
The Impact of Human Resource Information Systems (HRIS) On Organizational Performance of Apparel Organizations in Sri Lanka: Perceptual Analysis

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Abstract

People and information are the most important resources in an organization that can significantly impact the organizational performance and the success of the organization. Human resource management is infused with information technology in this global networking era. Hence, over the past decade, the use of human resource information system (HRIS), consisting systematic processes, functions to procure, store, retrieve, analyze, command and broadcast related information concerning the human resource (HR) of the organization, has increased. Today many organizations are transforming their HRM functions from the manual work processes to computerized work processes. The aim of this study is to investigate the impact of Human Resource Information Systems (HRIS) on perceived organizational performance in apparel organizations in Sri Lanka, since apparel industry deals with more employee coverage than other organizations, as well as a significant employee turnover when compared to other organizations. It also tries to find out the current usage of HRIS within the organizations and what the HRIS modules that organizations have excessively used. The target group that answered the questionnaire consists of managers, HR Staff, IT staff, salary department staff, staff assistants in organizations which implement HRIS in apparel organizations Sri Lanka. One hundred and twenty (120) employees were selected as the sample of the study. Correlation and regression results of the survey revealed that the HRIS module has a direct impact on perceived organizational performance, and the organizations have high usage of HRIS over E-recruitment, and E-payroll, other than E-performance-self-service, and E-training functions. Further, it explains that E-recruitment, E-pay management function, and E performance functions are the most effective

functions, which predict the organizational performance of apparel organizations. Since the study was based on all the human resource information systems, results can be more generalized to helping managers, decision makers to enhance organizational performance by implementing HRIS to gain competitive advantage.

Keywords: *HRIS, Performance*

1. Introduction

The human resources in an organization can be considered as its greatest asset and effective management of its human capital is a fundamental source of competitive advantage (Troshani, Jerram, & Hill, 2011). Human resource management is infused with information technology in this global networking era. (Bondarouk & Ruel, 2009). Hence, over the past decade, the use of human resource information system (HRIS), consisting systematic processes, functions to procure, store, retrieve, analyze, command and broadcast related information concerning the human resource (HR) of the organization, has increased (Troshani, Jerram, & Hill, 2011). This has led to innovations in HR processes and practices such as: E-recruitment, E-payroll, E-training, E-selection etc. (Duk, Siengthai, & Page, 2013). People and information are the most important resources in an organization that can significantly impact the organizational performance and the success of the organization subsisting on these two resources (Chakraborty & Monsor, 2013). According to Chakraborty & Monsor (2013) HRIS engrafts these two resources. Proper adoption of the system can drive the organization to a greater success. When HRIS function was computerized, fast decision making was able to take place in the development, planning, and administration of HR because data became much easier to store, retrieve, update, classify, and analyze. Accordingly, HRIS can improve administrative efficiency through quick information processing, improved employee communications, greater information accuracy, lower HR costs and overall HR productivity improvements (By, 2012).

This emphasizes the need for implementation of an effective, integrated HRIS to manage employees' concerns, salaries, details, benefits, leave administration and other functions in a timely organized manner. Therefore, this research examines the impact of HRIS on organizational performances. In particular, the study examines the effects of E- Recruitment, E-Training, E-Payroll administration, E- performance management, and Employee self-service module on overall perceived performances of the organization. At present, organizations are under the pressure of reducing cost of operations and pressure of being responsive to the local customers' demand (Chowdhury, Yunus, Bhuiyan, & Kabir, 2013). Therefore, organizations have become more complex in the present global environment

(Ankrah & Sokro, 2012). This may be beneficial though it challenges the expected targets. In terms of efficiency of HR processes, a typical argument can be raised. Because HRIS assists organizations to reduce process costs (Coronas & Oliva, 2009). Although people in an organization are the most important asset, significant gaps in the human resource process need to be carefully managed if organizations must stay on top of the competition. There are challenges that organizations must overcome. For instance, the disparity includes the effects of recruiting people with inappropriate skills, insufficient training and developing them, losing them prematurely, developing ineffective or misleading payment structures and inability to consider succession planning (Opiyo, 2015). In a similar study conducted by Opiyo (2015) it was found that a good e-recruiting model in HRIS can reduce the hiring time by two-thirds and lower costs. According to Kelly (2013), an analysis of human resource information systems impacts employees proving that the organizational performance of HRIS. As well as according to Ankrah & Sokro (2012) found that performance evaluation module and employee self-service module are very important functions in HRIS. With the development of ICT (Information communication technology), organization has adopted the use of HRIS to automate their human resource functions from a manual system. The organizations have faced a lot of challenges including lack of updated reward system, an inefficient bio-data system, etc. which affect decisions on HR functions. Human resource information system is an important human resource practiced in modern business scenario. It is evident from the previous researches and theories that there is an impact of HRIS for organizational performance. However, in Sri Lankan context, there are limited theoretical and empirical evidences to show that how HRIS model affects organizational performance. Hence, the problem of this study is: “How HRIS impact for perceived organizational performance?”.

