Assessment of organizational readiness to implement
HR Information System for FACE - Focus Academy

by

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BONAFIDE CERTIFICATE

Certified that this project report titled, **"Assessment of Organizational Readiness to implement HRIS in FACE- Focus Academy, Coimbatore"** is the bonafide work of **Ms. Yamini Priya R** who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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I express my gratitude to our beloved chairman **Arutchelvar Dr. N.MAHALINGAM and Management** for the prime guiding spirit of **Kumaraguru College of Technology** for giving me an opportunity to undergo the MBA Degree course and to undertake this project work.

I wish to express deep sense of obligation to **Dr. Hemanalini R, Assistant Professor,** KCT Business School, for the guidance and moral support throughout the project from its inception to completion.

I whole heartily thank **FACE- Focus Academy for Career Enhancemeent** for thier motivation to complete the project successfully.

At the outset, I wish to submit heartfelt sincere, humble gratitude to my beloved parents, brother and friends, who lead, guide all through my life and give me the courage and strength for the successful completion of this major project.

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CHAPTER 1

INTRODUCTION

1.1 ABOUT THE STUDY:

A human resource management system (HRMS) or human resource information systems (HRIS), refers to the systems and processes at the intersection between human resource management (HRM) and information technology. HRIS is the system used to acquire, store, manipulate, analyze, retrieve and distribute information regarding the organisation's human services and the purpose of HRIS is to provide service in the form of information to the clients or the users of the system.

The key functions of an HRIS can do the following:

- create and maintain employee records
- ensure legal compliance
- enable managers to forecast and plan future HR requirements
- provide information to managers and HR so they can manage knowledge and manage talent (career and succession planning)
- provide information to enable HR plans and activities to align more effectively with the organization's strategic plan
- assist managers with decision making by providing relevant data so they can make more effective and informed decisions

The HR Information System is software suites that help organizations integrate their information flow and business processes. They typically support the different departments and functions in the organization by using a single database that collects and stores data in real time.

When HRIS systems are fully realized in a business organization, they can yield many benefits:

- reduce cycle time
- enable faster information
- transactions
- facilitate better financial management
- lay groundwork for e-commerce and
- make tacit knowledge explicit

HRIS is meant to replace the old systems, usually referred to as 'legacy systems' that provide support for specific functional areas. Currently human resource information systems encompas:

1. Payroll
2. Time and attendance
3. Compensation and Benefits
4. Recruitment
5. Training and development
6. Performance Evaluation
7. People Administration

The information in a legacy system approach is spread across several different computer systems creating both direct and indirect costs. Direct costs include: maintaining the different systems, entering data more than once, and having to reformat data from one system to use it in another. In direct costs, which are even more important, reflect the costs of communication failure. At present FACE is planning to implement a HR Information system and software that suits its requirement. This need of HRIS is raised because FACE is a multi-location enterprise that requires integrated work.

Before the implementation of HRIS in any company, it is important to access the Organizational Readiness of the employees. Organizational Readiness plays a major role in the success of implementing Enterprise Resource Planning (ERP) Systems in business organizations. Organizational readiness for change is a multi-level, multi-faceted construct. As an organization-level construct, readiness for change refers to organizational members' shared resolve to implement a change (change commitment) and shared belief in their collective capability to do so (change efficacy). Organizational readiness for change varies as a function of how much organizational members value the change.This research accesses the organizational readiness of employees in FACE. The study also presents a research framework of assessing organizational framework for successful implementation of HRIS[1] and compares the study with organizational readiness framework for ERP implementation[2]. The CSF framework maps the organizational structural level namely operational, tactical and strategic function of the company.

1.2 ABOUT THE ORGANISATION:

Focus Academy for Career Enhancement (FACE) is an IIM Graduates' Enterprise and is currently the largest recruitment training company in South India. In a short span of 3 years, they have trained more than 150,000 students so far from 130 colleges in 4 states. FACE has been featured in the Economic Times as a 'Starship Enterprise'. They have the largest team of full time trainers in India and hace empaneled as a training partner with some of India's largest recruiters in cluding Cognizant and Wipro. Their dream is to dramatically accelerate India's progress by fueling every student to shine longer, brighter and better. It is designed to cater to the vast and different needs of today's student community. They provide the right perspective regarding the various career options available to the students and sufficiently train them to choose and pursue their careers of choice. Given the clutter of career options available and prevalent group tendencies amongst students, FACE believes that expert guidance can help students in streamlining their energy towards their chosen career paths. The core philosophy of FACE is "Any student, if given the right kind of inspiration, motivation and sufficient exposure to the opportunities available, will certainly be able to realize his/her potential." With all their service offerings woven around this philosophy, FACE aspires to become *the-go-to-place* amongst the members of the student community who seek expert guidance in order to identify the career of their choice and training to pursue the same. There has been enhancement of quality and innovativeness in giving training for the students.

[1] Jiang Yingjie's (2005) critical success factor model
[2] Developing an Organizational Readiness Framework for ERP Implementation

Four key reasons why this programme will make a difference to students,

- Qualified Faculty
- Unique Pedagogy
- Campus placement experience
- Personalized counselling sessions

The various programs that are exclusively designed for students at different stages are:

1. Freshmen Induction Program™ (For 1st year students)
2. Communiqué™ (For 1st year students)
3. Invigorate™ (For 2nd year – 3rd Semester students)
4. WizardIT™ - C, C++ (For 2nd year – 4th Semester students)
5. Campus Placements Cracker™ (For 3rd year students)
6. Company Specific Aptitude Cracker (For 4th year students)
7. EndorZe™ (For students of 2nd and 3rd year during their vacation)
8. Technical Electives (For students of 2nd and 3rd year during their vacation)

They have achieved exceptional results for the academic year 2010-2011 and 2011-2012. Here are some highlights:

In the academic year 2011-2012:

- They were a part of the record creating feat of 1820 placements in Cognizant at VIT University. This is the maximum number of offers made by any company in any single college so far.
- The success story for this placement season started with TCE-Madurai, where 232 out of 261 students cleared the aptitude test of TCS with a conversion of 89% on account to their Company Specific Aptitude Cracker Training program.
- With an Engineering college in Chennai there was an improvement of 70% with 428 offers when compared to 252 offers made last year on account of their Company Specific Aptitude Cracker program.
- They have made a drastic improvement in the offers made by TCS when compared to that of the previous year with an Engineering college in Dindigul. There was a 70% improvement from 153 offers of last year to 259 offers made this academic year.
- At one their client institution in Chennai there was an increase of 70% in the offers made by TCS with 120 offers when compared to the 70 offers the previous year.
- With an engineering college in Chennai there was an improvement of 65% in the offers made by TCS with 101 offers when compared to 63 offers made the previous year.
- 250 students out of 550 students from one their client institutions in Pollachi had secured offers from Infosys. There was an improvement of 34% when compared to the offers made the previous on account of the integrated campus placement training.
- Their client institution secured 70 offers from the 260 candidates who had appeared for the recruitment process of Infosys; visiting their campus for the very first time, the institution had secured 24 offers from Infosys in the previous academic year.
- One of their client institutions in Coimbatore secured 36 offers out of the 90 offers made by Infosys in a common pooled placement drive conducted in Coimbatore, they have been delivering integrated program in the college from their first year. For a college which is passing out its second batch of students, this seemed to be a remarkable achievement.

In the academic year 2010-2011:

- An engineering institution in Coimbatore achieved the All-India-Highest "Test to Interview" conversion rate of 89% for TCS (Tata Consultancy Services). CPC (Campus Placements Cracker) program was delivered here across the academic calendar.

