7096	0.8394
Key Results Areas	0.6959	0.7056	0.7942	0.7998
Key Performance Indicators	0.6114	0.6959	0.8117	0.8997
Span of Control	0.5996	0.6019	0.7194	0.7956
Maintaining Current Engagements	0.5607	0.6127	0.8124	0.8927
Winning new business	0.6219	0.6650	0.8562	0.8617
Cost Management	0.5627	0.6227	0.6522	0.7617
Quality Improvement	0.6985	0.7144	0.7646	0.8040
Improved Client Services	0.6102	0.6050	0.6565	0.7010
Innovation	0.6394	0.6595	0.7625	0.8694

Table 4:

Multi National Software Company (N = 100) with two tailed Correlation Analysis (Alpha α = 0.01)

Job Challenges / Talent Management Practices →	Learning Skills	Conceptual Skills	Relationship Skills	Action Oriented Skills
Job Roles	0.6720	0.7103	0.7964	0.8619
Job Competencies	0.6123	0.7005	0.7104	0.8402
Key Results Areas	0.6967	0.7064	0.7950	0.8006
Key Performance Indicators	0.6122	0.6967	0.8125	0.9005
Span of Control	0.6004	0.6027	0.7202	0.7964
Maintaining Current Engagements	0.5615	0.6135	0.8132	0.8935
Winning new business	0.6227	0.6658	0.8570	0.8625
Cost Management	0.5635	0.6235	0.6530	0.7625
Quality Improvement	0.6993	0.7152	0.7654	0.8048
Improved Client Services	0.6110	0.6058	0.6573	0.7018
Innovation	0.6402	0.6603	0.7633	0.8702

X. Conclusion

In this study we have adopted a social constructive perspective approach that has enabled us to gain a greater understanding of the relationship between talent management and HRIS. By examining the processes associated with transitioning to HRIS based Talent Management, we were able to explore how one organizations understanding of talent and approaches to talent management were shaped and how they were informed by the implementation of HRIS. Talent management is spanned across learning, conceptual, relationship and action skills. But, conceptual skills are playing a pivotal role to make an average performance employee into a better performance employee. The application of HRIS at information, data and knowledge levels, skills, experience and qualification levels is able to trace the various challenges of job which are dominated by cost and time compression, quality and service improvement and innovation.

XI. Scope for further research

The study is conducted in one top Indian software company and one top multinational software company in India. It is restricted by sample size, sample frame and sample variety. It also differs with respect to sectoral variations and also from geographical differentiations. Therefore, the present study may be extended with enlarged sample size among various states of India and across various countries of the world which can improve the validity of empirical results obtained between the use of HRIS and talent information systems prevailed in leading service sector companies.

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