2. Literature Review

2.1. Human Resource Information Systems

Generally, HRIS means an information system that organization uses to process their HRM data to have successful information which is important to all organization stake holders. HRIS can be identified as a very important HRM tool for every organization. Many researchers have provided various definitions on HRIS as cited, “a systematic process for gathering, storing, protecting, retrieving, and validating data needed by an organization about its human resources (Kelly, 2013), as a “collective system used to collect, store and examine information about an organization’s human resources’ comprising of databases, computer applications, hardware and software necessary to collect, record, store, manage, deliver, present and manipulate data for human resource functions” (Kumara & Parumasur,2013). Moreover, it is defined as “a composite of database, computer applications, hardware and software necessary to collect/record, store, manage, deliver, present, and manipulate data for human resource”

(Obeidat, 2012). It is evident that organizations maintaining the traditional paper method of keeping records, is not efficient anymore. Human resource is an extremely valuable resource and the ultimate source of core competitive advantage (Bal, Bozkurt, & Ertemsir, 2012). According to the above ideas, the integrated HRIS has a significance effect on the management of the organization. Several systems of the organization are connected with this HRIS such as personnel database, payroll, performance evaluation as well as some organizations do not focus on it. Therefore, it will challenge the operating structure and principle of all HR related departments (Troshani, Jerram, & Hill, 2011).

2.2. Dimensions of Human Resource Information Systems

Various scholars have studied the influences of different factors on HRIS and proposed certain common dimensions for the HRIS concept. According to them, E-Performance Evaluation, E-recruitment, Personal self-service, E-Compensation & Benefit management, E-Training & Development, E- People Administration, E- Payroll and Leave & Absence management are some examples for HRIS dimensions.

2.2.1. E-Recruitment

Recruitment includes those activities and practices carried out by the organization with the primary purpose of identifying and attracting potential employees (Opatha, 2003). It is a significant part of human resource management as it performs the necessary function of drawing important resources i.e. human capital into the organization (Dhamija, 2012). Online recruitment; E-recruitment is one of the global trends of HR functions (Opiyo, 2015). It has evolved into a modern interactive engine with the ability to automate every facet of the hiring process forsooth (Dhamija, 2012). The internet can lighten the selection of employees, especially where long distances are involved (Chowdhury, Yunus, Bhuiyan, & Kabir, 2013). E-recruitment has grown rapidly over the past ten years and is now widely used by both recruiters and job seekers across the world (Troshani, Jerram, & Hill, 2011). Internet has proved to be a powerful tool for the delivery of different kinds of services such as HR development, HR evaluation, HR remuneration and HR recruitment etc. under the umbrella of HRIS.

2.2.2. E-Training & Development

In the past century, training was not considered into a greater extent, but at present the level of knowledge inside companies can hardly increase with the rapid changes in management and technology. Training and development are considered as competitive advantages in the business world (Figgis, et al., 2001). The traditional training policy cannot face all arising needs, and the alignment of the strategy for knowledge transfer with corporate goals is

essential to satisfy market constraints. New models of learning and training are needed in order to let companies cope with a continuous competence upgrading, standardization of skills and detection of skill gaps in the organizations (Kulkami, 2013)

E-learning and knowledge management systems have been recognized as an effective answer to the demand for flexibility in training. They allow people to regularly and efficiently acquire new knowledge and expertise, through a continuous participation in the training process. This kind of learning satisfies time and space constraints and leads to an effective strengthening of the permanent development and certification of human knowledge and expertise (Opiyo, 2015).

2.2.3. E-Payroll

Payroll is a cardinal activity for every organization to pay employee precisely their salary and benefits on time. For a competitive organization, the idea of taking control of employees pay calculations is quite confounding. The objective of computer base payroll system is explained in simple terms what payroll connects and demystify the payroll processes (Kaur & Grover, 2012). Moreover, it is a solid tool to streamline the time consuming and complex tasks of employee payroll management. This system provides data access for multiple users. Each user can observe the entire payroll process as per rights allocated by adding new employee to generate pay slips with clear step by step instructions (Opiyo, 2015). Furthermore, the system is flexible to implement changes in pay scales. This computer based payroll system can keep a record of employee data including their pay, allowances, deductions and taxes on monthly basis so that fresh definitions are reflected from the month onwards, which leaves all the past data intact. The proposed computer-based payroll system is advantageous as it provides a user-friendly environment. This payroll system increases security and minimizes human calculation errors (Mahajan.K,Shukla.S, 2015).