- Their client institutions secured 131 out of 336 offers made by Cognizant Technology Solutions (CTS) in the pooled campus drive organized by Anna University of Technology, Coimbatore for the BE/BTech (CS/IT) Batch of 2011.
- Their client institutions secured 26 out of 40 offers made by TCS (Tata Consultancy Services) in the pooled campus drive organized by Anna University of Technology, Coimbatore for the BE/BTech (CS/IT) Batch of 2011.
- One of the client institutions secured 24 out of 42 offers made by Infosys in the pooled campus drive organized by Anna University, Chennai for the BE/BTech Batch of 2011. This was the highest in terms of the number of offers received by a single institution and also the highest test-to-interview conversion rate in that particular drive.
- Their client institutions secured 12 out of 15 offers made by TCS in the pooled campus drive organized by Anna University of Technology, Coimbatore for the MBA Batch of 2011.

FACE is a trusted training partner of Cognizant for Entry Level Recruits' training on Communication Skills, Etiquette and Technology. They have

- Successfully on-boarded a batch of 26 B.Sc. Candidates – Training done on Communication Skills and Corporate Etiquette
- Successfully completed a batch of 53 B.E/B.Tech Candidates -Training done on Java Technology

FACE is a trusted training partner of Wipro for their Entry Level Recruit's training on Communication Skills and Etiquette. They have

- Successfully on-boarded a batch of Science Graduates – Training done on Communication Skills and Corporate Etiquette for Wipro – WASE.

They have successfully assisted in the conduct of 10 recruitment drives for Cognizant(3) Tech Mahindra and Mahindra Satyam(1) Visolve Open Source Solutions(2) Impiger Technologies(2) and Fortuna Engineering(2) across Coimbatore, Salem and Madurai regions.

CHAPTER 2

Review of Literature

1.3 STATEMENT OF THE PROBLEM:

Collection of data from people who are not working inside the organisation i.e trainers and business development people is difficult. They might not be wholly aware of the complete HR Information process that is taking place inside the organisation.

1.4 SCOPE OF THE STUDY:

Many organizations are convinced they must have an HR Information system with ERP to replace their legacy systems and to remain competitive. Hence in future course of time, this study can be used to analyze the readiness level of people prior to implementation of the system.

CHAPTER 2
REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE:

Implementing an Enterprise Resource Planning (HRIS) system is expensive and time consuming. A substantial cost is associated with pre-implementation involvement and training designed to encourage acceptance and effective implementation of the system. The results of the study "Pre-implementation attitudes and organizational readiness for implementing an Enterprise Resource Planning system" conducted by Sue Abdinnour-Helm, Mark L. Lengnick-Hall and Cynthia A. Lengnick-Hall indicate that, contrary to conventional wisdom, extensive organizational investments in shaping pre-implementation attitudes do not always achieve the desired effects. Despite extensive time, money and effort, length of time with the firm and position had a greater impact on attitudes toward HRIS capabilities, value, acceptance and timing than high levels of pre-implementation involvement.

Capaldo Guido1, Rippa Pierluigi has explored the issue through the use of three case studies from the US realized in the course of a visiting research period the authors were involved in. The data from the case studies is used to demonstrate whether the implementation teams had been aware, before the implementation project started, of the organizational problems and how they were able to measure the organizational readiness of the firm. Based on the unique patterns of the implementation process in each of the three different case studies, broader issues of HRIS implementation are explored and directions for future research on change management in HRIS implementation are proposed in "Awareness of Organizational Readiness in HRIS implementation process: results from case studies".

The research conducted by Suraweera T, Gunawardena C U, Ranasinghe A A G, Waruna Thilanka K V, Subhashini I A J and Kularathna N M in their research paper "DEVELOPING

AN ORGANIZATIONAL READINESS FRAMEWORK FOR HRIS IMPLEMENTATION" presents a validated framework of assessing the organizational readiness for successfully implementation of HRIS Systems in Sri Lankan organizations. Having examined twenty past research papers and using Jiang Yingjie's (2005) critical success factor model as the main source a theoretical framework was constructed. Using multiple case studies this study developed and verified a comprehensive framework, the associate variables and the operational measures. An instrument to assess organizational readiness in HRIS implementation will be developed using their measures and will be verified statistically in the next phase of this research. The results will help HRIS vendors, consultants and client organizations to understand the level of readiness for implementation and to address the areas that need improvement.

HRIS is the system used to acquire, store, manipulate, analyze, retrieve and distribute pertinent information regarding an organization's human services and the purpose of HRIS is to provide service, in the form of information to the clients or users of the system. Dr. Anil C. Bhavsar in his research paper "A Conceptual Paper on Human Resource Information System (HRIS)" explained the steps in implementing HRIS and the advantage of having the system. This has been enhanced into a model in his study.

The growing adoption of HRIS by organizations combined with the increasing sophistication of this software, presents the Human Resource function with new challenges. On one hand the role of HR can be enhanced through the combination of improved access to metrics and the automation of existing administrative functions thus enabling HR to make a greater contribution at a strategic level. Through analysis of four Australian case study organizations that was examined by Kristine Dery, David Grant and Sharna Wiblen for their study "HUMAN RESOURCE INFORMATION SYSTEMS (HRIS): REPLACING OR ENHANCING HRM" the impact of the HRIS on the HR function and find that the degree to which the system acts as an enabler of increased strategic focus for HR is contingent upon three factors: organizational attention, understanding of the technological responses to human resource management complexity, and the success of change management to support user acceptance.

Enterprise Resource Planning (ERP) systems are important for all kinds of firms including firms in Textile industry. The implementation of such systems is very difficult and many projects do not meet their expectations. While firms in other industries have technology and human resources to engage in such a project, the situation for textile industry is different. They have only limited technology and human resources. The paper, "HRIS IMPLEMENTATION IN THAI TEXTILE INDUSTRY: A CASE STUDY" by Pisit Chanvarasuth, Ekkprawatt Phong-arjarn, Chawalit Jeenanunta and Kornthip Watcharapanyawong presents the case study used evidence from several Thai textile companies which are pilot firms to implement HRIS systems. After HRIS implementation, the results were mixed. Some companies have achieved significant reductions in inventory and operation cycle time, improvements in reliability and flexibility due to improved information flows across all units. On the other hand, some companies have not. The findings are beneficial to all entHRISrises in terms of deploying entHRISrise systems across their value chain. They need not only to re-engineer business processes, but also to generate new business policies while deploying entHRISrise systems in order to create value out of IT investment.

The purpose of the Readiness Assessment (Phase I of the project) is to evaluate the level of preparedness for each college and the overall college system to carry out an HRIS implementation. The Readiness Assessment addresses the following areas, Technical Readiness, Functional Readiness, Project Readiness, Cultural Readiness and Resource and Effort Awareness. A Readiness Assessment is an activity used to determine the degree of readiness of an organization to execute a major project initiative, and identify specific areas to focus on in their preparation process.

"Successful implementation of HRIS projects: Evidence from two case studies" by Jaideep Motwania, Dinesh Mirchandanib, Manu Madanc, A. Gunasekaran examines what factors facilitate or inhibit the success of HRIS projects and what actions can be taken to bring troubled HRIS projects under control. It uses a case study methodology grounded in business process change theory to compare a successful HRIS implementation with an unsuccessful one. Data was collected by conducting interviews at various levels of the subject organizations and by examining their archived records when available. The study proposes that a cautious, evolutionary, bureaucratic implementation process backed with careful change management, network relationships, and cultural readiness can lead to a successful HRIS project implementation as opposed to a revolutionary project scope mandated autocratically by top management without organizational readiness and proper change management. Some actions are also recommended that can help bring troubled HRIS projects under control.

Information technology is expected to drive Human Resource (HR)'s transition from a focus on Human Resource Management (HRM) to Strategic Human Resource Management (SHRM). This strategic role not only adds a valuable dimension to the HR function, but also changes the competencies that define HR professional and practitioner success. The study "The Role of Human Resource Information Systems (HRIS) in Strategic Human Resource Management (SHRM)" by Asafo-Adjei Agyenim Boateng aims at investigating what role if any do Human Resource Information Systems (HRIS) play in SHRM. It attempts to examine how HR professionals and managers in different organizations see the effects of HRIS on strategic HR tasks and job roles. It also tries to find out if there is any significant difference in the usage of HRIS between Small/Medium (SME) size and large size companies.

