

## **EVALUATIVE STUDY HRIT IN HUMAN RESOURCE FUNCTIONS: A TECHNO HR PERSPECTIVE**

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**Abstract:** The ever increasing innovation in technology, personal computers and its usage for carrying out HRM function into a technology supported talent management center is now a norm in almost all modern organisations around the world. The influence of HRIT is not only within the HR department, but has invaded into every level and actively participates into the HRM activities. Furthermore, HRIT is playing an important role to realize the HR function in a more competitive and efficient way to achieve the organization objective. HRIT is now on its way to removing traditional HRM, reducing the HR professionals from using huge energy on time-consuming and tedious daily administration processes, instead help in HR professionals put in their attention to the consultation work and strategy formulating which should be the main tasks of higher management level in organization. HRM with the help of HRIT is dynamic and is designed to improve the quality of workforce decisions (e.g., determining who to hire, proactively managing employee turnover, or using job goals to drive employee development). Hence HRIT is determining even the Skill requirements, Skill expectations have come under scanner for many organisations and the solutions are not easily arrived at.

**Keywords:** Human Resource; Talent; Workforce ; Productivity; Processing ; Personnel; Line Leaders; Strategic HR

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**Objectives:**

- (i) To understand the recent developments in HRM technology and its impact on the business world
- (ii) To evaluate the strategies adopted by HRM professionals to make technology the most prerogative function
- (iii) To examine the relationship of Technology related HRM practices to overall success of the firm

**Methodology:** Review of Scientific Studies and related Literature of Secondary Data. Meta analytical secondary data review and review of related literature on HRM

**Data Used:** Longitudinal secondary data from varied and reliable sources

**Scope of the Study:** To contribute to Strategic HRM technology practices and its related HRM Literature.

**Review of Related Literature:**

**Ichniowski, Shaw, and Prensushi (1997) and MacDuffie (1995)** studied and supplementws more grounded examinations of employment practices and IT developement largely in manufacturing rather than in the service sector.

**Locke and Schweiger's (1979)** extensive review concluded that while participation may drive job satisfaction, it does not reliably influence productivity. In the absence of evidence of a universal relationship, HR and OB theorists have at least sought to answer two overarching questions.

**Vroom and Yetton (1973)** attempted to explain when or under what organizational conditions EI should be used to boost performance. Though contingency models examining employee-level traits and the appropriateness of different types of decisions find little support in the data (Miller and Monge 1986), more organizationally-grounded approaches, indeed, find support for a link between EI and performance.

**Kanter's (1983)** suggested that EI was appropriate for frontline staff if they had knowledge or expertise—tacit or explicit—not available at higher ranks within the organization, results that have since been replicated and generalized (Latham, Winters, and Locke 1994; McCaffrey, Faerman, and Hart 1995; Scully, Kirkpatrick, and Locke 1995). Aside from asking when EI might boost performance, OB research has examined how EI should be implemented to promote its performance benefits.

**Locke and Schweiger's (1979)** research sought to determine what institutional forms of EI might strengthen the link between EI and performance. The findings suggested that self-directed teams in which EI centers around everyday work are much more likely to drive performance than are weaker forms of participation, such as offline problem-solving groups or quality circles (Cotton, Vollrath, Froggatt, Lengnick-Hall, and Jennings 1988; Cotton 1993). However, even this seemingly safe conclusion has been called into question on methodological grounds (Leana, Locke, and Schweiger 1990). The HR and OB literatures diverge with respect to their treatment of technology. The work of Edmondson and colleagues exemplifies OB's nuanced examination of the role of technology in organizations. Channeling Kanter's conceptualization of frontline worker knowledge, they explain the effectiveness of new technologies as a consequence of the form of worker knowledge—tacit or codified—required to more-fully leverage new technologies (2001).

**Edmondson, Winslow, Bohmer, and Pisano (2003)**, the resistance stems from the deep-seated nature of hierarchical relations in an organization, hospitals in this case, and the high level of task interdependence required for the effective use of the technology under study. Interestingly, while OB, in particular, cares a great deal about the role of technology in organizations generally, neither HR nor OB reserves a place for technology in theory linking HR practices to organizational performance.

