# Thesis report

# on

# A Brief History of Human Resource Information System




**Sonargaon University (SU)**
**147/I, Green Road Dhaka-1215**

**Date of submission: April 28, 2025**

# A Brief History of Human Resource Information System


**Submitted by:**

Sarwar Uddin Chowdhury
ID No: EMBA2401031033
Program: EMBA
Major: Human Resource Management
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This report presented in partial fulfillment of the requirements for the Degree Executive Master of Business Administration

**Submited to:**

Department of Business Administration
Sonargaon University (SU)




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**Supervised by:**

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Lecturer
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**Date of submission: April 28, 2025**

## Letter of Transmittal

Date: 28 April 2025

To,

Md. Mostakin
Lecturer
Department of Business Administration

Subject: Submission of Thesis Report on "A Brief History of Human Resource Information System"

Dear Sir,

Here is my thesis report on "**A Brief History of Human Resource Information System**", you assigned as a part of MBA degree requirement. At the time of my report writing I have followed proper writing style with analytical information.

This report helps me to know present condition Human Resource Information System in different working places and platforms to improve productivity.

I sincerely hope that this analytical report will meet your approval. I would be very glad to furnish with any clarification if required.

Sincerely Yours,

_____

Sarwar Uddin Chowdhury
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## Declaration of Student

I, Sarwar Uddin Chowdhury, hereby declare that the thesis report of entitled "**A Brief History of Human Resource Information System**" is uniquely prepared by me after several analysis on Information management in HRM system.

I also confirm that, this report is only prepared for my academic requirement. I assure that this report is not submitted anywhere.

_____

Sarwar Uddin Chowdhury
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## Letter of Acceptance

This is to certify that the thesis report entitled "**A Brief History of Human Resource Information System**" prepared by Sarwar Uddin Chowdhury, ID No. EMBA2401031033 a student of Department of Business Administration, Sonargaon University (SU). She has successfully completed her thesis on Human Resource Information System and she has prepared this thesis report under my supervision. She worked hard during preparation of this report. The findings and other information presented here seem to be authentic.
To the best of my knowledge, she bears a good moral character and pleasing personality.

I wish her every success in life

**Md. Mostakin**
**Lecturer**
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

## Acknowledgement

In preparation of my thesis report, I had to take the help and guidance of some respected persons, who deserve my deepest gratitude. As the completion of this report gave me much pleasure, I would like to show my gratitude to **Md. Mostakin,** Lecturer, Department of Business Administration Sonargaon University (SU) As a supervisor, he gave me a good guideline for report throughout numerous consultations. I would also like to expand my gratitude to all those who have directly and indirectly guided me in writing this report.

Many people, especially my teachers have made valuable comment suggestions on my report which gave me an inspiration to improve the quality of the report.

## List of abbreviations

| | |
|---|---|
| HRM | Human Resource Management |
| HRIS | Human Resource Information Systems |
| HRP | Human Resource Planning |
| HRD | Human Resource Development |
| IT | Information Technology |
| IS | Information Systems |
| HR | Human Resource |
| ROI | Return On Investment |

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## Executive Summary

Human Resource Information System (HRIS) is the effective utilization of hardware and software for connecting the HRM with Information system. Most important activities of human resource management like Human Resource planning and forecasting can be done efficiently through HRIS. Now a days it is very common system in corporate business field. For a business firm it is required to follow an effective HRM system to achieve the goal and survive in this current competitive business market. Successful business is followed by effective utilization of human resources. HRIS is a part of this. HRIS is an essential tool for strategic planners. This tool determines the future HR needs and availability in the competitive market to fulfill the business needs. Many business firms adopt this tool to create own information system (IS).

It helps to improve the communication among the departments in the organization. An effective communication system leads to proper HR management. It will ultimately reduce the expenses and improve productivity of the firms. HR planning play important role in connecting human resources with company's goal and objectives.