2.2.4. E-Time and Attendance Module

HRIS time and attendance have the facility to define different working calendars and shifts for different attendant groups. The system allows for issuing permission regarding delay, overtime etc. The employees' on and off will be entered through a special screen and the system will automatically show the delayed, absent and overtime hours as per the defined working shift for the employee (Anzari, 2011). Time and attendance module must provide a centralized time and attendance system to record and track employee hours and work schedules of various departments in organizations. In the past, HRM employees were required to fill out timecards on a biweekly basis. The process of gathering the data varies throughout the county. The preferred system should make use of web technologies for reporting and administration to

collect data from several different input sources which may include badge terminals, biometric system (hand scan or finger print) to capture and record sign-in and sign-out times at the physical locations, PC transactions are not to be limited to arrival and departure, telephone and smartphones with a reliable and secure means of collecting and recording time and attendance. In addition, the system should be able to easily and effectively integrate with the other modules identified within this RFP (Deb 2014). Many authors have defined time and attendance systems in various manners. Time and attendance system (TAS) is a common employee timekeeping process and management benefiting system. It is online and applies comprehensive means to process, record, and track a variety of time-related benefits for employees.

2.2.5. Employee Self-Service Module (ESS)

Employee self-service (ESS) is a web-based application that provides employees with access to their personal records and payroll details. ESS features include allowing employees to change their own contact details, family members and benefits. ESS also allows administrative tasks such as applying for a leave, reviewing of timesheet, inquiring about available loan programs, requesting for overtime payment, viewing of compensation history, and submitting of reimbursement slips. With the emergence of ESS, employees can transact with their human resource office without physical appearance which is considered irrelevant in some transactions. ESS may be operated on an employer's intranet or via a web service (DiNapoli, 2009). The use of HRIS has also resulted in fewer transcription errors when the employee directly enters his or her own information (Holm, 2008). Due to ESS systems not residing on a server, anyone with an Internet browser can access the services available on HRIS. This helps the organization by saving printing costs and helps the employee by increasing the rapidity of payment. Along with placing benefits and pay Information online, many organizations are now placing job placement information on the ESS systems to keep the employees informed. Additionally, training resources are more easily accessed by using an ESS system. The use of these resources improves the skill set of the employees and assists the organization in tracking skills and abilities of its employees (Kelly, 2013).

2.2.6. E-Performance Management Module

Performance appraisals are used for administrating remunerations and salaries and identifying individual employee strengths and weaknesses (Mathis & Jackson, 2010). It is variously called employee rating, employee evaluation, performance review, or result appraisal. It is used to assess an employee's performance and provide feedback about past, current, and future performance expectations (Beulen., 2009). HRIS allows the definition of different evaluation criteria; associates them with various evaluation forms; records the

evaluation results and auto generates the evaluation of performance for employees upon demand or on regular basis. Based on the performance and according to organization pre-configured business rules; this module automatically takes or suggests different actions (such as suspending annual increment, issuing a notice letter) and subsequently updates the financial status of the employee or his training program (Strohmeier, 2007).

2.3. Organizational Performance

The goal of any organization is not only to survive, but also to sustain its existence by improving performance. In order to meet the needs of highly competitive markets, organizations must continually increase performance (Karamat, 2013). Prior literature suggests that role of HRIS is critically important for achieving the performance of organizations (Opiyo, 2015) & (Mahajan.K,Shukla.S, 2015). According to Karamat (2013) organizational performance means the conversion of inputs into outputs for achieving certain objectives. There are different ways to measure organizational performance, it has been judged upon the cost management, sales performance, market share, profitability, customer base, number of branches, time management and HR department performance which lead towards the growth (Mahajan.K,Shukla.S, 2015).

2.4. Dimension of Organization Performance

There are several dimensions which measure the organizational performance, it has been judged upon the cost management, sales performance, market share, profitability, customer base, number of branches, time management and HR department performance which lead towards the growth (Opiyo, 2015), (Mahajan.K,Shukla.S, 2015).As well as organization effectiveness is a very important concept when considering about the organizational performance. According to Kumara & Parumasur (2013). There are three main dimensions to measure the organizational performance as time management, cost management and HR department performance

2.5. Relationship between Human Resource Information System & Organizational Performance

Overall relationship between HRIS and organizational performance can be described under three main dimensions of organizational performance.