HR professionals and managers routinely have Personnel Computers (PCs) or computer terminals on their desks or in their departments. HR computer applications, once confined to payroll and benefit domains, now encompass incentive compensation, staffing, succession planning, and training. Five years ago, we had but a handful of PC-based software applications for HR management. Today, we find a burgeoning market of products spanning a broad spectrum of price, sophistication, and quality (Personnel Journal, 1990). Top universities now consider computer literacy a basic requirement for students of HR, and many consulting firms and universities offer classes designed to help seasoned HR professionals use computers in their work (Boudreau, 1990). Changes in computer technology offer expanding potential for HR management says Renae F. Broderick and John W. Boudreau in the study "Human Resource Information Systems for Competitive Advantage: Interviews with Ten Leaders".

The main objectives of the paper, "The Impact of Human Resource Information System on Strategic Decisions in Iran" by Hassan Rangriz, Alireza Azadegan and Javad Mehrabi is to identify the major variables affecting of the HRIS within the Iran banking industry (IBI) and to examine the impact of HRIS on strategic decisions. While there have been several studies in different industries in related to information system (IS), a few of them are within the IBI. Also, although the survival of a range of involvement systems used by professionals from various industries, little research has been undertaken to examine if these interventions can be applied to the IBI. There are therefore two gaps in management information system (MIS). First, there is a lack of study in HRIS, particularly in Iran, framework. Second, the past studies have paying attention on IS. This study had the aim of overcoming these two gaps to achieve the objectives stated at the start of this paper. Thus, the motivation for this paper is to address the identified the core factors by reporting on the impact of HRIS on strategic decisions among HR professionals within the IBI. These findings have an implication for HR professionals within the IBI.

CHAPTER 3

Research Methodology

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Type of research:

Action research is a research initiated to solve an immediate problem or a reflective process of progressive problem solving led by individuals working with others in teams or as part of a "community of practice" to improve the way they address issues and solve problems. It sometimes called participatory action research. Action research involves the process of actively participating in an organization change situation whilst conducting research. Action research can also be undertaken by larger organizations or institutions, assisted or guided by professional researchers, with the aim of improving their strategies, practices and knowledge of the environments within which they practice.

3.2 Objectives of the study:

Primary Objective:

- To access organisational readiness to implement HR Information System for employees in multi-locational and multi-business enterprise.

Secondary Objective:

1. To know the level of awareness of the employees about the HR Information System.
2. To know the expected capability and value of employees from HR Information System.
3. To undersatnd the acceptance capability of the employees.
4. To identify the satisfaction level of employees with the new HR Information System.

3.3 Data and sources of data:

Primary data is collected by the researcher. It can be accomplished through various methods, including questionnaires and telephone interviews in market research, or experiments and direct observations in the physical sciences, amongst others. It is collected through qualitative methodologies or qualitative research. The instrument used in this research for collecting the secondary data is questionnaire. A questionnaire is a research instrument consists of a series of questions and other prompts for the purpose of gathering information from respondents.

3.4 Time period covered:

The time period taken for this study is from January 28, 2013 to April 16, 2013.

3.5 Sample size:

The total population of 100 employees from all locations are considered to be the respondents in this research.

3.6 Sampling technique

Census Sampling targets a particular group of people. The whole population of 100 is being selected in this research.

3.7 Statistical tools used:

Analysis and inferences were drawn on the basis of statistical tools like,
- Cross tabulation
- Mean and Standard deviation
- ANOVA

CHAPTER 4

Data Analysis and Interpretation

CHAPTER 4
DATA ANALYSIS AND INTERPRETATION

Cross tabulation:

Cross tabulation is a statistical process that summarises categorical data to create a contingency table. Cross tabulation is about taking two variables and tabulating the results of one variable against the other variable.

Mean and Standard deviation:

The mean score represents a numerical average for a set of responses in population. The standard deviation represents the distribution of responses around the mean. It indicates the degree of consistency among the responses for all three dimensions such as expected capability, expected value and acceptance of the system.

ANOVA:

ANOVA or analysis of variation is a statistical tool used to test the hypothesis of an experiment. ANOVA tests allow the researcher to determine if one factor has a significant effect on other factors in the research study. Here, ANOVA is used to determine whether the factor such as Job type, Job tenure and Department has significant effect on the expected capability, expected value and acceptance and timing of HRIS among employees.

Chart 4. 1

Job type and General Expectations of the system

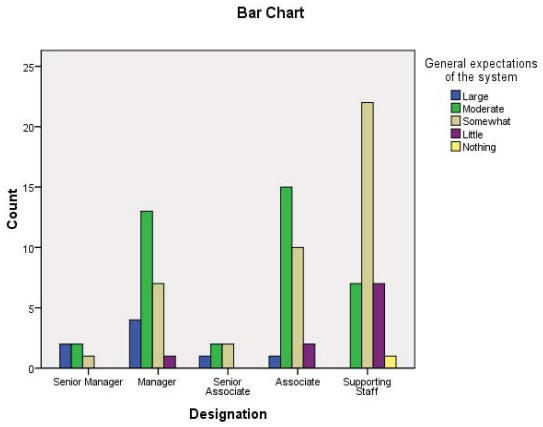

Table 4.1

Job type and General Expectations of the system

Job type and General expectations of the system							
		General expectations of the system					**Total**
		Large	Moderate	Somewhat	Little	Nothing	
Job type	Senior Manager	2	2	1	0	0	**5**
	Manager	4	13	7	1	0	**25**
	Senior Associate	1	2	2	0	0	**5**
	Associate	1	15	10	2	0	**28**
	Supporting Staff	0	7	22	7	1	**37**
Total		**8**	**39**	**42**	**10**	**1**	**100**

Chart 4.2

Job type and Enhancement of value of FACE through HRIS

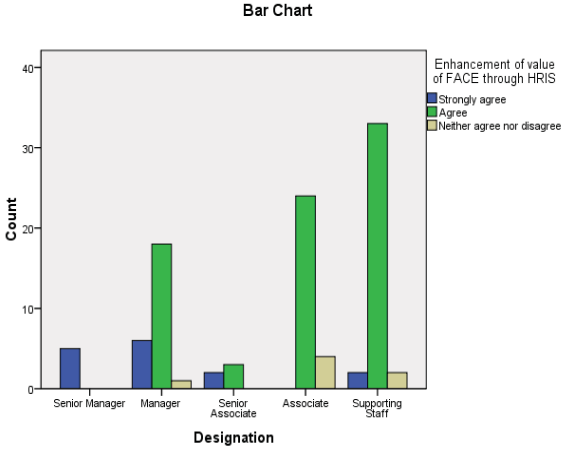

Table 4.2

Job type and Enhancement of value of FACE through HRIS

Job type and Enhancement of value of FACE through HRIS					
		Enhancement of value of FACE through HRIS			**Total**
		Strongly agree	Agree	Neither agree nor disagree	
Job type	Senior Manager	5	0	0	**5**
	Manager	6	18	1	**25**
	Senior Associate	2	3	0	**5**
	Associate	0	24	4	**28**
	Supporting Staff	2	33	2	**37**
Total		**15**	**78**	**7**	**100**