The most important part of HR planning is forecasting i.e. determining the future HR needs. Human resource is essential component of any organization. An organization cannot run properly without this resource. For effective utilization of HR through HRM, organization at first required to accurate HR plan. HRIS make this HR planning easy for the organization as it is a systematic way. This tool indicates when and where the changes require through effective communication system. For the better outcomes organization needs to maintain a better understanding between superiors and subordinates.

Only a good communication system can maintain this efficient relationship between manager and other employees. Information collection and application can be done effectively through better information analyzing system like HRIS. This tool utilizes the technologies used for information management, to properly accomplish the important HR functions like planning, forecasting, recruitment, selection, training and development. Manager can perform his or her responsibilities through effective communication with subordinates. This report tries to properly analyze the total HRIS tool to find out its best outcomes which is beneficial for any business firm.

There are several limitations of this study. In most cases limitations are connected to information accessibility and reliability. This study might be helpful for future HRM practitioners who works hard to find out better management of HR in the organization. Current analysis of HRIS includes HR planning, recruitment and effective communication in the organization. Above mentioned term presents the important functions like job analysis and resource control.

# Chapter 01: ……Introduction

## 1. Introduction:

Competition in business sector is increasing day by day. Only those business firms can manage to survive in this competitive environment which can effectively manage and utilize its human resources. For the better running of the organization, it needs to manage the internal activities through effective communication among the employees. An effective communication system is required for building better understanding between top level management and employees. Organization continuously needs competent HRs based on the market situation. These human resources are like weapons to face the critical challenges to sustain in the market. For better HR management organization must effectively forecast and plan HR policy. Right people in the right position is another important factor in getting job done properly. Considering such issues regarding HRM, HRIS tool comes forward to solve these. It also helps to retaining the competent employees in the organization through proper training, development and providing benefits under systematic compensation policies.

To ensure the better survival organization continuously and deeply monitor the business environment and trend like technological advancement, economic condition. These crucial information regarding market must be manipulated effectively. For this a well-developed system must be introduced by organization. HR fulfill the business needs of the organization. Proper utilization of human resources depends on proper HR planning.

HRIS provides better way to transfer information and reduce expenditure of the organization. Effective HR management relies on effective communication system. HRIS includes faster and efficient communicative way. If the business firm fails to communicate properly in response to internal and external business environment, then it will fail to run-in long-term business.

In case of functionality, HRIS introduces most effective system in tracking employees for performance appraisal, retention, training and development. HRIS also presents the information technology that helps to process information quickly and accurately in most effective way. Systematic HR planning is a part of HRIS, which focus on people of the organization and make sure that organization will get most efficient HRs when need. HR planning prepare the current environment to make the future suitable and favorable for the organization. Through this systematic analysis company will learn the future needs and set the goals according to this. HRIS is not only suitable for large corporate business firm but also more effective for small business firm in manipulating, storing and transferring information. HRP through HRIS make the organization proactive rather than reactive. By implementing this system organization will get right people with right skills in right position at the right time and cost.

If the company bear the expenses of high number employees, then sometimes it needs to adopt the policy of downsizing or layoffs for reducing expenses to survive in competitive market. This is sometimes very problematic for a business company as high turn off rate might affect the image and ethical value of this. In this case if it can accurately calculate the required number employees in the future after analyzing the market and current situation, it will be more helpful for the organization as well as for the employees working for the company. HRP connect the HRM to the goals, mission and objectives of the organization. HRIS helps to improve managerial effectiveness as well as employees' performance.

## 1.1 Objectives:

The objectives of the study are:-

a. To identify the effectiveness and benefits of Human Resource Information System (HRIS).
b. To analyze the common features of HRIS.
c. To evaluate the impact of HRIS on HRM.
d. To find out the problems related to the manual information management system.
e. To make some recommendations to solve the identified problems.

