Chapter XIX
Perceived Performance of the Human Resources Information Systems (HRIS) and Perceived Performance of the Management of Human Resources (HRM)

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ABSTRACT
The changing business environment and increasing technology is redefining the role of the human resources function. Nowadays, corporations have to consistently advance the value of human assets in their own organizations for maintaining their competitiveness. One of the technological changes in this regard is the appearance of Human Resources Information systems (HRIS). How to improve the efficiency of the HR and enhance its status in the organizations has become the top agenda to enterprises. The development of Information Technology (IT) transforms the role of the HR Dept in the organization. It enables HR to be a real strategic partner of corporations through the process of Organization Development. Thus, one of the challenges that face managers nowadays in regard to these emerging technologies, is the need to determine the success factors that play an important role in the implementation of an HRIS and how these factors, that some are Technological, Individual, and Organizational, affect the perceived performance of a HRIS and to measure the impact of this perceived performance on the perceived performance of the HRM.
INTRODUCTION

Regarded as a technical support particularly favorable to obtaining the sought performances, Information and Communication Technologies (ICT) are perceived today as a major tool to ensure the competitiveness of the organizations.

In addition, human resources management is invited to better share its roles, its responsibilities and its functions between the management and the general view of its framing/setting, and to propose relevant creative tools of added value. For this reason, the (HRIS) constitute suitable systems making it possible for the enterprise to manage the flows of information relating to its human resources (HR), as well as improving the quality of decisions related to the HR, which can be either strategic or operational, and this thanks to the automation of the administrative procedures. Many companies maintain the belief that simply by computerizing their HR processes, they will be able to solve all of the noted problems and reach their objectives.

The aim of this research is to identify the determinants of the perceived performance of a HRIS and to measure the impact of this perceived performance on the perceived performance of the HRM. Three types of factors of the perceived performance of HRIS are highlighted right now: technical, organizational and individual. Initially, we will clarify the various solicited concepts. Secondly, we put forward the measure of the perceived performance of the HRM and that of the HRIS. Last but not least, we will draw, based on a literature analysis, the first variables being able to start a modeling, which will be presented in conclusion along with the first methodological tracks.

DEFINITION OF THE CONCEPTS

This first part is devoted to the definition of the concepts related to the ICT then to the clarification of the concept of perceived performance of the HRM.

ICT, e-HRM and HRIS

Due to their interactive and innovative character, the ICT shake the structures and the “traditional” practices, based in particular on the man-machine correlation. The E-HR, for instance, was defined by Barthe (2001) as “the policies of HRM using the NICT, namely the internal Intranets and the public Internet, to implement dynamic practices”. For this purpose, the E-HRM aims at bringing solutions to improve traditional management of HR and to develop the performance.

In addition, the integration of these technological tools passes by a Human Resources Information system (HRIS). This has a main goal to provide the service in the form of information, data, and reports, to the internal as well as to the external customers who use the system. Thanks to the automation of the administrative procedures, the HRIS can improve the quality of the decisions related to the human resources, whether they are strategic or operational, by increasing the available flow of information. In other words, we are talking about a Portal HR where it is possible to acquire, store, handle, analyze, extract and distribute information relevant to the human resources of an organization Tannenbaum (1990).

However, the information related to the human resources changes becomes unforeseeable; from which emanates the need for envisaging a particular management of this information. In response to this need, the HRIS presents certain characteristics which are related to the nature (itself) of this information. Thus, thanks to this system, the organization can manage the important flow of information of which it lays out on its employees. They can modify them and update them without wasting time (See Figure 1).

The Academic work on the HRIS is integrated in a procedural approach of the human resources management (Barthe, 2001, Gilbert, 2001, Lord,
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