2.5.1. HRIS and Time Management

HR workforce used to be overburdened with the administrative task of keeping records on staff using manual spread sheets which were complicated and time consuming to capture and

maintain. Hence, HR information systems were implemented to reduce the total time that employees spend on routine administrative functions (Chakraborty & Monsor, 2013). This enables HR staff to focus on more strategic tasks and become a strategic provider or professional consultant to the rest of the organization and business (Mahajan.K, Shukla.S, 2015). However, researchers have found that although upgraded HRIS are being used to automate and devolve administrative tasks which is traditionally undertaken by the HR function, the system is not currently being used in ways that contribute to the strategic direction of the (Mahajan.K, Shukla.S, 2015). HRIS acts as an enabler to increase strategic focus as HR depends on organizational attention, understanding of technological responses to HRM complexity and success in change management to facilitate user acceptance. An online streaming HRIS can process huge amounts of data with accuracy, thereby preventing employees from having to do such activities manually. Furthermore, many HRIS incorporate self-service options whereby employees can access and update their own personal records, change or enroll in employee benefit plans and respond timeously to employment opportunities in other areas thereby saving the employee time and the HR personnel effort in engaging in routine activities (Bondarouk & Ruel, 2009). It also enhances the ability to create reports and analysis information speedily and accurately, thereby making workforce easier to manage. Troshani, Jerram, & Hill (2011) & Kumara & Parumasur (2013). Believing that providing employees with access to their information increases the transparency of HR processes, helps them to get a better understanding role of HR in the organization, and makes them feel they have control over their information which can lead to an enhanced sense of fairness and job satisfaction.

2.5.2. HRIS and Cost Management

Whilst it could be a large investment into acquiring an HRIS, many organizations view it as a long-term investment. Costs are decreased when an HRIS is implemented due to less paper being used, less space being taken up, and due to the system being fast and more accurate. (Chakraborty & Monsor, 2013). Therefore, the excessive costs of HRIS can be justified and organization will begin to experience its return on investment. Being a computerized system, HRIS should provide capability for more effective plans, control and manage HR costs such as labor and recruitment costs (Khera & Gulati, 2012). The use of HRIS would reduce HR costs by automating information and reducing the need for large numbers of HR employees; by helping employees to control their personal information; and by allowing managers to access relevant information and data, conduct analysis, decide, and communicate with others without consulting an HR professional (Ferdous, Manir, & Bhuiyan, 2015). As cited in (Chakraborty & Monsor, 2013) "The findings of the survey reveal that HRIS has a very important role to play in saving cost for record keeping as about 86.7% of the respondents who have their opinion in favor of its role in saving time. Similarly, respondents believe that it plays a role for saving cost

for all the areas of training, information sharing and documentations”. They found that the greatest benefits of implementation of HRIS were the quick response and access to information that it brought. Moreover, the application of HRIS would minimize HR related costs by automating information and reducing the number of HR employee (Chakraborty & Monsor, 2013).

2.5.3. HRIS and HR Department Performance

HRIS has a spillover effect to almost all HR functions such as application tracking in recruitment and selection, personnel information and identification, salary planning, absenteeism analysis, turnover analysis, work scheduling, training and development, performance management, succession planning, compensation, conflict resolution and manpower planning (Troshani, Jerram, & Hill, 2011). As a result of the poor performance or a glitch that occurs in the system, all the relevant HR divisions will be affected and will suffer. Thus, an organization must be extremely cautious when choosing HRIS, to ensure that it positively impacts various other HR functions. In most of the situations, HRIS leads to greater efficiency with regard to making decisions in HR. HRIS enables the organization to achieve improved efficiency and quality in HR decision-making and improving employee and managerial productivity and effectiveness (Obeidat, 2012). According to Ankrah & Sokro (2012), HRIS helps in the strategic activities of HR managers, it is dominant in identifying occupied and unoccupied positions in an organization very effectively and accurately and therefore, assists in planning the organizations human resources both qualitatively and quantitatively. The latter benefit was also emphasized by (Ferdous, Manir, & Bhuiyan, 2015). Similarly, Sadiq, Khan, Ikhlq, Mujtaba, & Nova (2012) found that HRIS produces more effective and fast outcomes. It has brought an improvement in the overall HR functions and has assisted in aligning HR practices with the organizational strategy, identifying improvement areas and keeping ahead of current practices thereby enhancing the efficiency of the HR function. Ponduri (2016) in the study quality of human resource information systems at commercial bank of Ethiopia stated the implementation of HRIS to ensure system integrity. Despite the contributions of IT department for the operations in the organization’s IT has not been fully explored in all dimensions, particularly in human resource department. Most of human resource practices are operated manually because of lack of implementation. In addition to the above fact, lack of consecutive training on the studied area is insufficient so it creates major drawback through practice. Powered by information system and Internet, almost every process in every function of HRM has been computerized today. Therefore, by making the HRIS a part of the organization, the HR department can transform itself to be a strategic business partner.