Chart 4.3

Job type and Satisfaction with HRIS

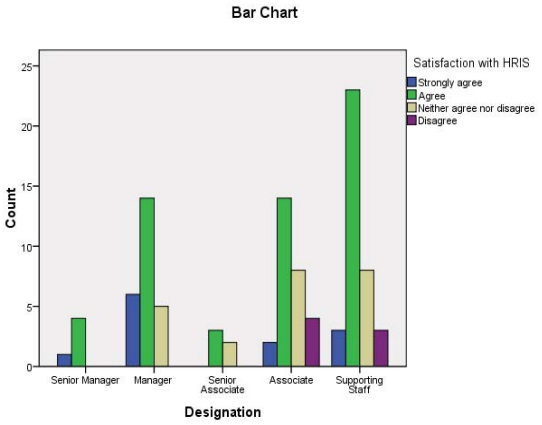

Table 4.3

Job type and Satisfaction with HRIS

Job type and Satisfaction with HRIS						
		Satisfaction with HRIS				**Total**
		Strongly agree	Agree	Neither agree nor disagree	Disagree	
Job type	Senior Manager	1	4	0	0	**5**
	Manager	6	14	5	0	**25**
	Senior Associate	0	3	2	0	**5**
	Associate	2	14	8	4	**28**
	Supporting Staff	3	23	8	3	**37**
Total		**12**	**58**	**23**	**7**	**100**

Chart 4.4

Job type and Overall implementation is needed

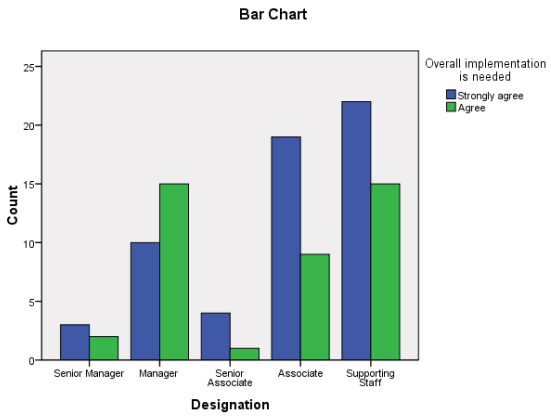

Table 4.4

Job type and Overall implementation is needed

Job type and Overall implementation is needed				
		Overall implementation is needed		**Total**
		Strongly agree	Agree	
Job type	Senior Manager	3	2	**5**
	Manager	10	15	**25**
	Senior Associate	4	1	**5**
	Associate	19	9	**28**
	Supporting Staff	22	15	**37**
Total		**58**	**42**	**100**

Chart 4.5

Department and General Expectations of the system

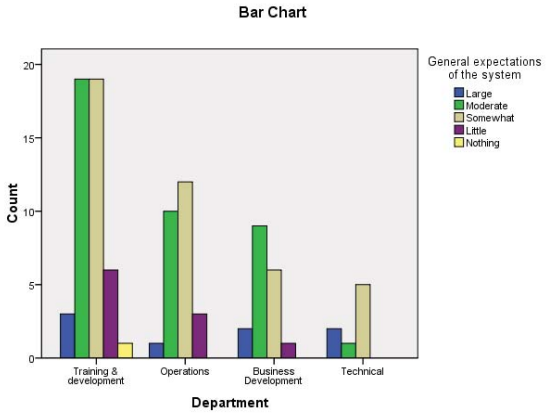

Table 4. 5

Department and General Expectations of the system

Department and General expectations of the system							
		General expectations of the system					**Total**
		Large	Moderate	Somewhat	Little	Nothing	
Depar -tment	Training and development	3	19	19	6	1	**48**
	Operations	1	10	12	3	0	**26**
	Business Development	2	9	6	1	0	**18**
	Technical	2	1	5	0	0	**8**
Total		**8**	**39**	**42**	**10**	**1**	**100**

Chart 4.6

Department and Enhancement of value of FACE through HRIS

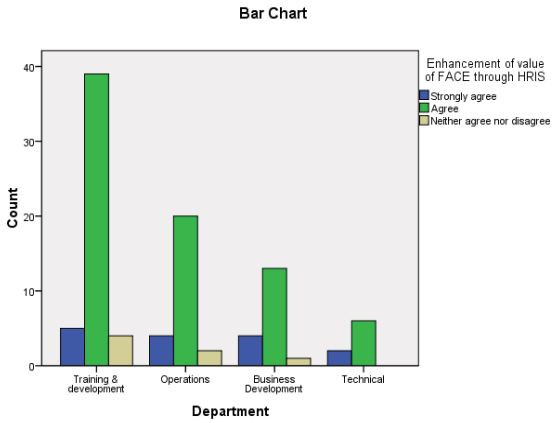

Table 4.6

Department and Enhancement of value of FACE through HRIS

Department and Enhancement of value of FACE through HRIS					
		Enhancement of value of FACE through HRIS			**Total**
		Strongly agree	Agree	Neither agree nor disagree	
Department	Training and development	5	39	4	**48**
	Operations	4	20	2	**26**
	Business Development	4	13	1	**18**
	Technical	2	6	0	**8**
Total		**15**	**78**	**7**	**100**

Chart 4.7

Department and Satisfaction with HRIS

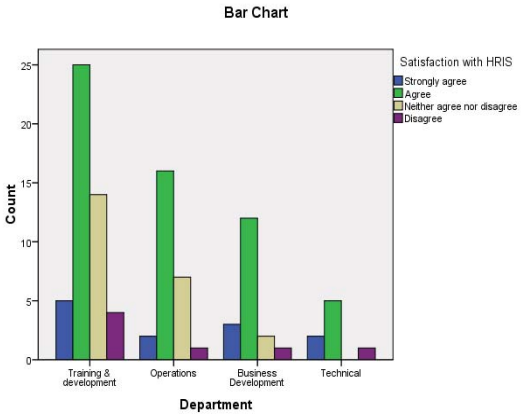

Table 4.7

Department and Satisfaction with HRIS

Department and Satisfaction with HRIS						
		Satisfaction with HRIS				**Total**
		Strongly agree	Agree	Neither agree nor disagree	Disagree	
Department	Training and development	5	25	14	4	**48**
	Operations	2	16	7	1	**26**
	Business Development	3	12	2	1	**18**
	Technical	2	5	0	1	**8**
Total		**12**	**58**	**23**	**7**	**100**

Chart 4.8

Department and Overall implementation is needed

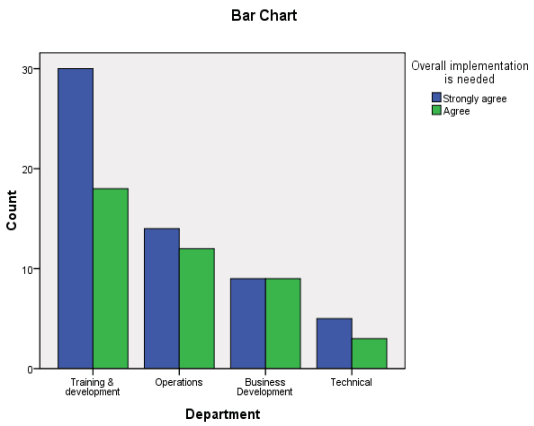

Table 4.8

Department and Overall implementation is needed

Department and Overall implementation is needed				
		Overall implementation is needed		**Total**
		Strongly agree	Agree	
Department	Training and development	30	18	**48**
	Operations	14	12	**26**
	Business Development	9	9	**18**
	Technical	5	3	**8**
Total		**58**	**42**	**100**

Chart 4.9

Job tenure and General Expectations of the system

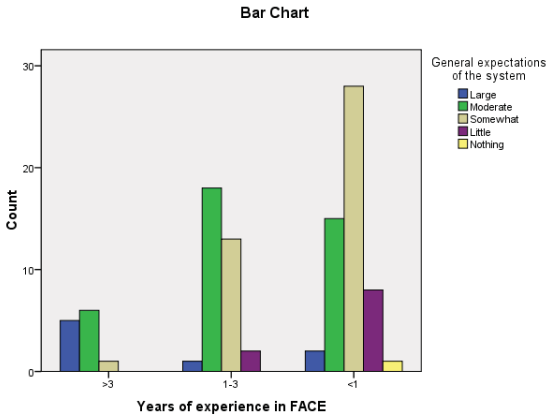

Table 4.9

Job tenure and General Expectations of the system

Job tenure and General expectations of the system							
		General expectations of the system					**Total**
		Large	Moderate	Somewhat	Little	Nothing	
Job tenure	>3	5	6	1	0	0	**12**
	1-3	1	18	13	2	0	**34**
	<1	2	15	28	8	1	**54**
Total		**8**	**39**	**42**	**10**	**1**	**100**