## 1.2 Methodology:

This study is designed with a methodology under following ways:

i. **Data Sources**:

Secondary data sources are used for correct analysis of the Human Resource Information System.

ii. **Data Collection Methods:**

Significant secondary data has been collected from the subsequent sources:

a) Published papers, articles, journals, books etc.
b) Website contents

iii. **Data Analysis and Presentation style:**

This study includes analytical writings, explanations. Data has been analyzed through Microsoft office packages and presented in the form of figures, tables etc.

## 1.3 limitation of the Study:

This study includes following limitations

- Lack of enough resources in website for proper ending.
- Not so popular practice in Bangladesh, so data findings was difficult.
- Limited to theoretical analysis.
- Lack of Accessibility of many well-known articles.
- Difficulty in finding relevant data.

# Chapter 02: …… Literature Review

## 2. Literature Review

This current study reviews the HRIS after analyzing many research articles, published papers and website contents. HRIS is become popular in HRM with the increase of use of technology as organization face a new market environment. Technology is changing very rapidly. Organization needs to pace with it to sustain its activities in this competitive market. Many studies have been found that examine the effectiveness and successful implementation of HRIS in HRM. Researcher found out the effect of adoption HRIS in public sectors [1].

HRIS still now new concept that needs to be further analyzed for implementation. There are several components of HRIS. Researcher investigate the effect of computerized and non-computerized information analysis on performance of HR managers [2].

This paper showed that the most important focusing point of HRIS is information not computerized ways or techniques. Information must be valid, reliable and applicable. Adopting HRIS has indirect impact on job satisfaction and employee turnover rate. HRIS has individual level consequences [4].

The research paper showed the practical implementation and limitations of computerized HRIS [5].

Global HRIS development project involves the strategic exchange of social, environmental and individual aspects. Thompson S.H. Teo et al. showed that HRIS brings competitive advantages to the company after analyzing several surveys and found out that most of the company adopt HRIS for administrative purpose rather than strategic planning [6].

This study also showed that HRIS is now limited to utilization of computer hardware and software system to accomplish HRM activities. HRIS leads to improvement in information responsiveness and automation makes HR professionals more efficient [7].

HRIS practice and individual attitude are closely related. It helps to improve IT based HR applications. There are several internal and external factors while adopting HRIS by the organization [8].

Organization must consider these factors and appropriately implement the HRIS in case of Human Resource management. There is relationship between HRIS functions and HRM functionalities. HRIS functionalities have great impact on performance development, knowledge management and records [9].

HRIS is closely related to the terms empowerment and motivation as it causes employees' satisfaction about job performance. This tool helps to improve the performance of the employees through encouragement and bring satisfaction [10].

Researchers have found that attitudes of individuals towards different HRIS are different [11][12].

HRIS success fundamentally depends on the employees' acceptance and positive attitudes towards this comparatively new system. Because Human Resources are the major components of this system. HRIS is a system that reduces the resource wastages through proper calculation and effective utilization of it and ensure organizational development [13].

Outcomes of HRIS tool involves the internal capacity building, process streamlining and attitudes towards change management [14].

HRIS forms automated administrative task through computerized system. Information management is crucial task for today's business firms. HRIS as a function of Information System (IS) become more necessary part of an organization [15].

Human resource information system has an impact on making strategic objectives and decision of the organization and gaining competitive advantages through creation and development of knowledge-based resources.

# Chapter 03: …… Concepts and Theory

## 3. HRIS Concepts:

### 3.1 Definition and History of HRIS:

The elaboration of HRIS is Human Resource Information system. It is a tool that collect information, manipulate, analyze it and implement to achieve the organizational goals. The whole activities are done under information system (IS). This system utilizes the information technology to manage the Human Resources. Basically, it is a computerized or non-computerized system. Computerized HRIS utilize hardware and software which is more effective that non-computerized or manual system in terms of time management. HRIS is an integrated system for information management. There are many functions of this system mainly focuses on communication in response to internal and external environment. Technological advances make the business environment more challenging for the companies to survive in the competitive market. Today HRM functions are far more elaborative and complex. To face these challenges HRIS helps the organization a favorable environment.