**Becker and Huselid (2010)**. One notable exception on the HR side is Mirvis, Sales, and Hackett's (1991) comparison of two very different technologies—computerized machinery in a metal fabrication factory and word processing technology in a publishing company.

**Huselid and Becker (1996); Locke and Schweiger (1979)** rather than as an appropriate object of study. As a result, despite a wealth of theoretical and empirical work linking EI to performance, HR and OB research has yet to fully examine EI and IT in tandem.

**Kelley (1996)**, found increased computerization in the machined products sector drives larger productivity gains in firms that involve workers through participatory structures.

**Batt (1999)** found that telecommunications sales representatives with access to new technology outperformed those not using IT, and that the size of the performance increment was greater for those workers reporting high levels of involvement in problem-solving and participation. Interestingly, ER research focused on EI and performance to the exclusion of technology have been unable to establish a conclusive link between EI and economic performance (Cappelli and Neumark 2001; Freeman and Kleiner 2000; Kleiner, Leonard, and Pilarski 2001).

**Appelbaum and Batt (1994)** suggests that measurement error may be the problem, as neither researchers nor practitioners have a single, shared understanding of the meaning of EI or how it actually occurs in workplaces. Instead, the dominant finding in the literature on high-performance work systems (HPWS) has identified “bundles” or clusters of employment practices as opposed to individual practices as significant drivers of economic performance (e.g., Becker and Huselid 1998; Ichniowski, Shaw, and Prennushi 1997; MacDuffie 1995).

**MacDuffie’s (1995)** groundbreaking empirical study measured technology very carefully in an effort to isolate the performance effects of employment practice bundles. However, it did not focus on the ways that certain employment practices managed to “unlock” new technologies. This study proffers an alternative explanation for the empirical elusiveness of the EIperformance link. It theorizes that the implementation of new technologies, IT in particular, offers one avenue by which EI positively influences performance, thereby filling a gap in the management literature left by scholars of ER, HR, and OB.

**Slichter (1941); Slichter, Healy, and Livernash (1960)**, that focus has been largely limited to trade union responses to new technologies that were intended to serve as substitutes for labor.

This oversight is particularly interesting given the attention that industrial relations theory has long given to the “technological context” for employment relations. As IT and other new technologies become even more ubiquitous, employment relations scholars would do well to look within both the IT and EI processes at work to better understand how and why they interact to affect performance outcomes.

**Appelbaum and Wohl (2000)** define transformation based on the meaning of change. They consider that both change and transformation are making something different from previous status. Change offers the development in certain fields when such alternation is required. The objective of changing should already exist and the result of change is to make things dissimilar or even better. On the other hand, transformation focuses on creating new things that do not exist before besides improving (they also define continuous transformation as “reinvention”). Thus transformation emphasizes making new context to make thing work better.

**Stockport (2000)** thinks that transformation is also a kind of change but more radical, and more likely to happen internally, concerning an organization. Such transformation may occur in the systems, structures, employees or culture. It is a wisdom way for long-time survival. Stockport (2000) divides transformation into four stages, namely “unconscious incompetence”, “conscious incompetence”, “conscious competence” and “unconscious competence”. In the beginning stage, most people in the organization do not feel necessary to transform, nor do they have the relevant ability to manage it. After this period, they start to consider the possibility of changing although still no action is taken, which is marked as “conscious incompetence”. The third stage is the core of whole transformation process. The factors, such as the participated mangers and employees, information technology, and knowledge management, need to be taken into account at this stage, and to develop a “conscious competence” to make the transformation happen. Finally it is the maturation stage – “unconscious competence”. The transformation is finished, and new system replaces the old one in daily business.

**Andolsek and Stebe (2005)** mention another role of HR professionals in their research: mediator in the industrial relations between managers and employee in organizations. The mediators are relationship builders. (Lengnick-Hall & A. Lengnick-Hall, 2003). They are responsible for

developing, nurturing, mentoring and supporting the relationship among the top, senior and line managers. This can be achieved through training, coaching and supporting to ensure that the relationships between every party are in the right direction. HR professionals should foster the organization culture, develop common working process, and ensure the communication and interaction is positive. Although the communication function is on the transaction direction (Lepak, et al., 2005), it is indispensable when certain HR activities are outsourced or involved in IT application.