3. Methodology

This study is intended to investigate the impact of HRIS on perceived organizational performance of apparel organizations in Sri Lanka. It is evident from the previous studies that greater the HRIS in the workplace, higher the impact on organizational performance. According to Opiyo (2015) a conceptual framework links the independent variable to the dependent variable. The following conceptual framework depicts the relationship between the independent variable and the dependent variables.

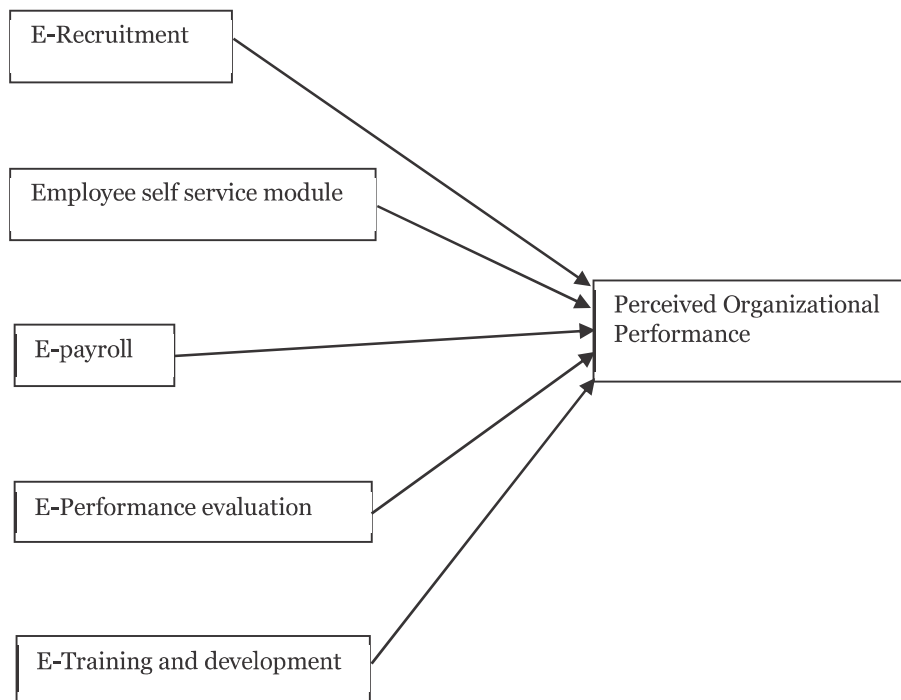


Figure 1: Conceptual framework of the study

Based on previous literature following research hypotheses H1 to H5 have been drawn.

H1: There is a significant impact of E-recruitment on organizational performance.

H2: There is a significant impact of the E-training on organizational performance

H3: There is a significant impact of E-payroll on organizational performance

H4: There is a significant impact of E- performance evaluation module on organizational performance

H5: There is a significant impact of Employee self-service module on organizational performance.

The research design engaged in this research is a cause and effect study because this research is to find out whether human resource information systems influence on perceived organizational performance of apparel organizations in Sri Lanka. In this research, deductive approach is adopted because the researcher will examine the established theory and quantitative data will be collected for this research. Quantitative research will be used in this research because this researcher will gather numeric or measurable data. Researcher will test the relationship between variables using measurable data (Creswell, 2003). This research will collect primary data because it is more accurate and relevant to the studied context compared to secondary data. Total population for this research is employees in HR department of selected apparel industries. Convenience sampling technique from the cluster of non-probability sampling techniques has been engaged to pool a sample size of 120 employees in HR department of the selected apparel organizations who are familiar with HRIS usage. In line with quantitative research, this study will engage Likert - scale questionnaire to collect primary data from the target respondents. Furthermore, to assure accessibility researcher adopted self-administrated questionnaire in order to avoid problems such as lack of data or no respond from the participants. Questionnaire will be distributed to employees in HR department of selected apparel organizations and asking their favor to fill in. Moreover, ensuring no ethical issues, this study has paid special attention to assure respondents confidentiality and right to respond or reject the questionnaire. Finally, to analyze the collected primary data statistical package for social science (SPSS) is used and analyzed through descriptive analysis, correlation analysis, and regression analysis to build the nexus between the independent variables and dependent variable.