In the past, information management in HRM is limited to keep recording and providing as service in the organization. There was no systematic way to information management using information technology (IT). Manual process like hand written record of personnel. Personnel department was small and function was simple but less effective. Interaction was less so information transfer and distribution were inefficient. After World War II, organization became more conscious about human resource problems especially in case of information management. During 1970s, the concept of human resource management (HRM) developed and replace the term personnel. In 1980s, HRM is connected to business mission, vision and goals. Large business firm started to use more complex and effective HRM system for the development communication. For the better communication company started to use computer. HR department is the main and important user of this modern machine. Finally, HRIS is introduces to bring better communicative system. There are three major units of HRIS that are input, data maintenance and output. These units are developing day by day. For example, now a day's scanner is used for data input and storage to reduce the time consumption. Most visible function of HRIS is output generation.

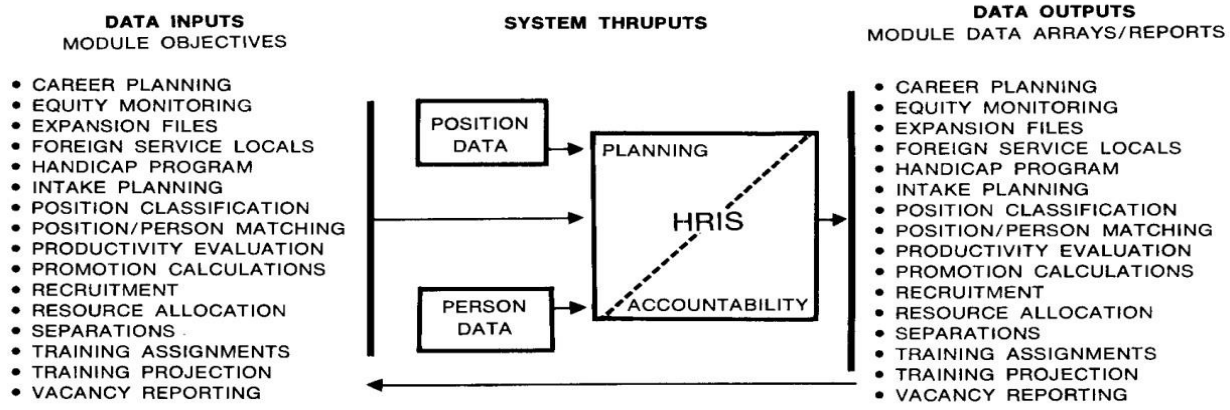



Fig: Human Resource Information System (HRIS), Source: [13]

### 3.2 Types of HRIS:

There are generally three types of HRIS. These are operational, tactical and strategic. In case of operational HRIS data is provided in case of scheduled and repetitive human decisions. Data provided here is detailed, accurate and internal. For example, Performance Management Information Systems, Applicant Selection and Placement Information Systems, Employee information system. In tactical HRIS, provided data is related to allocation of human resources. For example, recruitment information system, employee training system, job analysis and design information system, compensation and benefits information system. Strategic HRIS relates to top level management decisions for setting goals and directions. For instance, work space planning, specialized software information system.

### 3.3 Application of HRIS:

HRIS has been implemented in payroll system, benefits administration, training system, recruitment system. In payroll system, HRIS introduces automated management regarding time. Functionality of system must be checked in this case. Incorporating HRIS in Human Resource Department will improve training strategies that energize the workforce. In training system HRIS track and manage all the aspects of training program. HRIS helps HR department to focus on effective recruitment process. Recruitment is a complex process with several stages. HRIS helps manage each step-in recruitment process. HRIS will provide more data regarding the company and employees working for the company. From the information top management will get an idea of the current condition of the company and take necessary action and strategies for the improvement of the company.