Chart 4.10

Job tenure and Enhancement of value of FACE through HRIS

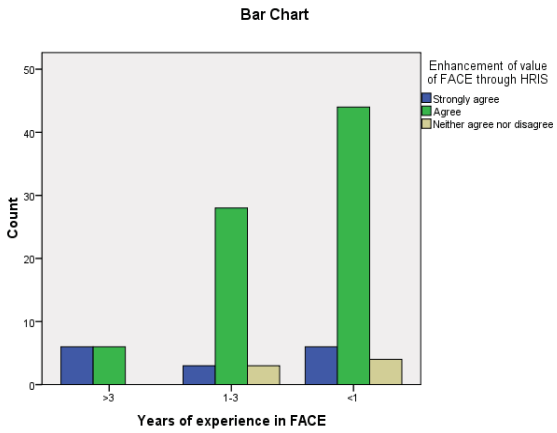

Table 4.10

Job tenure and Enhancement of value of FACE through HRIS

Job tenure and Enhancement of value of FACE through HRIS					
		Enhancement of value of FACE through HRIS			**Total**
		Strongly agree	Agree	Neither agree nor disagree	
Job tenure	>3	6	6	0	**12**
	1-3	3	28	3	**34**
	<1	6	44	4	**54**
Total		**15**	**78**	**7**	**100**

Chart 4.11

Job tenure and Satisfaction with HRIS

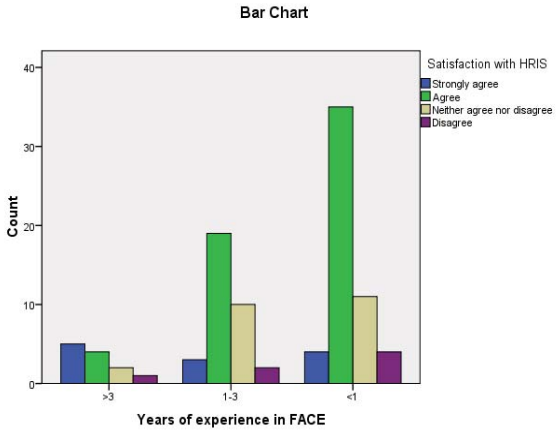

Table 4. 11

Job tenure and Satisfaction with HRIS

Job tenure and Satisfaction with HRIS						
		Satisfaction with HRIS				**Total**
		Strongly agree	Agree	Neither agree nor disagree	Disagree	
Job tenure	>3	5	4	2	1	**12**
	1-3	3	19	10	2	**34**
	<1	4	35	11	4	**54**
Total		**12**	**58**	**23**	**7**	**100**

Chart 4.12

Job tenure and Overall implementation is needed

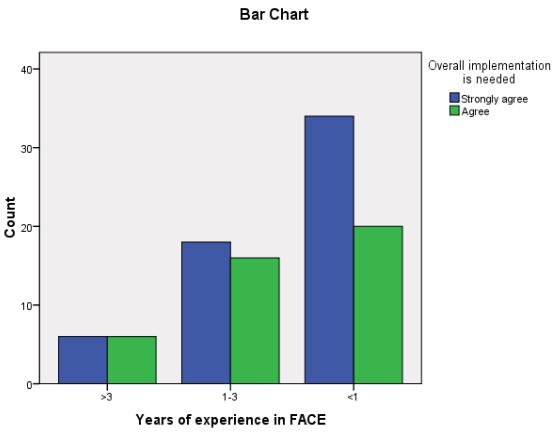

Table 4.12

Job tenure and Overall implementation is needed

Job tenure and Overall implementation is needed				
		Overall implementation is needed		Total
		Strongly agree	Agree	
Job tenure	>3	6	6	12
	1-3	18	16	34
	<1	34	20	54
Total		58	42	100

Table 4.13

Mean and Standard Deviation for dependent measures by job tenure

Dependent Measures	Job tenure	Mean	Standard Deviation	N
Expected Capability	>3	1.6	0.5049	12
	1-3	1.99	0.6232	34
	<1	2.05	0.6014	54
	Total	**1.97**	**0.6196**	**100**
Expected Value	>3	1.62	0.3712	12
	1-3	2.1	1.1296	34
	<1	2.04	0.498	54
	Total	**2.01**	**0.8433**	**100**
Acceptance and Timing	>3	1.81	0.6374	12
	1-3	2.13	0.6116	34
	<1	2.2	0.6134	54
	Total	**2.13**	**0.6362**	**100**

Interpretation:

The employees with job tenure more than three years were significantly higher than those with 1-3 years and less than 1 year job in all the three variables. These employess are less experienced, thus they might be willing to face challenges and accept the system.

Table 4.14

Mean and Standard Deviation for dependent measures by job type

Dependent Measures	Job tenure	Mean	Standard Deviation	N
Expected Capability	Senior manager	1.84	0.4558	5
	Manager	2.3	0.765	25
	Senior Associate	2.28	0.9264	5
	Associate	2.5	0.6765	28
	Supporting Staff	2.55	0.7555	37
	Total	**2.42**	**0.7707**	**100**
Expected Value	Senior manager	1.12	0.2683	5
	Manager	1.83	0.6039	25
	Senior Associate	1.8	0.5653	5
	Associate	2.05	0.5823	28
	Supporting Staff	2.15	0.5464	37
	Total	**1.97**	**0.6196**	**100**
Acceptance and Timing	Senior manager	1.76	0.4855	5
	Manager	1.93	0.6124	25
	Senior Associate	1.89	0.4534	5
	Associate	2.23	0.6041	28
	Supporting Staff	2.28	0.6284	37
	Total	**2.13**	**0.6362**	**100**

Interpretation:

The senior managers were significantly higher than managers, senior associates, associates and supporting staffs in all the three variables. These employees in higher Job type are aware of the value of HRIS in FACE, thus they are expect and accpet the system.

Table 4.15

Mean and Standard Deviation for dependent measures by department

Dependent Measures	Job tenure	Mean	Standard Deviation	N
Expected Capability	Training and development	2.01	0.5746	48
	Operations	1.99	0.6351	26
	Business Development	1.86	0.6842	18
	Technical	1.98	0.6531	8
	Total	**1.97**	**0.6196**	**100**
Expected Value	Training and development	2.08	1.0013	48
	Operations	1.98	0.4607	26
	Business Development	1.84	0.5873	18
	Technical	2.03	0.5134	8
	Total	**2.01**	**0.8433**	**100**
Acceptance and Timing	Training and development	2.21	0.6441	48
	Operations	2.06	0.5744	26
	Business Development	2.01	0.597	18
	Technical	2.18	0.713	8
	Total	**2.13**	**0.6362**	**100**

Interpretation:

The business development department is significantly higher than training and development, operations and technical department in all three variables. These employees are aware of the functions of the system. They can be really benefitted by the system as they stay outside the company for travelling.

Table 4.16

ANOVA for Job type and Expected Capability

H_0: There is significant difference between Job type and expected capability.
H_1: There is no significant difference between Job type and expected capability.

