

STUDY ON THE POSSIBILITIES OF UTILIZING HRIS FOR IMPROVING OF AN EFFICIENCY OF HR DEPARTMENT IN THE BANKING CONTEXT

Hapugoda, L.

Institute of Human Resource Advancement, University of Colombo, Sri Lanka

Abstract

When going through all the activities which are practicing in the Human Resources Divisions of the all banks which are representing the Financial Sector of the Banking Industry will be basically the same in the Sri Lankan context. In the banking business HR functions and activities can be identify as a supportive function for the smooth operations of Core Banking Services. Considering about the Banks HR operations and activities, many HR Professionals are doing all hundreds of manual works for achieving its HR objectives. Therefore the Author thoroughly believes that using of effective Human Resource Information System (HRIS) will help to minimize the hundreds of manual works to save human hours. So that it will help HR Professionals to involving more Strategic HR activities including strategic decision making in order to achieving its strategic business objectives. Further effective use of HRIS will definitely help to eliminate such manual works from the Banking Industry as well. Case study approach and critically reviewing of Literature and observations used as Methodology of this study and all Conclusion and Recommendation are based on the discussion.

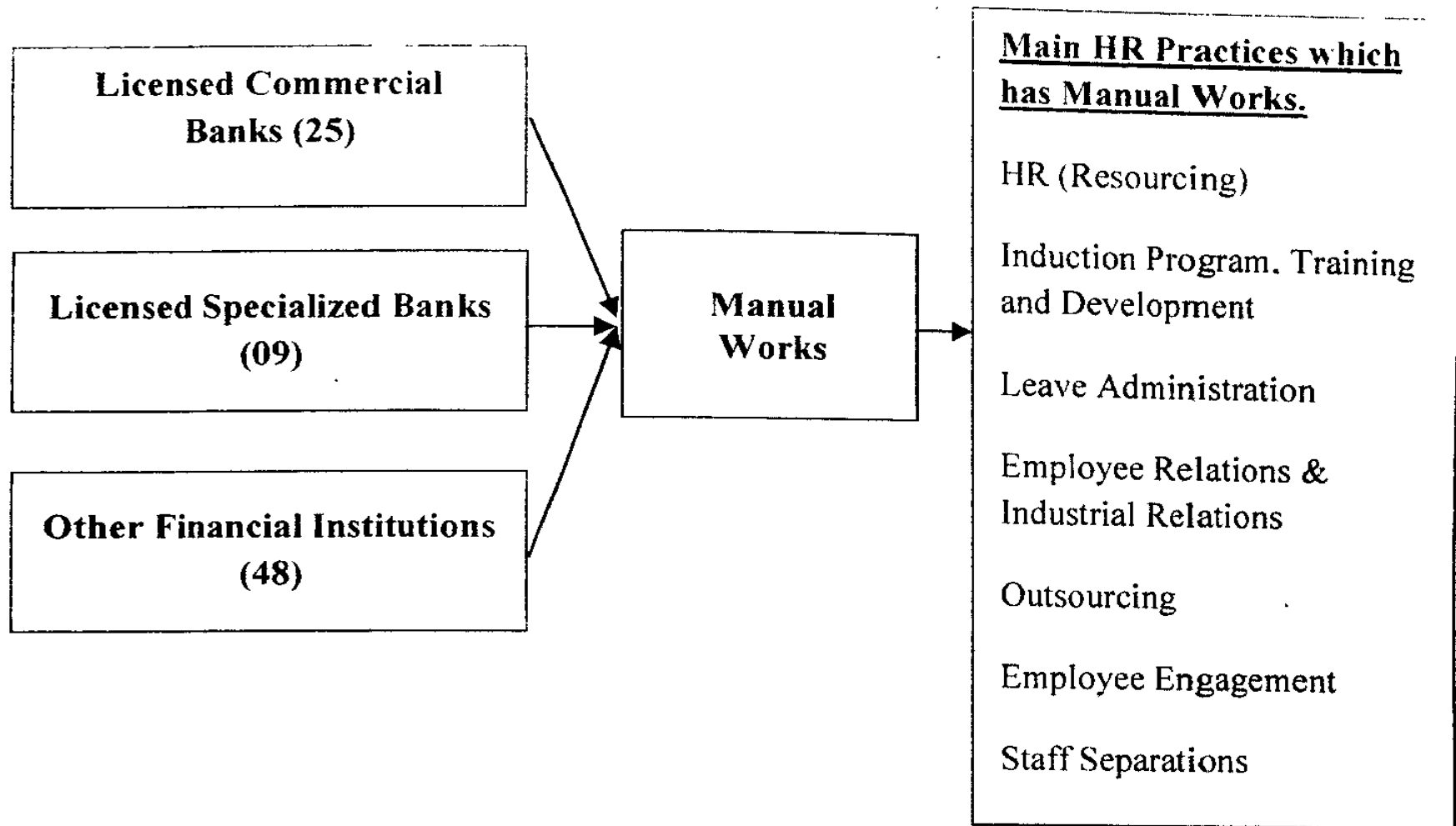
Keywords: HR Professionals, HRIS, Core Banking Services, Strategic Decision Making, HR Activities, Maximize the Profits

