

THE EFFECT OF INFORMATION TECHNOLOGY ON HUMAN RESOURCE PERFORMANCE

Mr. NADER NAGHSHBANDI*

MR. ROBERT MOSOMI OMBATI*

ABSTRACT:

Now we are in an age where we like to change it to a more fundamental transformation of the Industrial Revolution to remain viable and competitive.

Using the latest technology to achieve the highest level of improving their abilities and of their staff. Information technology is expected to improve the performance of Human Resource Management (HRM) by shifting its focus from administration or personnel management to strategic HRM. The strategic role of HRM is supposed to add value to the HR function, and leads the essence of HR function for transformation. The study examines HR function, transformation and Human Resource Information Technology (HRIT), thus investigating the role of HRIT playing in HR function transformation process, and the interrelationship between them. In today's world, information technology, human development and organization of the main axes of society and human nature, it also needs to be determined.

In human resource development to develop human capabilities and qualities to be performed as a continuous process. This realization depends on the use of information technology, in the constant process of production, processing, distribution and management, so, when information technology will solve the problems that develop in the service of human beings and human capabilities integrated into the development and utilization.

HR professionals need to pay attention to deal with the drawbacks brought by HRIT, which might lead to negative effect on both social interaction and information accuracy. In the second part, the analysis of empirical evidence provides insight into the practice role of HRIT in HR transformation. The empirical evidence shows that the devolution and decentralization of HR

* PhD Scholar, Dept of Accounting, JRNR vidyapeeth university Udaipur

function is leading to role dissonance between HR professionals and line managers, and the HR professionals do not always focus on strategic issue but still put attention to daily managerial and operational tasks.

Key word: information technology- human resource-human resource performance-human resource management-human resource information technology_ (HRIT)

Introduction:

Internet, our lives have changed and ways of communicating with others. Basically, the Internet all Aspects of human society are more or less altered. In recent years, the importance of the Internet and information technology - both in space and in time, in space, in particular - has increased considerably (especially with the increasing growth of Internet users and Internet service). Without a doubt, staff and environment work, the design of jobs, working conditions, and many other things have been affected by the Internet and information technology Because - in today's business environment - people and knowledge as they are the most crucial assets, it is clear that every company should be aware of it and be ready to accept the new changes. Knowledge and understanding of the new orientation, not only for IT professionals is necessary, but managers should also be aware of them.

IT professionals are able to function best when they understand the mission, vision, and values of their organization; clearly understand their role in the organization; recognize technology's part in fulfilling the organization's goals; and feel that the values of the organization are consistently upheld by leaders (Glen, 2003). IT supervisors have the ability and responsibility to emphasize at the turn of the century, the world has witnessed a revolution in the field of human resources, human resource has become on indispensable factor and a real necessity for achieving success for establishments in all sectors. Establishment has become more aware of the strategic role played by human resource information in general and the accounting information system in particular in achieving a competitive outstanding quality.

In today's world, information technology, human development and organization of yeast and human resource development and the main axes of society and human nature, it also needs to be determined. In human resource development, human cognition should always new capacity, to develop human capabilities and qualities to be performed as a continuous process. This realization depends on the use of information technology, information technology, such as the

constant process of production, processing, distribution and management, so, when information technology will solve the problems that develop in the service of human beings and human capabilities integrated into con-and may lead to the development and utilization.

The concept of information technology: An Information technology and hardware system before a system is a set of patterns of thought and cultural production culture it can be called information. Without the production of information, IT systems cannot be sustained. So, what IT is critical thinking-oriented information? IT Connect is a combination of computer and supercomputer produced useful ideas and tools such as wire and cable is not. In information technology, intelligent people think that the information produced Production of information, policy information, collecting data, summarizing data, this area, the sensitivity of information processor; thinking, network, optimization, integration, Pzhvshngry; Rvshsazy, storage, transmission the concept of human resource development:

The concept of human resource development, human qualities with which organizations should not have any problem with the scientific insight with compassion and commitment of all abilities, energy, and expertise in their thinking and constantly achieve organizational missions product quality and production values to create a new organization. Generally, the following components of human resource development:

1 - create scientific knowledge and knowledge workers; 2 - Production and balanced behavior of the employees; 3 - creating added value as the quality of staff; 4 - improving employability; 5 - Development of job skills; 6 - ability to solve problems of the form; 7 - doing things right; 8 - rational decision Making, 9 - harmonious personality growth in employees; 10 - the ability to combine new data sets. Strengthening decision-making skills Decision making is a process in which information plays a major role, the first decision should provide the information needed to make decisions and to synthesize information. The decision-making process, employees learn how to use the information. Any information that is accustomed to my hand, we decide that it is not professional. And desperate people are relying on opinions not solve any problem lay not only human but also brought into confusion. This may be caused by lay people to talk to and get information from the people making the wrong moves in (4). Indicators of human development is the decision making process of information and resources available Ghymvsq alternative sources of information that it requires data structure is Nowadays, process re-engineering using information technology in various areas such as human resources, payroll, recruitment and

selection, training, performance appraisal, reward and implementation of organizational culture plays a major role in order to achieve goals.