Job type and Expected Capability						
		Sum of Squares	df	Mean Square	F	Sig.
General expectations of the system	Between Groups	16.1	4	4.01	7.6	0.00
	Within Groups	50.5	95	0.53		
	Total	66.5	99			
Expectancy of data on time	Between Groups	11.4	4	2.84	7.5	0.00
	Within Groups	35.9	95	0.38		
	Total	47.2	99			
Accuracy of data from HRIS	Between Groups	4.24	4	1.06	2.1	0.09
	Within Groups	48.7	95	0.51		
	Total	52.9	99			
Level of easiness to use HRIS	Between Groups	10.6	4	2.64	4.2	0.00
	Within Groups	59.9	95	0.63		
	Total	70.4	99			
Customizing the individual needs	Between Groups	6.56	4	1.64	3.9	0.01
	Within Groups	40.2	95	0.42		
	Total	46.8	99			

Interpretation:

Apart from, accuracy of data, there is significant difference between Job type and expected capability. Thus H_0 is accepted. The expected capability of the employees is influenced by their Job type.

Table 4.17

ANOVA for Job type and Expected Value

H_0: There is significant difference between Job type and expected value.
H_1: There is no significant difference between Job type and expected value.

Job type and Expected Value						
		Sum of Squares	df	Mean Square	F	Sig.
Need of transfer from legacy system to HRIS	Between Groups	8.74	4	2.19	5.7	0.00
	Within Groups	36.2	95	0.38		
	Total	44.9	99			
Enhancement of value of FACE through HRIS	Between Groups	6.73	4	1.68	11	0.00
	Within Groups	14.6	95	0.15		
	Total	21.4	99			
Helps coordinating work from other locations	Between Groups	11.2	4	2.81	5.4	0.00
	Within Groups	49.8	95	0.52		
	Total	61	99			
Helps in enhancing the career	Between Groups	5.1	4	1.28	4.7	0.00
	Within Groups	25.9	95	0.27		
	Total	31	99			
Importance of the HRIS	Between Groups	4.01	4	1	2.2	0.07
	Within Groups	43	95	0.45		
	Total	47	99			

Interpretation:

There is significant difference between Job type and expected value. Thus H_0 is accepted. The expected value of the employees from the HRIS is influenced by their Job type.

Table 4.18

ANOVA for Job type and Acceptance and Timing

H_0: There is significant difference between Job type and acceptance.

H_1: There is no significant difference between Job type and acceptance.

Job type and Acceptance and Timing						
		Sum of Squares	df	Mean Square	F	Sig.
Satisfaction with HRIS	Between Groups	5.06	4.00	1.27	2.33	0.06
	Within Groups	51.69	95.00	0.54		
	Total	56.75	99.00			
Familiar with the functionality	Between Groups	8.62	4.00	2.15	7.21	0.00
	Within Groups	28.38	95.00	0.30		
	Total	37.00	99.00			
Progressing rate	Between Groups	7.64	4.00	1.91	4.97	0.00
	Within Groups	36.52	95.00	0.38		
	Total	44.16	99.00			
Project is running well	Between Groups	9.43	4.00	2.36	5.81	0.00
	Within Groups	38.53	95.00	0.41		
	Total	47.96	99.00			
Design of the system	Between Groups	5.09	4.00	1.27	2.77	0.03
	Within Groups	43.66	95.00	0.46		
	Total	48.75	99.00			

Table 4.18 (continued)

Improvement needed in HRIS	Between Groups	4.45	4.00	1.11	1.19	0.32
	Within Groups	88.51	95.00	0.93		
	Total	92.96	99.00			
Encouragement from supervisor to support HRIS	Between Groups	3.42	4.00	0.86	4.15	0.00
	Within Groups	19.58	95.00	0.21		
	Total	23.00	99.00			
Need of HRIS at present condition	Between Groups	3.56	4.00	0.89	2.12	0.08
	Within Groups	39.83	95.00	0.42		
	Total	43.39	99.00			
Communication from the superior	Between Groups	2.77	4.00	0.69	2.62	0.04
	Within Groups	25.07	95.00	0.26		
	Total	27.84	99.00			
Overall implementation is needed	Between Groups	1.33	4.00	0.33	1.38	0.25
	Within Groups	23.03	95.00	0.24		
	Total	24.36	99.00			

Interpretation:

There is significant difference between Job type and most of the variables in acceptance and timing. Thus H_0 is accepted. The acceptance and timing of the employees is influenced by their Job type.

Table 4.19

ANOVA for Department and Expected Capability

H_0: There is significant difference between department and expected capability.

H_1: There is no significant difference between department and expected capability.

Department and Expected Capability						
		Sum of Squares	df	Mean Square	F	Sig.
General expectations of the system	Between Groups	1.77	3	0.59	0.9	0.46
	Within Groups	64.7	96	0.67		
	Total	66.5	99			
Expectancy of data on time	Between Groups	3.15	3	1.05	2.3	0.08
	Within Groups	44.1	96	0.46		
	Total	47.2	99			
Accuracy of data from HRIS	Between Groups	1.77	3	0.59	1.1	0.35
	Within Groups	51.1	96	0.53		
	Total	52.9	99			
Level of easiness to use HRIS	Between Groups	0.23	3	0.08	0.1	0.96
	Within Groups	70.2	96	0.73		
	Total	70.4	99			
Customizing the individual needs	Between Groups	1.81	3	0.6	1.3	0.28
	Within Groups	44.9	96	0.47		
	Total	46.8	99			

Interpretation:

There is no significant difference between department and expected capability. Thus H_0 is rejected and H_1 is accepted. The expected capability of the employees is not influenced by their department.

Table 4.20

ANOVA for Department and Expected Value

H_0: There is significant difference between department and expected value.
H_1: There is no significant difference between department and expected value.

Department and Expected Value						
		Sum of Squares	df	Mean Square	F	Sig.
Need of transfer from legacy system to HRIS	Between Groups	0.58	3	0.19	0.4	0.74
	Within Groups	44.3	96	0.46		
	Total	44.9	99			
Enhancement of value of FACE through HRIS	Between Groups	0.53	3	0.18	0.8	0.49
	Within Groups	20.8	96	0.22		
	Total	21.4	99			
Helps coordinating work from other locations	Between Groups	0.99	3	0.33	0.5	0.67
	Within Groups	60	96	0.63		
	Total	61	99			
Helps in enhancing the career	Between Groups	2.21	3	0.74	2.5	0.07
	Within Groups	28.8	96	0.3		
	Total	31	99			
Importance of the HRIS	Between Groups	0.88	3	0.29	0.6	0.61
	Within Groups	46.1	96	0.48		
	Total	47	99			

Interpretation:

There is no significant difference between department and expected value. Thus H_0 is rejected and H_1 is accepted. The expected value of the employees is not influenced by their department.

Table 4.21

ANOVA for Department and Acceptance and Timing

H_0: There is significant difference between department and acceptance.
H_1: There is no significant difference between department and acceptance.

Department and Acceptance and Timing						
		Sum of Squares	df	Mean Square	F	Sig.
Satisfaction with HRIS	Between Groups	1.71	3.00	0.57	0.99	0.40
	Within Groups	55.04	96.00	0.57		
	Total	56.75	99.00			
Familiar with the functionality	Between Groups	2.88	3.00	0.96	2.70	0.05
	Within Groups	34.12	96.00	0.36		
	Total	37.00	99.00			
Progressing rate	Between Groups	0.66	3.00	0.22	0.48	0.70
	Within Groups	43.50	96.00	0.45		
	Total	44.16	99.00			
Project is running well	Between Groups	2.04	3.00	0.68	1.42	0.24
	Within Groups	45.92	96.00	0.48		
	Total	47.96	99.00			
Design of the system	Between Groups	3.77	3.00	1.26	2.68	0.05
	Within Groups	44.98	96.00	0.47		
	Total	48.75	99.00			

Table 4.21 (continued)

Improvement needed in HRIS	Between Groups	5.41	3.00	1.80	1.98	0.12
	Within Groups	87.55	96.00	0.91		
	Total	92.96	99.00			
Encouragement from supervisor to support HRIS	Between Groups	0.23	3.00	0.08	0.32	0.81
	Within Groups	22.77	96.00	0.24		
	Total	23.00	99.00			
Need of HRIS at present condition	Between Groups	3.86	3.00	1.29	3.13	0.03
	Within Groups	39.53	96.00	0.41		
	Total	43.39	99.00			
Communication from the superior	Between Groups	1.89	3.00	0.63	2.33	0.08
	Within Groups	25.95	96.00	0.27		
	Total	27.84	99.00			
Overall implementation is needed	Between Groups	0.27	3.00	0.09	0.36	0.78
	Within Groups	24.09	96.00	0.25		
	Total	24.36	99.00			

Interpretation:

There is no significant difference between department and acceptance and timing. Thus H_0 is rejected and H_1 is accepted. The acceptance and timing of the employees is not influenced by their department.