1. INTRODUCTION

World Bank (2015) web views out that the Sri Lankan economy is “now strives to transition to an upper middle – income country”. In that sense it is kind of and plus point for the Sri Lankan economy since Sri Lanka was at lower level of income generated country. When considering the Sri Lankan economy, the Author realized that there are three main categories come under structure of Sri Lankan economy. Agricultural sector, Industrial Sector and Service Sector are such categories and such categories are indicated sectorial composition based on Gross Domestic Production in 2014 as: Agricultural Sector 10.1%, Industrial Sector 32.2% and Service Sector 57.6%. Further the Author elaborates the Service Sector which is the largest Sector in Sri Lanka, consist of seven sectors which are Wholesale & Retail Trade, Transportation & Communication & Banks, Insurance and Properties Sectors are the three leading Sectors come under Service Sector. The Authors Researching area is basically based on the Banks, Insurance and Properties Sector which is the third highest largest sector in the Service Sector. According to the Annual report (2014) in Sri Lankan the Author can identify 25 Licensed Commercial Banks, 9 Licensed Specialized Banks and 48 Other Financial Institutions which comes under Banks, Insurance and Properties Sector.

PROBLEM IDENTIFICATION (MANUAL WORKS)

Figure 2: Problem Identification



According to the table 01 designed by the Author for the proper identification of the problem which effect for the financial Industry which consists of Licensed Commercial Banks, Licensed Specialized Banks and other financial Institutions.

According to the table 01. the Author willing to elaborates the Main HR Practices which inherent lots of Manual Works which wasting hundreds of hours from the HR Professionals which such can used for the Strategic Decision Making in order to achieve the Banks Objectives. Further. the author views out in figure 2, the main HR practices inherent lots of manual works.

Table 01: Manual Works

HR (Resourcing)	Induction and T & D	Leave Administration	ER and IR	Outsourcing	Employee Engagement	Staff Separation
<p>Man Power Plan: Manual Budgeting using Microsoft Excel.</p> <p>Recruitment & Selection: Following traditional Recruitment and Selection Process</p> <p>Advertising: Paper adds, Web adds</p> <p>Head Hunting: Known party recommendations</p> <p>Job Rotation: Do not work out properly.</p> <p>Transfer: Practically failed Transfer policy. Except from</p>	<p>Induction: Still the class room induction programs are working out.</p> <p>T & D: Still the class room Training & development Programs are conducted.</p>	<p>Attendance: Still Signed in the attendance register by the Non-executive staff and Executive attendance are monitored by the particular assigned employee of such particular Branch/Dept.</p> <p>Absenteeism: Still do not have any mechanism for evaluating and analyzing.</p>	<p>Collective Agreement: All the banks are practicing this and still maintaining face to face discussions.</p> <p>Industrial Dispute: Only for the May Day, bankers Union doing some kind of parade.</p> <p>Disciplinary Procedure: Still maintaining manual documents related procedure.</p> <p>Collective bargaining: Still</p>	<p>Identifying a Service Provider: Conducting Interviews and discussions.</p> <p>Interviewing & Selection: Still face to face interviews are conducting for the selection.</p> <p>Leave: Manual Leave Admin Process using manually signed attendance sheet.</p> <p>T & D: On the job Training Provided.</p>	<p>Grievances handling: Not using any technologically advanced procedure for this.</p> <p>Counseling: Not using any technologically advanced procedure or the techniques for this.</p> <p>Employee Suggestions: Using suggestions of the employees but no proper rewarding.</p> <p>CSR: Lot of banks do this.</p>	<p>Retirement: Not recognize this retirees as an asset for the bank.</p> <p>Resignation: No scientific analysis for identification of particular reasons.</p> <p>VRS: Except of government banks private banks and others financial institutions are not offering any VRS.</p> <p>Exit Interviews: Still banks do not have any scientific way to</p>