Information technology is expected to improve the performance of Human Resource Management (HRM) by shifting its focus from administration or personnel management to strategic HRM. The strategic role of HRM is supposed to add value to the HR function, and leads the essence of HR function to transform. This study examines HR function, HR function transformation and Human Resource Information Technology (HRIT), by investigating the role of HRIT playing in HR function transformation process, and the interrelationship between them. The research consists two parts: a theoretical review and a meta-analysis of empirical data. For both parts, all the research data comes from peer-review academic papers, and 43 of them are used. In the theoretical chapter, HR function, HR function transformation and HRIT are conceptualized. Firstly, the HR professional is moving from operational level to strategic and managerial levels. Line managers have taken an important part of HR function. Secondly, HR function transformation is a business process that changes the HR tasks and expands the involvement of actors in HR function, and that makes HRM concentrate more on strategic, value-creating activities for the long-term business objective. Thirdly, HRIT is supporting and forcing the traditional HR function to transform, and changes the way of management. However, HR professionals need to pay attention to deal with the drawbacks brought by HRIT, which might leads negative effect on both social interaction and information accuracy. In the second part, the analysis of empirical evidence provides insight into the practice role of HRIT in HR transformation. The empirical evidence shows that the devolution and decentralization of HR function is leading to role dissonance between HR professionals and line managers, and the HR professionals do not always focus on strategic issue but still put attention to daily managerial and operational tasks. On the other hand, the HRIT is considered as indispensable parts on supporting HR function transformation. It is because HRIT provides the platform and opportunity for HR function transformation and shifts the traditional HR function to technology-based new function.

The HR role in IT Human Resources Development:

Career planning tool is a generic, learning, knowledge-based system that helps top leaders to manage the personal development and path career of employees. One of the most important online supports within Human Resources is tracking the Human Resources Development Core Processes. The tool should provide all necessary information about individual succession

planning of employee, next development measures or evaluation of overall performance and review of the potential. Experience from many companies points out that the essential part of the tool is agreement of individual goals between employee and supervisor which should be directly connected to a business target. This is also connected with the fact that companies use determination of individual goals for employees in the full range in order to reach strategic goals of the company. One big advantage of the tool is that entered data are stored in database which provides attainability and visibility of the history anytime and simultaneously online system can provide a considerable cost saving. The tool should also include the reporting, it means provide information about needed trainings for employees, report about ideas for further employee's personal development. The above mentioned reports make easier the work of the Human Resources department.

Performance Management:

Enhanced performance management is another byproduct of technological improvement. Human resources professionals can use computer technology to assess employee performance and also to get employee feedback to be used for the betterment of the organization. Various software programs make it possible for human resources professionals to examine employee performance using metrics to ensure that employees are meeting performance standards. Employees that don't measure up can be subjected to additional training or let go in favor a replacement that can come in and do the job.

STRATEGIC HUMAN RESOURCE MANAGEMENT

Human capital refers to the full range of knowledge, skills, and abilities to produce a valuable outcome. At the upper rank of the organization, human capital is usually deployed to scan the process information, solve problems or recognize and seize opportunities and the like [10]. Human resource management is also a strategic and comprehensive function of business which enables employees to contribute effectively and productively to overall company benefit and the accomplishment of the organization's goals and objectives Strategic human resource management era and also behavioral perspective's study were defined in a decade ago. The behavioral perspective's advocates have districted that different behaviors need different kind of strategy. Hence, different practices of human resource management need different behaviors.

The linkage of strategy and human resource management are imperative important for several reasons. The reason of management linkage to strategy is explained and helps researchers to understand the role of traditional theories like the behavioral perspective in the new strategic posture of the firms. There is a general model which is conceptualized in the connection between HRM strategy, business strategy of environment, and organizational performances. Definitely, firms select the preferred business strategy based on their environment and competencies. The decomposition process happens in the different divisions and functional units while every unit's response to the activities specifically. Functional units found the underlying strategies which enable them to implement and develop the policy.

The development of HR systems:

Technological advancements in the HR field followed the development of the HR functions' business contribution. The key development eras can be viewed as:

- The personnel administration era – during which the record-keeping of transactional events Was the primary focus?
- The personnel management era – during which the different HR functions were more clearly Segmented, and started to develop as unique and specialized functions.
- The HR management era – during which the integration of HR functions transformed Personnel management into a strategic business entity.