4. Results and Discussion

4.1. Reliability

Before the statistical analysis, reliability test was performed to identify the reliability of each construct which was used to measure research variables. To test reliability of organizational performance and dimensions of HRIS Cornbrash's alpha was calculated. The results are shown in table 4.1.

According to the table 4.1, all Cornbrash's alpha value for each independent and dependent variable are higher than 0.70. It contemplates that the all variables fulfill the necessity of reliability of the research.

Table 1: Results of Reliability Analysis before Validity Test and after Validity Test

Variable	Cornbrach's Alpha
E-Recruitment	.850
E-Training and Development	.886
E- Payroll	.796
E-performance Employee self-service	.857
Employee self service module	.072
Organization performance	.745

Source: Survey Data, 2019

4.2. Validity

The content validity of the instruments was ensured by conceptualization of the variables on literature, and indirectly by the high internal consistency reliability of instruments as denoted by alphas. Construct validity of the variables of the study was ensured by the fact that correlation and regression analysis support by formulated hypotheses linking the relationship between the independent variable and the dependent variable. Further, validity of the study has been confirmed through the factor analysis. Factor analysis is often used in data reduction to identify a small number of factors that explain most of the variances that is observed in a much larger number of noticeable variables.

Table 2: Kaiser-Meyer-Olkin Measure of Sampling Adequacy

Variable	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
E-Recruitment	0.629
E-Training and development	0.753
E-Payroll	0.763
E-performance	0.633
E-self service module	0.754
Organizational Performance	0.735

Source: Survey Data, 2019

According to the table 4.2 The KMO value is greater than 0.5 which shows the sampling is adequate in apparel organizations and in factor analysis it showed that most of factor correlation of apparel organizations rely between 0.3-0.9 which emphasize that there are no validity issues in the data set.

4.3. Normality Test and Multi- Collinearity

The Skewness test of this data falls between 0.451 to -0.753 and denoted that skewness of the data is in an acceptable range. While the kurtosis result of this data falls between 0.098 to -0.028, this conveys that the kurtosis of this data is all in an acceptable range. So, the data collected will be considered normal. Two major methods were used in order to determine the presence of multi- collinearity among the independent variables in this study. These methodologies involved calculation of both a tolerance test and variance inflation factor (VIF). The results of these analyses are showed in the table 4.3.

Table 3: Normality Test of Data

Variable	Tolerance	VIF	Skewness	Kurtosis
E-Recruiting	.370	2.701	-.478	.124
E-Training	.797	1.255	-.560	-.028
E-Payroll	.371	2.697	-.495	-.186
E-Performance	.888	1.126	-.753	.394
E-Employee self Service	.679	1.473	-.451	-.200
Organizational Performance	.721	1.213	-.631	.098

Source: Survey Data, 2019

According to the above data reported in the table 4.3 none of the tolerance level is <or equal to 1 and all VIF values are well below 10. Therefore, measures selected for assessing independent variables of this study do not reach levels indicative multi collinearity. It is evident that there were no auto correlation problems in the data used in this research.

4.4. Analysis of HRIS Usage

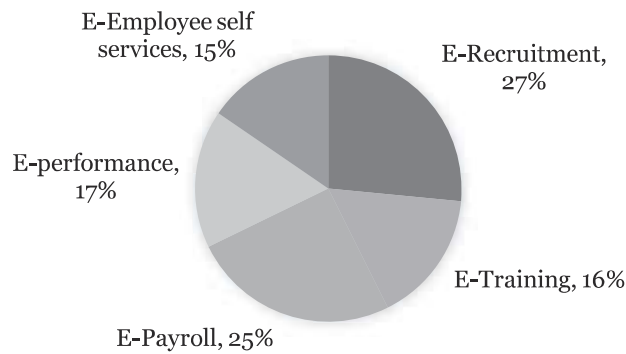


Figure 2: HRIS Usage

When considering the HRIS usage of selected apparel organizations over their HRIS functions can be illustrated as follows. As per the analysis HRIS has been used for E-recruitment and E-payroll when compared with E-performance-training and E-self-service modules.

4.4. Descriptive Analysis

In this section, researcher tries to identify the level of responses given by the sample regarding each independent variable and dependent variable. Identification of the effective use of HRIS is done through analyzing responses given to each question in the questionnaire.