HR (Resourcing)	Induction and T & D	Leave Administration	ER and IR	Outsourcing	Employee Engagement	Staff Separation
<p>government owned banks.</p> <p>Absorption: Banking Trainee/Management Trainee absorb to the permanent carder using face to face interview and lots of manually prepared documents to be filled by the trainee.</p> <p>Probation: Confirmation of probation will be done of preparing letters by manually for the individual employee.</p>			<p>maintaining face to face discussion method for this.</p>		<p>But not using advanced technology for this.</p>	<p>get the maximum out of this.</p>

According to the table 01, the Author tries to execute HR practices which consist of hundreds of manual works which waste HR professional's valuable time. This is kind of and summary of subjected manual works and because elaboration of all should not be practical within this Research Paper.

USING HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

Dresser & Associates (2015) web elaborates that "HRIS, or Human Resource Information System, is a software solution for small to mid-sized businesses to help automate and manage their HR, payroll, management and accounting activities. A HRIS generally should provide the capability to more effectively plan, control and manage HR costs; achieve improved efficiency and quality in HR decision making; and improve employee and managerial productivity and effectiveness."

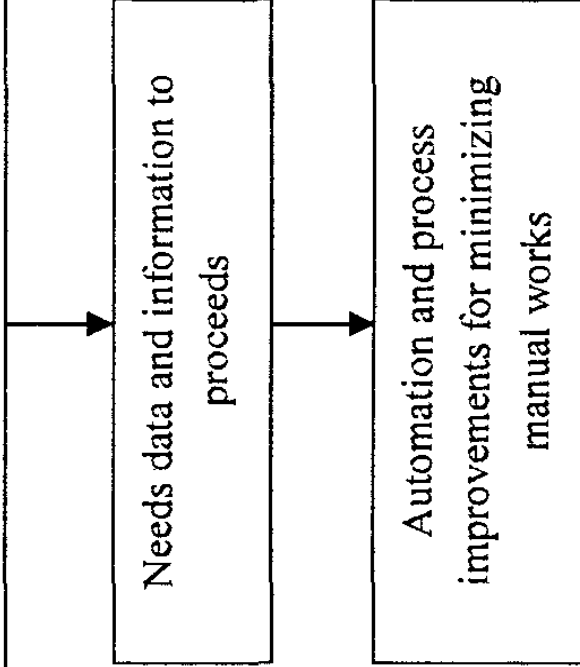
The Author thoroughly believes that using of HRIS is kind of an effective way of minimizing discussed hundreds of manual works and which practicing by the Banks and other financial institutions which in the Sri Lankan context.

Table 02: Recommended Solutions with HRIS

HR (Resourcing)	Induction and T & D	Leave Administration	ER and IR	Outsourcing	Employee Engagement	Staff Separation
Automation of Man power plan using HRIS allocating separate sub system.	Out bound inductions Use activities for induct the employees.	Use eye scanning system for identification of employee. Use HRIS for getting data to analysis an absenteeism.	Create virtual desk for the collective agreement discussion. Automated disciplinary management process	Virtual service provider discussion desk. Online interviews for the selection	Create online grievances hearing desk After the face to face discussion	Use retirees for the knowledge sharing within the junior staff. So that HR needs separate sub system for the information and qualifications of retirees.
Online Screening process, web based entrance exam real time results, skype interviews. Region wise Recruitments, assign region	Introduce e-learning portals for knowledge gathering Virtual class room techniques for grab theories.	Assign separate sub system for attendance and absenteeism.	Create virtual desk for collective bargaining.	E-learning portal for learning.	Create rewarding system and update all in HRIS for evaluating in the Promotions. Suggestions from the employees	For analyzing the reasons for resigning, need separate sub system for

HR (Resourcing)	Induction and T & D	Leave Administration	ER and IR	Outsourcing	Employee Engagement	Staff Separation
hospitals for medical test. online documents submission and face to face final interview.	Use virtual white board for communicate.				regarding CSR programs and provide rewards for the best and update into separate sub system.	maintaining such data to analyze. Use separate HRIS sub system for exist interviews.

HR Practices
(HR (Resourcing), Induction Program, T & D, Leave Administration, ER & IR, Outsourcing, Employee Engagement & Staff Separation)



According to the solutions provided by the Author, to minimize the manual works will help to save human hours of HR Professionals. So that such time can be used for effective decision making in order to achieve such banks objectives. Following components are defined by the Author for such effective decision making of HR Professionals to achieve objectives of particular banks.