Table 4.22

ANOVA for Job tenure and Expected Capability

H_0: There is significant difference between job tenure and expected capability.
H_1: There is no significant difference between job tenure and expected capability.

Job tenure and Expected Capability						
		Sum of Squares	df	Mean Square	F	Sig.
General expectations of the system	Between Groups	13.9	2	6.94	13	0
	Within Groups	52.6	97	0.54		
	Total	66.5	99			
Expectancy of data on time	Between Groups	1.92	2	0.96	2.1	0.13
	Within Groups	45.3	97	0.47		
	Total	47.2	99			
Accuracy of data from HRIS	Between Groups	2.04	2	1.02	2	0.15
	Within Groups	50.9	97	0.52		
	Total	52.9	99			
Level of easiness to use HRIS	Between Groups	5.63	2	2.82	4.2	0.02
	Within Groups	64.8	97	0.67		
	Total	70.4	99			
Customizing the individual needs	Between Groups	0.78	2	0.39	0.8	0.44
	Within Groups	46	97	0.47		
	Total	46.8	99			

Interpretation:

There is no significant difference between job tenure and expected capability. Thus H_0 is rejected and H_1 is accepted. The expected capability of the employees is not influenced by their job tenure.

Table 4.23

ANOVA for Job tenure and Expected Value

H_0: There is significant difference between job tenure and expected value.
H_1: There is no significant difference between job tenure and expected value.

Job tenure and Expected value						
		Sum of Squares	df	Mean Square	F	Sig.
Need of transfer from legacy system to HRIS	Between Groups	2.15	2	1.08	2.4	0.09
	Within Groups	42.8	97	0.44		
	Total	44.9	99			
Enhancement of value of FACE through HRIS	Between Groups	2.43	2	1.22	6.2	0
	Within Groups	18.9	97	0.2		
	Total	21.4	99			
Helps coordinating work from other locations	Between Groups	9.94	2	4.97	9.4	0
	Within Groups	51.1	97	0.53		
	Total	61	99			
Helps in enhancing the career	Between Groups	0.02	2	0.01	0	0.97
	Within Groups	31	97	0.32		
	Total	31	99			
Importance of the HRIS	Between Groups	2.11	2	1.05	2.3	0.11
	Within Groups	44.9	97	0.46		
	Total	47	99			

Interpretation:

There is no significant difference between job tenure and expected value. Thus H_0 is rejected and H_1 is accepted. The expected value of the employees is not influenced by their job tenure.

Table 4.24

ANOVA for Job tenure and Acceptance and Timing

H_0: There is significant difference between job tenure and acceptance.

H_1: There is no significant difference between job tenure and acceptance.

Job tenure and Acceptance and Timing						
		Sum of Squares	df	Mean Square	F	Sig.
Satisfaction with HRIS	Between Groups	1.56	2.00	0.78	1.37	0.26
	Within Groups	55.19	97.00	0.57		
	Total	56.75	99.00			
Familiar with the functionality	Between Groups	3.79	2.00	1.90	5.54	0.01
	Within Groups	33.21	97.00	0.34		
	Total	37.00	99.00			
Progressing rate	Between Groups	3.34	2.00	1.67	3.97	0.02
	Within Groups	40.82	97.00	0.42		
	Total	44.16	99.00			
Project is running well	Between Groups	6.82	2.00	3.41	8.04	0.00
	Within Groups	41.14	97.00	0.42		
	Total	47.96	99.00			
Design of the system	Between Groups	7.35	2.00	3.67	8.60	0.00
	Within Groups	41.40	97.00	0.43		
	Total	48.75	99.00			

Table 4.24 (continued)

Improvement needed in HRIS	Between Groups	4.97	2.00	2.49	2.74	0.07
	Within Groups	87.99	97.00	0.91		
	Total	92.96	99.00			
Encouragement from supervisor to support HRIS	Between Groups	0.11	2.00	0.05	0.23	0.80
	Within Groups	22.89	97.00	0.24		
	Total	23.00	99.00			
Need of HRIS at present condition	Between Groups	1.50	2.00	0.75	1.73	0.18
	Within Groups	41.89	97.00	0.43		
	Total	43.39	99.00			
Communication from the superior	Between Groups	1.80	2.00	0.90	3.36	0.04
	Within Groups	26.04	97.00	0.27		
	Total	27.84	99.00			
Overall implementation is needed	Between Groups	0.30	2.00	0.15	0.60	0.55
	Within Groups	24.06	97.00	0.25		
	Total	24.36	99.00			

Interpretation:

There is significant difference between job tenure and acceptance and timing. Thus H_0 is accepted. The acceptance and timing of the employees is influenced by their job tenure.

CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings:

1. The majority (55%) of the employees agree that it is essential to sitch over from legacy system into HR Information systems.
2. The majority (79%) of the employees agree that the value of FACE will be enhanced by implementing HR Information system.
3. The majority (55%) of the employees agree that the HR Information System is important for them and their work in FACE.
4. The majority (58%) of the employees agree that they satisfied with the progress of HR Information System development that is happening in FACE.
5. The majorities (78%) of the employees strongly agree that HR Information System is a great program and should be implemented.
6. The overall expected capability of employees in FACE from HRIS is high.
7. The overall expected value from HRIS for employees in FACE is high.
8. The overall acceptance and timing of HRIS in FACE is high.
9. The employees with job tenure more than three years were significantly higher than those with 1-3 years and less than 1 year job in all the three variables.
10. The senior managers were significantly higher than managers, senior associates, associates and supporting staffs in all the three variables.
11. The business development department is significantly higher than training and development, operations and technical department in all three variables.
12. There is significant difference between Job type and organizational readiness of the employees in FACE.

5.2 Suggestions:

1. The transfer of legacy system into HR information system should happen with reasonable time gap in order to ensure the quality of work.
2. The availability of the system should be ensured for the system to function regularly.
3. To bring familiarity of the process, employees need induction program about the system.
4. In case of any fault occurring in the system in future, there should be employees from operation department who are trained to handle it.
5. Equal attention towards all the departments in FACE in essential for providing training and communicating the process

5.3 Conclusion:

Employee attitudes are a key factor in determining ERP implementation success or failure. Conducting an organizational readiness assessment prior to implementation of an HR information system could be a significant step towards the success of implementation. Early attitudes about ERP systems, even before these systems are implemented, shape employee views that may be difficult to change once the systems become fully operational. That is, positive attitudes early on may lead to positive behaviors, which, in turn, lead to positive outcomes. Conver sely, negative attitudes early on may lead to negative attitudes, negative behavior and a downward cascade of attitudes and experiences after implementation. Assessi ng employee attitudes prior to implementation of an ERP system can help identify organizational readiness for massive change. Once identified, organizations can tailor their implementation efforts to ensure a critical mass of positive effort and enhance the probability of success.