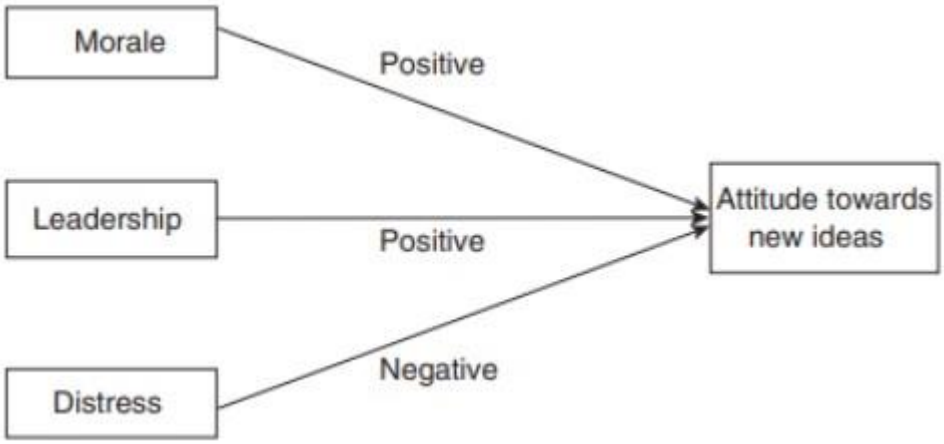



Fig: Variable that predict attitudes towards innovation in HR/Payroll, Source:[11]

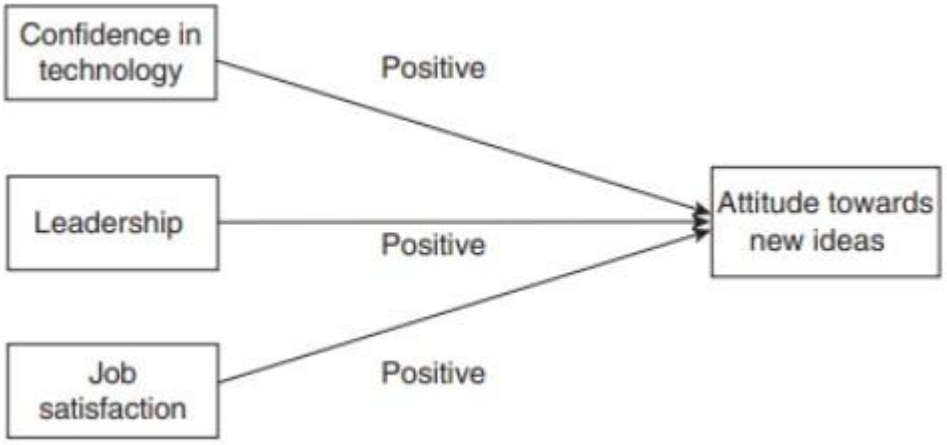



Fig: Variables that predicts attitudes towards innovation in the managers, Source:[11]

Information system is developed in response to structural change of business market. Today many companies accepted the computer technology to ease the way of information management. Incorporating the computer technology is very much helpful in data processing in HRM. Components of the HRIS are interrelated that works as unit and can affect the function of the organization. HRIS helps to make a connection between strategic management system, strategic HRM system, performance, business and HR goals that are created during strategic planning process. HR objectives have been set based on business goals. This type of relation is ongoing process as business environment is changing continuously. HR goals drives the HR program that effectively utilizes Human Resources. Without HRIS all organizational function will run properly but less efficiently that might be harmful for an organization to run its business in competitive market. Organization must consider HR metrics and cost-benefit result (value added and ROI). IT and HR knowledge are two important factors of HRIS, which basically affect the successful design, development and implementation.

External environment plays an important role and have impact on internal function of the organization. Among all the external factors, culture has great impact. Culture affects the external environment, government regulation, labor market, social concern, technology etc. as well as corporate culture influence the entire internal operation in the organization.