Table 4: Descriptive Statistics

Variable	Minimum	Maximum	Mean	Std. Deviation
E-Recruitment	1.250	4.250	3.093	.689
E-Training	2.000	4.250	3.012	.616
E-Payroll	3.000	5.000	4.560	.432
E-performance	2.000	5.000	4.018	.765
E-Employee self Service	1.750	5.000	3.793	.829
Organizational performance	2.600	4.800	3.765	.688

Source: Survey Data, 2019

The above table 4.4 shows the mean value, standard deviation for each element of the study. Mean value provides the idea about the central tendency of the values of a variable. Number of observations of each variable is 120. Standard deviation and the extreme values (minimum in comparison to maximum value) give the idea about the dispersion of the values of a variable from its mean value. The minimum value is 1 while maximum value is 5, e-recruitment mean value is 3.093 and standard deviation is 0.689, e-training mean value is 3.012 and 0.616 standard deviation, e-payroll mean value is 4.560 and standard deviation is 0.432, e-performance mean value is 4.018 and standard deviation is 0.765, employee self-service mean value is 3.793 and standard deviation is 0.829. In the dependent variables: Organizational performance mean value is 3.765 and standard deviation is 0.688. Those mean values indicate that the above independent and dependent variables are in agreed level.

4.5. Correlation Analysis

Using the Pearson's product moment correlation with two –tailed test of significance, the correlation was made to investigate any relationship between following set of variables.

Table 5: Results of correlation analysis

		E- Recruitment	E- Training	E- Payroll	E- performance	E- Employee self Service	OP
E- Recruitment	Pearson						
	Correlation	1					
	Sig. (2-tailed)						
E- Training	Pearson	.315 [*]					
	Correlation		1				
	Sig. (2-tailed)	0.031					
E- Payroll	Pearson	.369 [*]	.562 ^{**}				
	Correlation			1			
	Sig. (2-tailed)	0.011	0				
E- performance	Pearson	.372 [*]	.379 ^{**}	.488 ^{**}			
	Correlation				1		
	Sig. (2-tailed)	0.01	0.009	0			
E- Employee self Service	Pearson	.365 [*]	.427 ^{**}	.538 ^{**}	.549 ^{**}		
	Correlation					1	
	Sig. (2-tailed)	0.013	0.003	0	0		
OP	Pearson	.725 ^{**}	.605 ^{**}	.734 ^{**}	.749 ^{**}	.557 ^{**}	
	Correlation						1
	Sig. (2-tailed)	0	0	0	0	0	

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2019

Further Table 4.5 revealed that all HRIS related human resource functions are positively correlated with organizational performance (OP) and there is a significant relationship between overall HRIS usage over r(IC) the organizational performance ($p > 0.05$). The Pearson correlation value for E-Recruitment (0.725), E-Payroll (0.734), E-Training and development (.605), E-performance (0.749) and E-Employee self-services 0.557 when compared with the organizational performance and all were significant value is 0.000 ($p < 0.01$). Hence, these results support the confirmation of that is a significant positive association with HRIS usage over organizational performance of apparel organizations in Sri Lanka.

4.6. Multiple Regression Analysis for Dependent and Independent Variables

When considering the Regression model was fitted at sig value of 0.000 ($p < 0.05$). Further, the adjusted $R^2 = 0.619$ means 61.9% of the variation in organizational performance is described by using HRIS and remaining 39% of organizational performance apparel organizations are described by other factors which are beyond the study.

Results of the multiple regression analysis have been presented in the table 4.6.

Table 6: Regression results of HRIS usage and Organizational performance

				F=	
Adjusted R ² =0.619		R ² =.574		20.618	Sig.=0.000
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	(Constant)	0.611	0.385		
	E-recruitment	0.199	0.091	0.208	2.185 0.021
	E-Payroll	0.267	0.094	0.282	2.83 0.003
1	E-Training	0.152	0.086	0.165	1.77 0.085
	E-performance	0.176	0.091	0.175	1.941 0.049
	E-Self service module	0.051	0.076	0.051	0.669 0.525