**Som (2003)** reports the research at Lafarge: the HR in Asia mainly acts as business partner and culture builder; in Europe and the US mainly it works as trainer and in Africa plays as change-agency to lead the changing activities. The HR roles are transformed from the parent company in French and have their own significant roles in each region.

**Truss et al. (2002)** have done the research about different roles of HR professionals in different types of organizations (profit vs. non-profit) for eight years, from 1992 to 2000. They study the HR function in two organizations, National Health Service (NHS) and Citibank. In NHS, the HR professionals assist the employees, by creating effective communication channels between different work levels, and by making flexible working arrangement. Meanwhile in Citibank, the senior HR managers work as the internal consultant in stead of assistant for their employees. Another factor, the national difference also contributes to the functional distinction in HRM.

**Jacoby, Nason and Saguchi (2005)** have studied the national difference in HR function. They make mail survey to 229 Japanese firms and 145 U.S. firms. The results show the HR departments in both countries are responsible for executive decision-making. In Japanese, the main tasks of HR executives are responsible for employment administration and labor relations, that is to say, they put attention to individual employees. The role of the line managers The most important change of HR function is the participation of line manager and it even becomes the priority responsibilities of line manager. In recent years, many organizations have started to decentralize the management functions and the role of management has also been redefined. The fundamental and traditional role of HR professionals as administrative expert does not shift to strategic focus, but basically it is delivered to line managers.

**Hales (2005)** has made face-to-face interview in 135 organizations in London and the southeastern part of England to study the supervision and find out that the supervisory function is the main function of line manager, which was done by HR professionals. This traditional function includes translating the organization policies into action and operations, helping smooth the production process and giving support to their employees. The role of the line managers is defined as routine administrator, or consultant for their employees. He also finds that most of the researches about management after 1980s have pointed out that the traditional type of direct supervisory is under modification to suit the changing situation. The supervisory is still the core function of line managers but they also involve in business and personnel management as the role and management responsibilities are broadening. These management activities mainly concern the administration of individual employee performance, such as motivation, communication and monitoring. The line managers are more like the team leaders and “unit managers”.

**Francis and Keegan (2006)** also find the same phenomenon in their 200 interviews on HR professionals in UK and Ireland. With the technological change, lots of HR professionals’ tasks and hand-in-hand jobs are transferred to line managers by devolution, and the line managers are dealing with employees’ personnel issue, such as coaching, and handling employees’ dissatisfaction.

**McConville (2006)** has studied the role of middle line managers in three public organizations: National Health Service (NHS), Armed forces and the Fire and Rescue services. In this study, McConville tries to put forward new understanding about the new phenomenon that appears on the middle line managers.

**Valverde, Ryan and Soler (2006)** say that the other agents may be involved in the management of people, including top manager and external HR agencies. Their research results reveal that the top managers involve in almost of all HRM activities – hence HR function is shared and led by top managers. First, the top managers have priority on strategic making and leadership activities. Second, top managers also involve in various HRM activities. The research suggests that top

managers are heavily involved in administrative tasks and daily personnel management, such as determining the type of contract, and organizing the training resources

**Caldwell (2003)** has found that the HR roles are more multiple and conflicting than before. The study is based on a survey of 350 UK companies, and the results show the HR roles are not exactly the four mentioned in Ulrich's theory (1997). The most notable point is that the service provider and regulator are declined in Caldwell's result. Some HR managers see their main role as advisor or change agent, and the respondents also think that they have at least two other significant roles; by contrast, many people claiming that they do not have a main role.