Human resource planning consists of forecasting future HR needs, creating inventory of current HR and assessing, anticipating manpower problems, planning necessary programs. Selection, training, developing, utilizing, motivation, promotion are important parts of strategic HR planning. Organization must have clear idea of resource consumption and resource creation for future. Forecasting determine the future need of HRs through proper analysis of supply and demand. Through HRIS organization will get the idea of area where labor shortages or surpluses occurs. HR forecasting is done through forecasting demand, then determining supply and finally identifying surpluses or shortages. Demand forecasting is completed by adopting the process of trend analysis, leading indicator. Supply analysis provides clear idea on HR availability in current market. This can be done through succession or replacement charts, HRIS. HRIS provides the database to the organization when it needs HR based on vacancies. After supply analysis

organization will have clear idea on number and nature of position. It can estimate which position to be filled with exact requirements. Supply forecasting is two-step process. At first organization will group the positions by title, function and responsibilities. Then organization will estimate forecasting by containing and changing the position. Position related changes includes remaining the current employees in their position or move to another position. This type of forecasting is partially based on past mobility trends which are recorded in HRIS. From this information of HRIS organization will determine the future demand. Besides these organization also consider the plans for mergers, acquisition or division. Computerized HRIS will be helpful in this type of forecasting as it includes statistical packages to estimate the flow of employees of the organization. This estimation generated by computerized HRIS is very accurate which can create a stable internal organizational environment. Keeping stability in maintaining resources is very important for any organization. If this system is unstable then turn over rate will be higher which can affect the future HR demand.

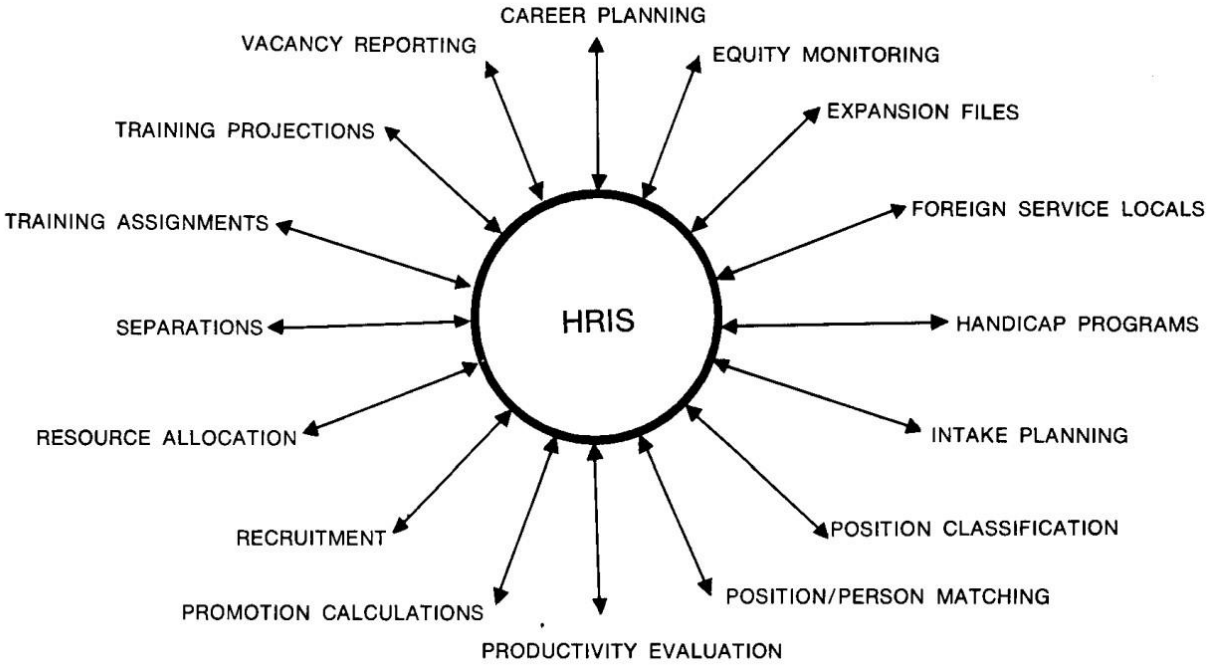



Fig: HRIS modules, Source: [13]