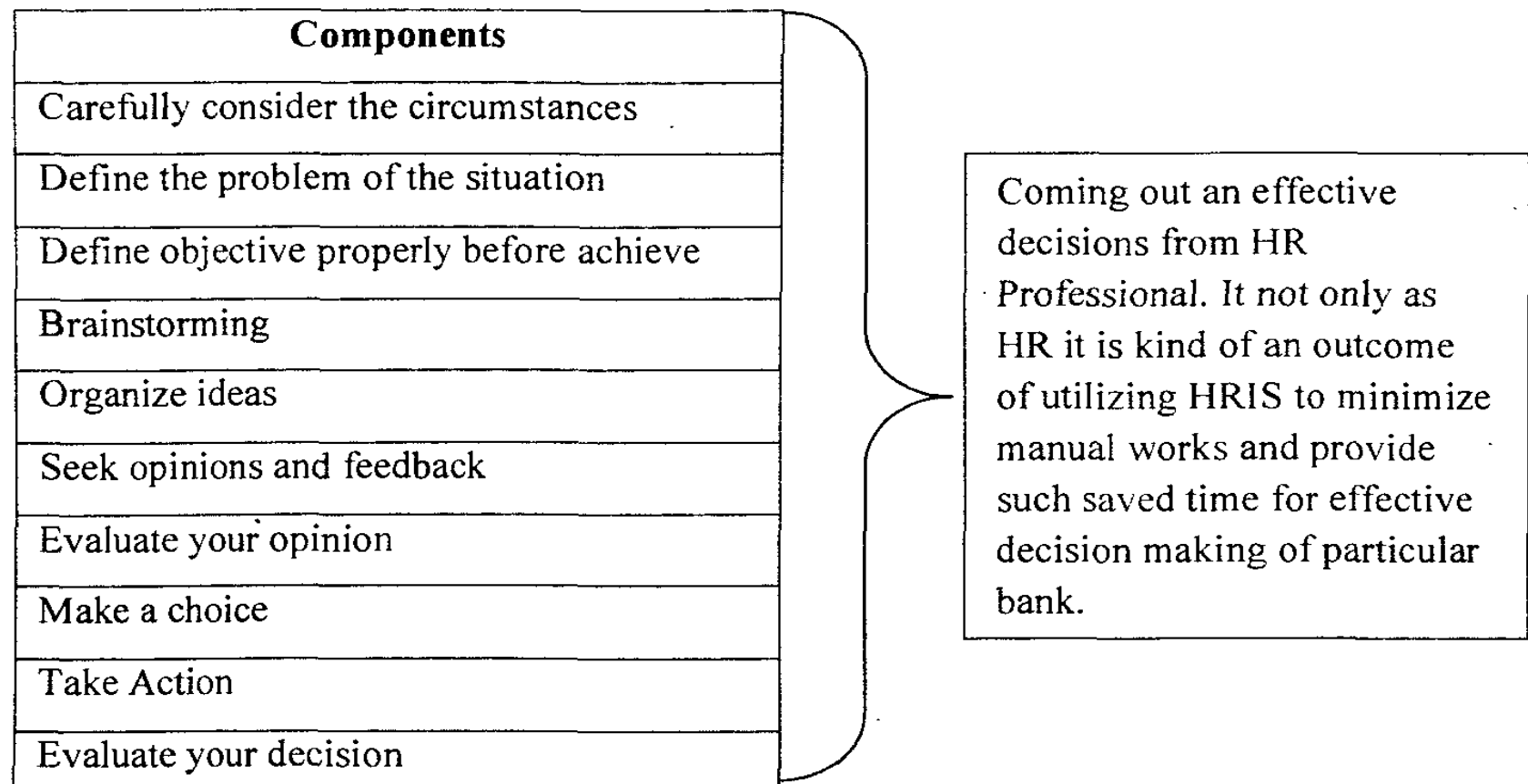


Figure 5: Components of Effective decision making

2. CONCLUSION

As main factor, HR is so much important for the financial sector. Because HR is providing core values to the banks in order to achieve their objectives. In this fluctuating business environment HR involvement is so much important not only HR but also as an effective decision making. But as a barrier in Sri Lankan context lots of HR practices consist of lot of manual works and finally it will waste valuable time of such HR Professionals. Once it is identified by the Author, suggested above mentioned solutions using HRIS. There are lots of possibilities of utilizing HRIS for eliminating manual works from the financial industry and use such saved time for the effective decision making in order to achieve organizations objectives effectively.

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