**Hussain et al. (2006)** have done the research on "The use and impact of human resource information systems on human resource management professionals". They investigate the information system usage in different sizes of companies, and the impact of information system on HR professionals. They survey HR professionals in 450 organizations in UK by questionnaires and 11 senior executives by in-depth semi-structured interviews. The results show that, the size of organizations does not have strong influence on information system usage. The application of IT can enhance the strategy partner role of HR professionals, independent of the sizes of organizations. The researchers also noted that the HR professionals can raise the standing of organization through strategic use of information system. In a word, the application of information technology can provide value-add and raise the status of the HR professionals as a whole.

**Florkowski and Olivas-Lujan (2006)** have studies HRIT from a different point of view. They have evaluated eight information technologies that transform HR service-delivery in North America and Europe, including HR functional applications, integrated HR software suites, interactive voice response systems, HR intranets, self-service applications, HR extranets and HR portals.

**Gardner et al., (2003)**, in their research work, investigate the influence of extensive use of IT on HR professionals. Furthermore, they also examine how HR professionals handle the HRIT as well as how the expectations are placed on them due to the increasing reliance on HRIT. They

mail surveys to 1814 HR executives from SHRM (Society for Human Resource Management), and finally get 455 completed surveys. The results indicate that the more extensive use of HRIT, the greater information autonomy for HR professionals.

**Stone et al. (2006)** have studied the factors that affect the acceptance and effectiveness of HRIT. The primary purposes of the research are to consider the impact of e-HR on a set of human resource processes (recruitment, selection, performance management, compensation) and the impact of 43 individual and organizational factors on the outcomes of e-HR. They focus on four major variables – information flows, social interaction patterns, the perceived control of individuals and system acceptance, and apply the variables on the above human resource processes. In conclusion, the researchers argue that for both individual and organizations, the e-HR systems have showed a number of functional and dysfunctional consequences. For individuals, if the following conditions can be met, the application of HRIT system can be accepted by individuals and result in functional consequences: First, the information flows should be valid and bi-directional between and among individuals and systems. Second, social interaction among individual should be promoted. Third, the use of systems should be controllable. The authors noted that such systems have the potential to increase organization efficiency. For instance, they give great freedom and increase the ability for individuals on accessing to information.

**Haines and Lafleur (2008)** examine the possible influence of IT on the roles and effectiveness of the HR function. They send mail survey to 1556 senior HR executives of leading Canadian corporations, and get 210 questionnaires returned. The results reveal that the more frequent use of IT-supported HR applications, the more effective on strategic issue of the HR function, and this point of view is supported by other studies,

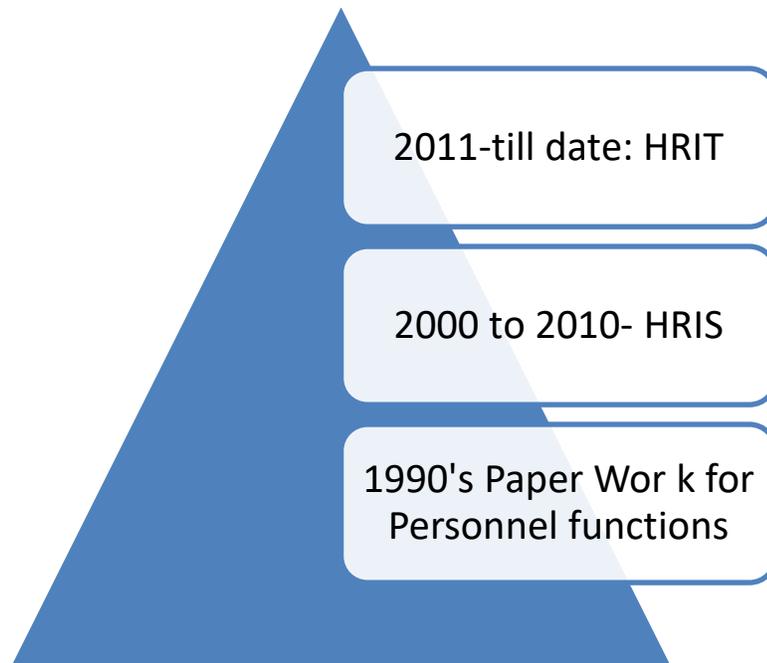
**Sam Ashbaugh et al. (2002) and Hussain et al. (2006).** They argue that the HRIT allows HR professionals to manage large amount of information with high speed and accuracy, which leads to more efficient information management. Therefore, they conclude that the powerful IT applications are associated with the increasing involvement of HR professionals in the role of change agent and the strategic role of business. In conclusion, HRIT provides the opportunity for