There are three major elements that must be considered for successful HR forecasting. First element is identifying stakeholders, second, determining appropriate planning and final, defining internal and external labor force. HRP department collect information from HRIS regarding stakeholders across multiple areas and organizational levels. After that department will determining the appropriate planning to judge the future prediction with considering acceptable levels of operational, organizational and environmental uncertainty. Before selection of an employee for a specific position, company will monitor the performance and record in HRIS. Later data is evaluated to make decision. For the development of HRP, identifying the current workforce dynamics is crucial step. Skills inventory involves the record information through computerized or manual system (HRIS) about current employees, experience, education, compensation, abilities.

### 3.4 HRM and HRIS:

Introducing information technology in HRM can facilitate in developing efficient HR who can play strategic role within organization. People in HRD traditionally involved with administrative activity. Addition of HRIS can make the HR practitioners able to make strategic workplace by providing more accurate and reliable data to the managers. With the development of HRIS in HRM leads to easier administrative works through self-service and automated system. In that case, HR function will be easier to perform.

The main objective of HRM is the effective utilization of HRs to reach the goal of organization through placing right people in right position. Planning is important part of HRM. Every organization is different from others. Succession planning needs to establish effectively to fulfill the future demand of the organization. For a successful planning organization needs more information from internal and external environment. Successful organization devotes time and resources to frame out needs as it can develop appropriate skills and competencies to achieve the goal.

Recruitment and selection are HRM functions. Organization will decide the way of recruiting by collecting the information from HRIS. This system will provide the information of what kind skills and responsibilities to perform for the post.

HRIS helps in case of job analysis. Tactical HRIS provides the information regarding resource allocation. HRIS includes automate job analysis involves job description and job specification. This system combines job analysis with job evaluation and value of organizational jobs. Job analysis and design information system of HRIS collect data from interviews. As well as from external source like labor union, competitors, government etc. output of job analysis and design information system are job description and job specification. This output facilitates the manger to take tactical human resource decisions.

For better growth of the organization, internal and external communication is important factor. Corporate communication is the information enabling and exchanging between internal and external groups who are directly or indirectly connected to the organization. HRIS helps to develop a good communication.

HRIS implementation can affect the relationship between HR people and others. Employees sometimes need to work with HR professionals face to face might be challenging in case computerized HRIS. Online resource dependence might affect the effective communication between HRD and other departments. HRD must consider the impact of this distance information management system. There are positive sites too. HRIS empowers the employees to control their own data like experience, qualification, skills etc. They can update personally through distance information management system.

### 3.5 Outcomes of HRIS:

Today's competitive market drive the business firms to think about more efficient data management. More accurate data management leads more comfortable future. Organization will get more ideas about internal and external conditions. Based on this information organization will make strategic plan which help the organization to survive in future. HRIS provides more accurate and reliable data. Besides this it helps HRD to perform HR functions more efficiently. Application of HRIS is very helpful in case of HRP. This tool saves time and cost. Although many found that this system is not so effective in case of HR functionalities like job analysis. Organization can easily identify strategic value and competitive advantages through HRIS. HRIS outcomes can be applied wherever possible based on internal and external factors.

# Chapter 04: …… Analysis and Findings

## 4. Findings and Analysis:

### 4.1. Findings of the Study:

The significant findings of current study are as follows: **a) Lack of effective data analysis system:**

Without information management system organization cannot effectively analyze the data required for making strategic decision.

**b) Lack of effective HR planning and job analysis system:**

Organization without information management system fails to develop effective HR planning and job analysis.

**c) Lack of effective time and cost management:**

Organization who does not care information management system might face issues like more time and costing in management practices.