Human Resource Management (HRM):

In today's knowledge economy, the success of organizations depends mainly on the performance of their human resources (HR) (Lippert et al, 2005). Human resource management is about the procedures and practices that encompass the human resource aspect within organizations (Dessler et al, 2013). Such practices should be connected to the overall strategy of the organization. This was discussed by Bratton et al, (2003) who stated that "the strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage". Many researchers supported this and

commented that the change from a primarily administrative personnel function to a more strategic position necessitates re-designing the nature of the HRM functions (Evans, 2005; Hussain, 2007; Wiblen et al, 2010; Sheehan et al, 2011). This functions re-design (planning, recruitment, selection, appraisal and performance management, reward management, development, employee relations, health and safety, and union- management relations) is estimated to provide HRM with a better opportunity of impact on strategic decisions in order to eventually improve organizational performance (Bowen et al, 2004; DeCenzo et al, 2010; Sheehan et al, 2011). Akhtar et al, (2008) added that training, participation, result-oriented appraisals and internal career opportunities should be considered as valid human resource management (HRM) practices. Many researchers have discussed issues in HRM and its functionalities. Martinsons (1997) and Beulen, (2009) in their investigation commented that distinguishing these functionalities arises from the perspective of organizational and employee-centric view. They added that the strategic dimension for organizational continuity and prosperity relies immensely on value and importance of the human capital which identifies knowledge as a significant part of this capital. Technology is the application of scientific knowledge for practical purposes especially in industry. It is the machinery and equipment developed from such scientific knowledge. It also refers to the making, modification, usage, and knowledge of tools, machines, techniques, crafts, systems, and methods of organization, in order to solve a problem, improve a pre-existing solution to a problem, achieve a goal, handle an applied input/output relation or perform a specific function. It is the purposeful application of information in the design, production, utilization of goods and services and in the organization of human activities. The basic role of technology in business include: efficiency and cost-effectiveness; business operations and strategies; marketing; security and organization as well as communication. Today, technology has moved to the front line in most organizations. It has become "strategic" in the sense that it is a necessary component in the execution of a business strategy. The paradigm shift is a fundamental change in just about everything regarding the technology itself and its application to business. "Organizations which do not make this (technology) transition will fail. They will become irrelevant or cease to exist." (Ardichvili, 2002).

Human Resource Information Technology (HRIT) functions:

When considering the impact of HRIT on the HR daily activities, some researchers have examined HRIT from its functions, such as the e-recruiting system, e-selection system e-performance system, and e-compensation system, and pointed out that HRIT can have both positive and negative influences on HR function (Stone, Romero & Lukaszewski, 2006). Through the investigation on these functions, the understanding of HRIT influence on the transformation of HR function can originate from the information flows, social interaction patterns, perceived control of individuals and system acceptance (Ashbaugh & Miranda, 2002; Stone, Romero & Lukaszewski, 2006). Information flows the application of HRIT can change the information flows significantly, due to the fact that the system enables users more efficiently to collect, disseminate and access the information (Stone, Romero & Lukaszewski, 2006). For example, in the recruitment, without the face-to-face interview and inquiry HRIT can make the applicants easier to collect information about jobs and to access to the HR professionals. In another case, HRIT can provide more frequent feedback to employees, and improve the supporting capability of an organization. Moreover, the information flowing among the various departments can help the HR professionals hold the complete and consummate information for strategy making. Although HRIT has increasing an organization's ability on data collection and management, there still some limitation on this aspect. For instance, the e-performance management system may not have the capacity to measure all the behaviors of the employees (Stone, et al., 2006). The system can measure the quantity, but not the quality. Thus, HRIT allows the HR professionals to manage large amount of information with great accuracy. The automation of HRIT is thought to be the best way to improve the effectiveness, and it becomes a valuable contributor of HR function. But in some cases, the system may not be as useful as traditional methods (Haines & Lafleur, 2008).

Conclusions:

This study concluded the following:

1. The human resource accounting information had a statistically significant influence on the accounting information systems of Jordanian companies. The results also showed statistically significant between human resource accounting information and reliability of the accounting information systems, the Impact of human resource accounting information has enhanced the

reliability which represents one of the qualitative characteristics of accounting information by improving the ability to deal with the data for companies.

2. Human resource accounting information had a statistically significant influence for ability to reduce cost, improve operational performance of through accounting information systems.

3. The use of Human resource accounting information in the accounting information systems for companies contributed to the improvement of services provided to the clients. Theoretical framework for understanding the components and applications "Human Resource Management Information System" is presented in an organization. It is obvious that the different levels of management and decision-making domains and data needed to determine the level of understanding the process of making arrangements for this system. The establishment of this system, managers at every level of decision making, with the necessary information to enable them to take better decisions concerned the most strategic resource.

References:

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.3.839&rep=rep1&type=pdf>

http://essay.utwente.nl/59968/1/MSc_Yu_Long.pdf

http://www.academia.edu/907367/Effects_of_Human_Resource_Management_Activities_to_Improve_Innovation_in_Enterprises

<http://researchtrend.net/ijet42/6%20KAMAL%20F.pdf>

http://essay.utwente.nl/59968/1/MSc_Yu_Long.pdf

Book of Human Resource Management Information System by Doctor Ahmed

Book of Human Resource Management by [Gary Dessler](#)