everyone to participate into HRM activities. HRIT supports various information flow among organization members, regardless the limitation of time and space. Thus, HR professionals can command and support their line and sub-unit managers to decentralize HR activities; meantime, such system can also provide the possibility to check the 44 outcome and feedback of the performance. With HRIT, HR professionals can jump out from the boundary of traditional HRM, focus on more strategic and consultative activities, and realize HR function transformation for value creation and delivery.

**Introduction:** The HRM function **focus more on administrative and legal processes** associated with employing people. HRM has grown manifold but still holds managing payroll, providing health care benefits, and handling the administrative and legal details associated with establishing and terminating employment contracts and providing basic care and feeding of employees. In the area of Talent Management the HRM function is associated as “getting the right people in the right jobs doing the right things.” In the present technology dominated business world, the right development is maximizing and sustaining workforce productivity is turning as a crucial support services such as processing expense reports, maintaining e-mail systems, or managing building facilities. The personnel management side of HR is moving away from line of business leaders unless it fails and the execution represents the strategic side of HR. The HR’s ability to increase business execution is the primary reason why HR matters to operations leaders. Line leaders rarely ask personnel management questions such as “how do I ensure people get paid on time?” They often ask business execution questions such as “how do I get people aligned around the company’s strategic goals.

**Metamorphosis of HRM to deliver business execution: The infancy stage** Pre 1990s witnessed Personnel Administration was the main function prior to HR automation technology were not even called “human resources.” The main focus of HR was on how to efficiently process employee paperwork. **Post 1990 to 2000, the** implementation of ERP technology which speeded up administrative HR tasks. Technological advancements like HRIS platforms made organizations to focus more on business execution and advances within HR related to predicting and changing employee behavior. The HRM focus went on to talent management techniques,(e.g., action learning, competency modeling, structured interviewing, goal setting).

Post **2001 to 2010**: The revolutionary move with advent of high speed Internet systems that allowed HR organization to more efficiently share data across what had previously been independent HR processes. For example, automatically importing data collected during the hiring process into systems used to support employee development and management. Post **2011 to till date** the companies are choosing cloud computing applications, HR organizations are spending less time maintaining in-house talent management tools and more time on how to most effectively use these tools to increase workforce productivity. The shift to the cloud also enables HR technology vendors to invest more resources into creating highly scalable, user friendly applications that embed HR expertise in tools that are accessible to line managers. This allows HR professionals to shift their energy from managing processes to actively supporting business execution. HR is focusing less on simply keeping track of who employees are, and more on ensuring these employees are being used effectively to support the company's short and long-term business strategies.



**Figure;1: The evolution of HRIT to Support HRM: Prof Dr.C.Karthikeyan**

**The evolutionary role of HRM to HRIT** functions and are more supported as HRIT is because organizations struggle largely about implementing well defined and efficient processes as the real business situation requires execution like predicting and changing employee behavior (e.g., identifying employees who have the potential to become future business leaders and giving them

assignments that allow them to realize this potential). Functions like Predictive analysis are what are required for an HR organization in the present industrial scenario to effectively support business execution. For example, understanding how to use goals to motivate employee performance or being able to measure employee performance in a way that allows the company to accurately predict future potential. The metamorphosis of HRIT Technology enables HRM function from administration to execution of business is now indispensable and this move from personnel management to business execution is pushed into then wished for. The evolution of HR as a set of integrated talent management processes designed to ensure a steady supply of high performing talent in critical job roles and with the advent of cloud based business execution, technology likened to the global positioning satellite (GPS) technology has on the use of street maps allows companies to take information off of shelves where it was rarely accessed and put it in the hands of decision makers when they need it in a format they can readily use. The result is an increasing number of HR organizations that are fundamentally and profoundly improving how line managers run their businesses, with the HRIT support.