Source: Survey Data, 2019

According to the statistical data, unstandardized coefficient beta value for E-recruiting, E-training, E-payroll, E-performance and Employee self-service are 0.199,0.267,0.152,0.176,0.051 respectively, it can be explained that there is a positive impact of E-recruiting, E-training, E-payroll, E-performance and Employee self-service and performance of the organization. E-recruitment, E-payroll E performance are significant at 0.05 level (sig. value is 0.021,0.003 and 0.049 respectively which is less than 0.05 level) which were able to support research hypotheses (H1: There is a significant impact of E-recruitment on organizational performance, H3: There is a significant impact of E-payroll on organizational performance, H4: There is a significant impact of E- performance evaluation module on organizational performance),but the e-Training and e-Self service module are not significant predictors as they are not significant at 0.05 level which sig value is 0.085 and 0.525 respectively which were considered as rejected hypotheses of the study (H2: There is a significant impact of the E-training on organizational performance, H5: There is a significant impact of Employee self-service module on organizational performance)

Finally, linear regression models were used to analyze further about the linear relationship between dependent and independent variables.

$$\text{Perceived Organization Performance} = 0.199 (\text{E-Recruiting}) + 0.267 (\text{E-Training}) + 0.152 (\text{E-payroll}) + 0.176 (\text{E-Performance}) + 0.051(\text{Employee Self Service})$$

5. Conclusion

The main objective of the study was to find out whether HRIS dimension of Recruitment, E-Training, E-payroll, E-performance and Employee self-service have an impact on perceived organization performance. According to the correlation analysis, positive relationship shows independent variables; e-recruitment, e payroll, e-training performance, Employee self-service with dependent variable perceived organizational performance. When considering significant value of explanatory variable there are perfect significance among independent variables as e-recruitment, e-payroll performance, and dependent variables at the significant level 0.05. But in e-training, Employee self-service is not significant. Its value is above the significant level 0.05 as per regression analysis. Hence, study can conclude that E-Recruitment payroll and E-performance are the significant predictors of apparel organizations on perceived organizational performance leading to time management, cost saving and HR department performance.

5.1. Recommendations

Every organization wants to perform HRIS to their current environment and need to embrace HRIS for better performance, based on the above findings. HRM is one of the most important strategic areas for the development of an organization since their front office employees are in continuous interaction with clients and back office employees are responsible for the tasks oriented to constant service, product improvement and competition with other organizations. This is where adequate HRIS is significant. It can be more than a tool for following employees' basic demographic data and working hours. It can be a tool for identifying highly potential employees and directing them to areas of their working interest. It can provide the management with the information of not only what was done, but who had done it. It also enables to give feedback and not just to take disciplinary, but also rewarding actions towards employees. Online recruiting offers a variety of tools including pre-employment screening, personality assessments and testing to screen candidates to allow selection of qualified candidates who match the organization's values and culture with minimal human interaction. Many recruiting software packages offer a variety of these services that can be customized to meet organization's specific needs for each job. Online recruiting reaches a much larger or more targeted audience than other methods do. E-training will equip the employees with knowledge and skills to effectively and efficiently carry out tasks which will be in the long run to enhance performance. E-payroll administration will help organization to perform calculations that have effects on the business including reduction of costs in HR functions thereby enhancing the overall performance. Employee self-service module will offer a variety of tools including employee self-information collection, self-induction services and self-leave apply services and thereby it improves the organizational performance.

The study therefore recommends that every organization should adopt human resource information system as it was found to give updated quality information. The study also recommends that there is a need of an organization to invest in technology and training as this will effectively enhance their performance. However, HR department is less likely to update with the emerging technology. The organization should facilitate the department while providing the necessary infrastructure such as network equipment, servers, terminals etcetera along with the upcoming technological changes. The knowledge and skill of employees to handle the HRIS functions are critical for the high effectiveness in the computerized systems. The following may assist organization to make the employees exposed to the technology in many ways:

- Providing training for employees who use human resource systems for HRM activities.
- Facilitate employees to provide their suggestions to improve the effectiveness of human resource information systems.
- Regular meetings between HR manager and HRIS development team, in discussing key matters of the people affecting in HRIS.
- Encouraging the employees in involvement of HRIS

However, HRIS developer should provide quality and user-friendly human resource information systems to their clients which are able to enhance the effectiveness of human resource functions. It also needs to provide necessary and adequate information regarding HRIS modules to their clients for encouraging them to utilize those modules. The effectiveness and the efficiency of implementing HRIS in an organization is always determined on the familiarity of the system to the users. HRIS is not a regular application used commonly among people and therefore the users must be given a proper training and sound exposure. Otherwise the user will face many problems when they have started using HRIS for the first time. HRIS implementation is done through three phases viz. adoption, impact and institutionalization. Technology has an impact on various jobs in organizations, and it had the highest impact on the organizational performance. About executives who depended on different types of information will have a great impact on decision-making and they respond differently. HRIS had great impact on giving better services for the managerial decision-making process. (Swathi,2019).

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