There are several limitations to the study, which should be noted. First, only a single organization was used in the study. While this allowed us to gain a greater in-depth understanding of the attitudes of these employees regarding ERP implementation, it is difficult to generalize the results to a different sample. Second , employee attitudes were

assessed at only one point in time. While employee attitudes prior to implementation of an ERP system are important predictors of success, this study was limited by its inability to assess attitude change (or stability) over time. is anticipated that attitudes will change over time and that experience with the system will shape employee reactions[3]. Therefore it would be extremely useful to assess employee attitudes before implementation, during the early stages of the process, and after the system has become rationalized within the firm. The framework based on three major components, namely strategic, tactical and operational, and the subcomponents are identified.

Implementing an Enterprise Resource Planning (ERP) system as a part of HRIS is expensive and time consuming. A substantial cost is associated with pre-implementation involvement and training designed to encourage acceptance and effective implementation of the system. The results of this study indicate that, pre-implementation attitudes can achieve the desired effects. Length of time with the firm and position had a greater impact on attitudes toward HRIS capabilities, value, acceptance and timing than high levels of pre-implementation involvement.

5.4 Scope for further study:

A number of factors have been identified as critical to success of HR Information system implementation. This indicates that a success of HRIS implementation in an organization depends on the ability to perform well with respect to critical success factors (CSF).The organizations that use critical success factors as the basis to support the HRIS implementations have been found to achieve success in ERP implementation. CSFs are the few key areas where things must go right for the implementation to be successful in achieving goals and objectives. These CSFs are being compared to the factors used in the study.

[3] (Herold et al., 1995; Kossek et al., 1994)

Top Management Support

Emanate the initial idea of ERP implementation from top management amounts to their active support. Strong leadership, commitment and participation of the top management are needed throughout the implementation. There has been good support from the management of FACE.

Efficient Project team

Project team requires positive attitudes, comprehensive knowledge, and extensive experience with top-notch people having required skills, past accomplishments, reputation and flexibility. The employees in operations team are efficient. But still, in order to enhance their efficiency to higher level, proper training is needed.

Clear understanding of strategic goals

Clear goals and objectives are essential to guide an ongoing organizational effort for HR Information system implementation as it usually exceeds the time frame for a typical business project. The "triple constraint" of project management specifies three often competing and interrelated goals that are need to be met: scope, time, and cost goals. Almost all the employees of FACE have clear understanding of the strategic goals of FACE and the reason behind the HRIS implementation.

Effective project Management

Successful HR Information system implementation requires that the organization engages in excellent project management. An individual or a group of people are given the responsibilities to drive towards the success in project management. It involves scheduling and monitoring of defined activities with the use of skills and knowledge. Most of the employees agree that the project has been going on well which implies the efficiency of project management.

Effective Communication

Communication is one of the most challenging and difficult tasks in any HRIS implementation project. Communication frequency, methods, purpose, specialist, and target audience are the factors which are used to measure the effectiveness of communication for HRIS implementation. Majority of the employees in FACE strongly agree that there has been good communication from the management.

Effective change management

An incompatibility of the structure, tools and types of information provided by HRIS with the existing organizational structure and processes is prevailed in most companies. Therefore, in a successful HRIS implementation the way organization does business as well as jobs of the people will need to change. Therefore frequent improvisational change methodology can be used for identify, manage and tracking changes and giving the training to employees to give understand about how HRIS system will change the business processes. Here in case of FACE, the change management is less effective, because all the employees don't understand the complete process that takes place for HRIS implementation. Hence, it is important for the organisation to provide training for employees who are not directly involved.

High user involvement and participation

User involvement in HRIS implementation can be improved by demonstrating the importance of new system to the organization and to employees, individually as well as collectively, for performing the functions efficiently and effectively. The two areas where users involve are user involvement in the stage of definition of the company's HRIS needs and user participation in the implementation of HRIS. End-user involvement helps in system understanding, training, and total satisfaction. The new system must be approved by the users before going live. There has been good understanding for the employees about the HR information system, and this is revealed by their satisfaction level.

Extensive education and training

In many HRIS implementation processes, projects may fail in the end due to inadequate training. The training programs must cover both the technical staff and the users. Human resource department must be involved in conducting the training programs within the organization. The main reason for education and training program for HRIS implementation is to make the user comfortable with the system and increase the knowledge level of the person. Though there is less need for conducting training program for the employees as they are well aware of the process, it is essential to give them an induction program to enhance their understanding.

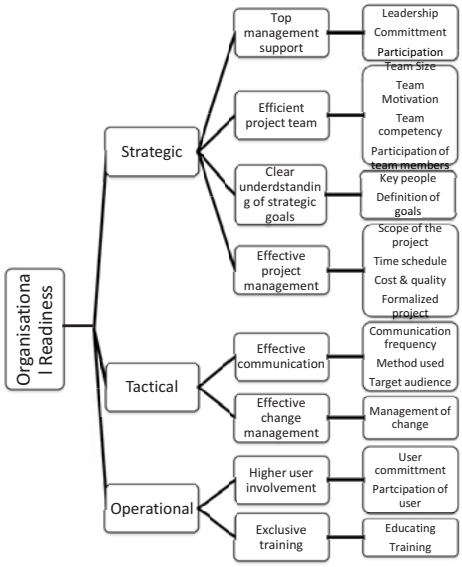

Fig. 5.1 Critical success factors of HRIS implementation[4]

[4] Jiang Yingjie's (2005) critical success factor model as the main source a theoretical framework was constructed here and compared for the purpose of the study.

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APPENDICES

Questionnaire

Name: _____
Designation: _____ Department: _____
No. of years of experience in FACE: _____

Expected capability of HR INFORMATION SYSTEM

1. My current general expectations of the HR Information system that has to be implemented in FACE is:

	Large	Moderate	Somewhat	Little	Nothing	
High	1	2	3	4	5	Zero

2. I think that the data from the HR Information System will be:
a) always on time
b) usually on time
c) sometimes on time
d) never on time
3. I think that the accuracy of data from the HR Information System will be:
a) To a large extent
b) To a moderate extent
c) To some extent
d) To Little extent
e) Not at all
4. I think the HR Information System will be:
a) very easy to use
b) somewhat easy to use
c) Neither easy nor difficult to use
d) somewhat difficult to use
e) very difficult to use
5. I think customizing my needs in HR Information System will be:

	Large	Moderate	Somewhat	Little	Nothing	
Hard	1	2	3	4	5	Easy

Expected value of HR INFORMATION SYSTEM

6. Overall, I think that the switch from legacy systems to HR Information System is:
a) more trouble than it is worth
b) Troublesome
c) Troublesome, but essential
d) Essential
e) absolutely essential at this time
7. I think the value of FACE will enhance in having an HR Information System
a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree
8. HR Information System will help coordinate our work with activities in other company locations
a) Strongly agree
b) Agree
c) Neither agree or disagree

d) Disagree
e) Strongly disagree

9. Supporting or working on the HR Information System can enhance my career in FACE:

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

10. I believe the HR Information System project is proceeding

a) very quickly
b) Quickly
c) Moderate
d) Slowly
e) very slowly

Acceptance and Timing of HR INFORMATION SYSTEM implementation

11. I am very much satisfied with the progress of HR Information System development that is happening in FACE

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

12. I am familiar with the functionality of the HR Information System

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

13. The HR Information System is important to me & my work in FACE

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

14. Overall, I believe the implementation of HR Information System project is running well

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

15. In general, I like the way the HR Information System is designed

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

16. A lot of improvement should be made in the way the HR Information System is run

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

17. My immediate supervisor encourages to support HR Information System

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

18. According to me, HR Information System is unnecessary for FACE at this point of time

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

19. In general, communication on the HR Information System implementation has been good

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

20. Overall, HR Information System is a great program and should be implemented

a) Strongly agree
b) Agree
c) Neither agree or disagree
d) Disagree
e) Strongly disagree

21. Please give your suggestions for the implementation of HR Information System in FACE.

_____
_____
_____