**HRIT on HRM and its impact on Workers:** The digital handsets and gadgets in multiple forms have created different platforms to interact and with the internet and cell phones in a sophisticated scientific enterprises, entirely in a new technology businesses, the extensive array of knowledge and media endeavors, the places where crops are grown, the factory floor, and even mom-and-pop stores has been reshaped by new pathways to information and new avenues of selling goods and services. For most office workers now, life on the job means life online. The high value email comes despite the challenges of the past generation, including threats like spam and phishing and competitors like social media and texting. What is potentially surprising is that even in the face of constantly evolving forms of digital communication, potential threats like phishing, hacking and spam, and dire warnings about lost productivity and email overuse, email continues to be the main digital artery that workers believe is important to their jobs. Since taking hold a generation ago, email has not loosened its grip on the workplace. Impact due to internet, email and cell phones are to stay long than expected.

**Objective: (i) to evaluate the impact of HRIT on HRM existence and its impact on the business world.** The employee satisfaction, organizational loyalty, quantifying employee

turnover, keeping employees highly engaged and putting forth discretionary effort to propel the business forward is getting difficult in the technology dominated world. Though companies invest time and money and use periodic surveys by creating, administering, analyzing and reporting the results of an employee satisfaction still employees are dissatisfied with their physical workspace. Employees want free coffee, more opportunity for advancement and better pay, while others are thrilled with the new work-from-home policy.

The challenge now is will improving or reinforcing any of the identified issues have a measurable, positive effect on future employee retention or service to customers? In this cause-and effect framework, the quality of employees' experience with various aspects of the job and work environment influences their satisfaction with the employment experience. Their satisfaction with the employment experience influences engagement. Technological Intervention has changed the reward system for high-performing employees. Employee performance evaluations on actions and behaviors by opening up the lines of communication, with regard to expectations further down the line has become a mere formality as access towards anyone in organisation is more intranet based which has established job requirements on performance evaluation, a HR manager has now hands on tools at-hand to measure individual performance throughout to identify top performers for further development and establish a pay-for-performance compensation plan. The technology has ensured the compliance both the ways more convenient, confidential and transparency. Technology Intervention is helping in reducing employee turnover due to making workplace atmosphere a good way. Reasons of employee turnover includes an increase in pay, better work conditions, more interesting work, opportunity to learn new skills, and a feeling of a lack of respect or recognition in the current job for which the employee performance evaluations as a snapshot of the employee that includes a listing of past achievements, current projects, skill sets, and measurable behaviors. This information is now accurately gathered in a performance evaluation, managers compare current skills with those required for advancement in order to develop a training plan to provide the employee with continued learning opportunities. This process leads to greater job satisfaction, improved morale and employee retention because the organization is staffed with a workforce of people who are highly productive, continually learning new skills and being challenged to do their very best. HRIT impact on identifying areas for improvement; One of the key objectives of employee

performance evaluation that are closely related to the employee's ability to reach personal goals and contribute to the team and solve problems achieve goals, work together on proposed resolutions and emphasize problem solving and concentrating on future actions are made easy by HRIT. The employee evaluation focused on the key success topics to avoid potential negative feelings and defensive reactions or obstacles relate to a skill gap, or training plan or identify additional resources available for the employee to overcome the difficulties and become more successful are made more user friendly.