**d) Lack of Automation in data management:**

Conventional i.e. manual information management system lacks the automatic data management.
Because it does not include advanced technologies in information system.

### 4.2 Recommendations:

**a) To develop effective data analysis system:**

Most of the research articles, published papers and websites suggested and recommended HRIS as a tool used for effective data management and analysis. In case information recording and evaluating, HR professionals find HRIS tool as a helpful system. **b) To develop effective HR planning and job analysis system:**

In HR planning, HRIS has significant contribution as it make HR demand and supply forecasting easier. This tool helps in case of placing right people in right position at right time through past and current information management.

**c) To develop effective Time and cost management:**

HRIS is a tools that reduces the time taken by the HRD of the organization for human resource management as well as cost regarding HRM. It is truer in case of computerized HRIS. This distance information management system not only helpful for HR professionals but also for employees working in the organization. But sometimes it creates difficulties for HRD to effective communication with employees as less interaction is imparted in this system. Manual HRIS takes huge time and increase expenditure incase data management. We can overcome it through proper training and development.

**d) To introduce automation and Self-service system:**

Auto input system includes self service facilities but individual employee may input wrong information about experience, skills or other qualification. Proper training will solve this issue.

Last but not least, HRIS practices in the organization not only beneficial for an organization but also helpful for individuals in the organization. They will have opportunity to evaluate themselves through self-service system in HRIS. Bangladeshi companies should adopt and implement HRIS for financial betterment of the individual company as well as for our beloved country.




Human resource information systems (HRIS) are means of acquiring, storing, manipulating, analyzing, retrieving, and distributing pertinent information regarding an organization's human resources. They may be as simple as a box of index cards or a file cabinet full of manila folders or as complex as an interactive, Web-based computer application with role-based portals (an integrated and personalized interface to information, applications, and collaborative services). Regardless of whether one thumbs through a box of index cards or uses a computer to search data stored on a server, the purpose of an HRIS is to make information about the human resources in an organization available to organizational decision makers.

# Chapter 05: ……. Conclusion and Recommendations

## 5. Conclusion and Recommendations:

Information Technology (IT) is now essential part not for a company but also for individual. Because every day we need manage the activities through proper analysis of information. HRM is essential for effective utilization of HR for the organization growth. Growth and Prosperity depends on several factors. Data management system play an important role in HRM. Every needs to store and analyze the past and current information which is required for market analysis as company can sustain in the market as well as providing employees a better place to work with efficiency. To create a dynamic workforce and improve productivity, HRIS might be essential tool.

The starting point of the paper was to establish the existing body of knowledge regarding human resource information system. Indeed, one can argue that without understanding of human resource information system and its possible consequences for organizations it will not be possible to developed new design of human resource information system. Consequently, this paper reviewed extant research on human resource information system. We used the method of a systematic literature review to do so.

Based on a final number of 155 articles, we determined the current body of knowledge regarding human resource information system. This contributes to a more holistic view of the topic and complements the study of human resource information system in general. Based on the systematic review, we have developed a framework that highlights conceptual domains of human resource information system that can help in organizing the study of information system based human resource services and in informing future research. This framework can be considered as the main contribution of this paper. Additionally, we have highlighted a number of other areas that are regarded as worth to be addressed to further our understanding of human resource information system.

Our results have implications for both theory and practice. From a theoretical point of view, this paper is positioned as a contribution to a more holistic study of human resource information system and practical point of view, the findings not only highlight possible consequences of doing nothing with regard to human resource information system, they also offer insights into how to cope with the challenge of human resource information system. Indeed, the study wants to underline that forward looking organizations take a strategic approach to human resource information system and have human resource information system information flow in place that enable them to better manage and distribute their quality information to the decision makers.

In conclusion, the authors of the present paper are convinced that the study of human resource information system is fruitful step for advancement of human resource information system and its practices. Having such an advanced understanding will also make it possible to develop human resource information system apps more comprehensible.

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