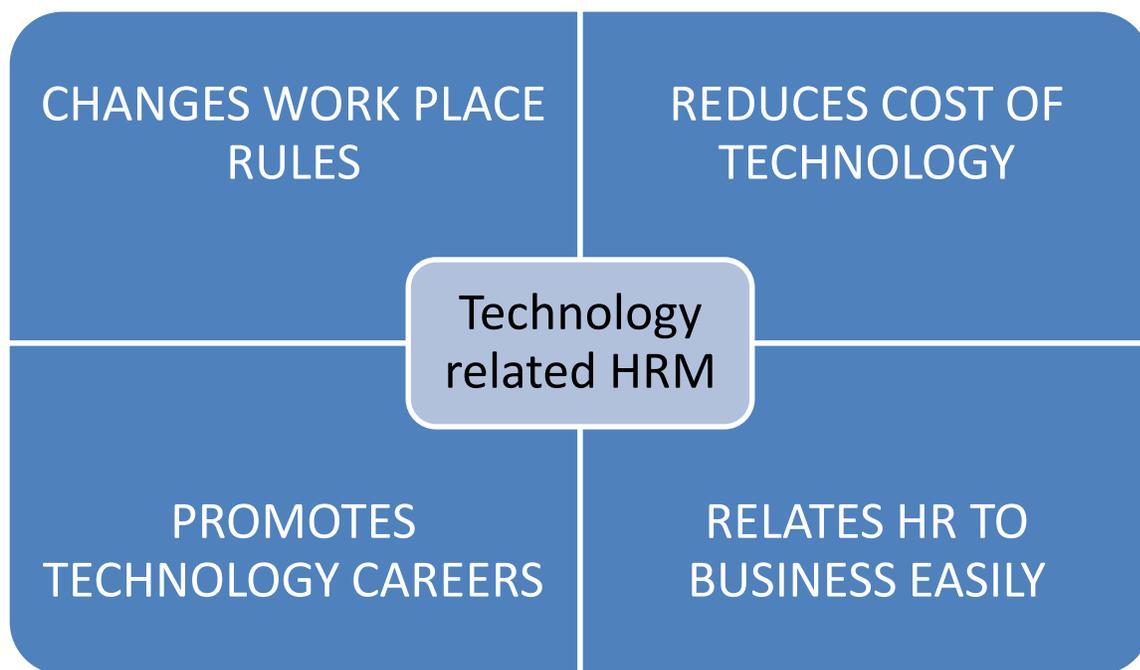
**Objective; (ii); to evaluate the strategies adopted by HRM professionals to make technology the most prerogative function**

**HRIT impact on regular and accurate documentation protects company legally;** An employee performance evaluation can also be used to protect your company. The evaluation is a detailed paper trail that allows your legal team to build an airtight case should you need to terminate an individual due to unsatisfactory performance. Upon meeting with the employee for the performance evaluation, you allow them the opportunity to discuss the events and present their side of the issue and see if you can resolve the situation together. The goal isn't simply to defend the company in court, but to advise the employee of what's expected of them and whether they are meeting those expectations. This documentation can be a very positive process as the employee may have been previously unaware of how his or her actions were affecting others and causing a breakdown of efficiency, and, once known, corrective measures can be put into place that will turn things around and may, as a result, create a new and better working situation for everyone on the team.

**Objective (iii) to examine the relationship of Technology related HRM practices to overall success of the firm**

**HRIT is now Changing Workplace Rules:** Technology makes it possible to telecommute, work from virtual offices and communicate with businesses and individuals across the globe. Flexible work schedules are popular because so many duties and responsibilities can be accomplished from an employee home or while the employee is traveling. The private sector initially became the test case for telecommuting arrangements, and the federal government

followed suit in its attempt to be competitive with industry in attracting qualified candidates. Remote reporting relationships are also a factor of improved technology. A manager of team members who live and work in different cities, and even different countries is becoming more common. **HRIT is reducing the cost of Technology;** As companies demand more sophisticated technology to help manage their businesses, the cost to develop and produce applications will likely increase. Customized programs that meet the specific needs of a business are becoming more popular as companies engage the services of functional and technology consultants. These experts can determine the type of solutions necessary to help the business run smoothly and efficiently. Companies such as SAP produce technology solutions for virtually every part of industry. SAP and similar firms routinely send to their clients functional consultants familiar with the type of business and technology consultants who know how to engineer the solutions. **HRIT is promoting HRM into technology careers;** Careers in computer science and information technology continue to grow. Students in colleges, universities and technical institutes seeking careers in this industry will likely be recruited upon graduation.



**Figure 2; Relationship of Technology to HRM in Modern Organisations: Designed by Prof Dr.C.Karthikeyan**

## Findings and Conclusion

Under the HRIT management environment, the task of advisory service of HR professionals is increasing, which provides for both higher management level and the lower line management, and employment level. The function of HRIT includes the human resource planning, recruitment, and in-office management (personnel information management, attendance and absence management, training management, performance management, welfare management, and relationship management), authorized for line managers and employees to finish. Therefore, besides being responsible for the HRIT management, HR professionals pay more attention to HR function through the platform of HRIT, but not carry on the massive data maintenance, which function is gradually shared by line managers and employees. With the utilization of HRIT, HR professionals become the core of the HR service net. The HR professionals can be considered as both the service provider and service buyer according to different objectives of business. From the aspect of line managers and employees, they are the customers of HR professionals. The related business processing can be completed through the on-line interaction: the line managers and employees can obtain the “product” and “service” from HR professionals via internet. The HR professionals can “purchase” various kinds of human resource management service and expertise information from external providers, for instance, Consultant Company, e-learning service provider and so on. The issue with common service provider is also changing from paper work to on-line management, such as insurance management.

The HRIT puts the information on HR professionals’ desks and makes those data easily accessible, which enables the function of HR professionals and keeps the function strategic and controllable under decentralized situation. HRIT management comes after the application of HRIT. The extensive use of HRIT compels managers and employees to acquire new skills and knowledge, in order to make use of the new systems and technologies. HR professionals partially turn attention from personnel and strategic issue to HRIT related performance, such as the training on using of HRIT, and maintaining the HRIT applications. Thus, these HRIT-related functions are the new responsibility of the HR professionals. Therefore, the extensive use of HRIT can make HR professionals spend more time and energy on the strategic issue, thus accelerating the transformation of HR function (Gardner, Lepak & Bartol, 2003). HRIT in transformation of Line manager Based on the function of HRIT, line managers can obtain the

latest HRM policy, work procedure information, market data and so on, which can be used as the reference to instruct and manage their employees. HRIT provides the platform for line managers to participate in the HRM work. HRIT can provide all the information with which the line managers supervise their employees; under authorization, line managers can deal with HR activities such as recruitment, training, absence, vacation, appraisal, leaving, etc. Because the line managers are the direct connections between their higher and underling management levels, they know more about their employees and understand better the policy of organization. When the daily supervisor function can be accomplished through HRIT by line managers, it not only saves the time and energy, but gives line managers more freedom on using people. They can get the latest information about their employees, and make their staff catch up with the development of organization. To some extent, the employees no longer need to wait for any other people coming to solve their problems or to reply their questions, because those can be easily dealt through HRIT, such as on-line communication, or getting answer from knowledge database. Through the interactive and dynamic HRIT, HR department can carry on the working arrangement, training and motivation according to various individual demands, and let the employees implement the self-control and, master their own future. In addition, based on the HRIT, employees may obtain and maintain their individual information such as attendance, salary, training record and so on. Moreover, the communication between employees and managers is also different with the traditional one. The feedback of employee can directly transmit to related manager or department via the HRIT platform, which ensure that any problem can be handled accurately and expeditiously. Thus, the HRIT enables the employees to realize the self-control and self-service, provides more opportunities to involve low level into management issue, and fosters the whole organization to accept this new kind of management style. Therefore, the HRIT brings the independency to employees when they face HR issue. In the recruitment process, the applicant can manage their applications through web-site, update personnel information on-time to hold comparative advantage; when they are accepted by the organization, they can also design their own career, and make plan for various training program provided by employer which may be helpful for their future. In short, 50 employees can choose the way they want to develop and realize the value creation for whole organization. Then, as HRIT becomes an increasingly important factor of HR function transformation, researchers should deepen their understanding of the opportunities and threats that HRIT brings. HRIT may

be a key enabler allowing HR professionals to fulfill the business and strategy partner roles. But there is also some investigations mentioning that HRIT dose not improve HR performance to be a more cost-efficient center (Haines & Lafleur, 2008). This may be caused by low acceptance of new IT system among target users, inappropriate HRIT choices, or any other factors. Further research on application of HRIT will open floors for further improvements.

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