Impact of Selected Demographic Variables on HRIS Users Employee's Attitude and Behaviour towards their job (A case study of Bank of Baroda)

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Abstract: Human Resource Information Systems (HRIS) is a procedure of execution of information the efficient supervision and control of human resource functionalities and submissions such as Recruitment, Training, Work Improvement, Job Analysis, Promotions, Performance Appraisal, Attendance, Payrolls and Communication Flow in a bank. The HRIS has the potential of improving working efficiency with transparency, quality work life balance, motivation, convenience, flexibility and comfort makes user female employees more relaxed, confident and accurate at work station , their attitude and behaviour towards assigned job is improved which ultimately enhance the performance. In the current paper, researcher has attempted to observe the impact of selected demographic variables such as gender, qualification, designation and work experiences on HRIS user employee's attitude and behaviour towards their job in one of the biggest bank of India.

Key Words: Human Resource Information System, HRIS Functional Characteristics, Job Satisfaction, Attitude

Introduction:

It would be convenient here to describe HRIS as a concept and reckon its applications in current organizational set up. In the recent past, HR systems and procedures have advanced in the organization and this advancement has noteworthy involvement of information systems which has essentially transfigured the way organizations has been managing their human resource function. The conversion enabled this process more efficient and obvious. One of the most considerable components considered in ERP is Human Resource Information System (HRIS). In general, "Human Resource Information Systems (HRIS) is a process of applying information technology for the effective management of human resource functions and applications in any organization". HRIS is a software system keeps employee's database and registers which is also known as a knowledge bank, supports HR professionals to augment its human capital. Many facet of HR functions such as Job Analysis, Employee Joining, Learning, Training, Salary, and Performance Appraisal etc. have

become much smooth and stress-free and Selection, Recruitment, Promotion have turned more transparent than ever before.

HRIS complements competitive values to the organization, by its excellence of refining, forecasting, strategic management, decision making, decrease administrative and HR operational costs and enhance transparency, accuracy of essential information at all levels. The most admirable attribute of HRIS is that transparency within the organizational system gets up which ultimately leads to multi way communication within users groups and collaboration with the user community. The numerous potential advantages with the growing need and demand of HRIS yet many companies have still not moved for adaptation of it, also many of them have started to use it for basic applications only, it is not being used as per its capability and potential. The present scenario of Indian banking sector has vibrant mandate of proper management of HR operations, HRIS is being used to handle the HR functions in Indian banks yet the there are several facilitating and inhibiting factors in the ideal use of HRIS. In Indian banking context, restricted challenges and opportunities for HRIS can be seen from the users and management perspective.

Why Bank of Baroda: Bank of Baroda is an Indian state-possessed International banking and financial service organization. It was founded by the Maharaja of Baroda, Maharaja Sayajirao Gaekwad III in July 1908. Having more than 131 Million Customers across 18 Countries, it is ranked second biggest bank in India. Having its HO in Vadodara (prior known as Baroda), Gujarat and corporate office in Mumbai, it is one of the largest bank in the country. As in July 2020, approx. 82850 employees were working in various capacities in more than 8000 branches of Bank of Baroda. W.e.f. 1 April 2019, Dena Bank and Vijaya Bank merged with Bank of Baroda.

Review of Literature:

Agarwal, R &Parmar, S (2020), in their study of development of HRIS banking Sector from early 20th century till 2020. The study was based on the information gathered and composed by employees in the banking sector in Gwalior. It was observed that HRIS recognizes and investigate required and suitable job position and provide training requirements of organizations by picking the right person at the right time for training, approximating the usefulness of pre-service & on-job training programs.

Theeb, A. A. & Abdullah, M. F. (2018), concentrated on studying the usefulness of information systems in HRM in Jordanian banking sector, it was reviewed to recognise whether the information systems in Jordanian baking sector are beneficial or not. The paper delivered reasonable consideration of the role of information systems in refining the HRM in Jordan Banks. In order to achieve a capable human resources to perform managerial activities under the pressure of global competition, the complex association between information system and human resource management was revealed. The authors suggested that the Jordanian banking industry should improve the application of computer-based technology in their operations, systems and functions.

Mostari, S (2018),in her study, targeted to review the associations among perceived benefits of HRIS and administrative competence through the usage of HRIS in an organization facing substantial challenges. A structured questionnaire was distributed among a diverse group of HR employees of 27 different banks in Bangladesh. Pearson correlations and regression analysis were applied to analyze the data. The outcomes discovered that perceived benefits of HRIS positively stimulates HR employee's performance.

Cheema et al. (2016) in their research worked on HRIS of SMEs of Pakistan Manufacturing Firms, they attempted to reveal the different features of HRIS and High Performance Working System. They studied about different blockades and obstacles in proper implementation of it. The outcomes clarifies that there are numerous issues such as HR process itself, recruitments, appraisal system, communication, collective decision making, elastic work projects etc. that directly affects HRIS. Also, very positive response from the side of SMEs towards the paybacks of paying more attention to HRIS.

Malik S (2014), studying the technological innovation in banking sector, emphasized on transformation of banking in India, which caused to incredible progress and improvement in banking services and operations. Benefits of innovations such as ECS, RTGS, EFT and NEFT in banking and financial sector has changed the face of the banking industry. Still banks are frequently investing huge of amount of money in adoption of these innovations. The efficiency and performance encouraging systems with latest technology and innovation have expanded the range of banking and the revenues have been increased by minimizing cost involved.

Hilton et al. (2010) studied the connection between stakeholder system's value and performance of major banks. International stakeholder systems of US and UK with successful stakeholder systems of Germany and Europe were matched in the study. . The results of the study exposed that backing from the side of banks to shareholders interests was positively related with profitability and liquidity of banks. Backing from the side of banks to suppliers' attention was positively associated with capital competence, margins and asset quality of banks. Backing from the side of banks to the creditors' attention was positively associated with liquidity of banks. Overall performance of banks was positively correlated with the attention of corporate stakeholders.

Research Methodology:

In the present paper, researcher have used summated or Likert type scale, consists of a number of statements covering various aspect of study subject which marks a discernment towards the given subject. In the present study, the researcher has created a questionnaire, having 9 statements covering various dimensions of HRIS user employee's attitude and behaviour towards their job. Researcher's understating gathered by studying literature review was developed to be checked though this study. The statements having significant dimensions were –

1.   **I am Efficient & Accurate**
2.   **I Maintain best Work Life Balance**
3.   **I Feel Motivated & Enthusiastic**
4.   **I am Confident & Capable**
5.   **I am satisfied at work place**

6.   **My service benefits are secure**
7.   **My service records are maintained**
8.   **My Promotions and Appraisals are Transparent**
9.   **Working Environment is Convenient and Smooth**

The respondents were given five point Likert Type rating scale and were asked to mark in suitable box. The scale has been used to quantify the response and scores ranging from 1 to 5. These point were give as per their responses to the particular statement such as 1 to Strongly Disagree, 2 for Disagree, 3 for Neutral and 4, 5 for Agree and Strongly Agree respectively. The mean score of all the statements related to each component was measured and also in the end mean of all the components were measured. Mean Score of all above said dimensions has been added to calculate aggregate mean score of Attitude and Behaviour towards job. All the scores have been used for analysis purposes using the IBM SPSS (Statistical Package for Social Science) version 22.

Sampling:

Since the staff member or employees of bank are the key end user of HRIS, they could be the best choice for most accurate response, keeping this in eye, researcher selected staff members for sample response. Random Sample of 300 online responses (225 Male and 75 Female) were collected from various important branches of Bank of Baroda across the country for analysis. The selected sampling of unit comprised of male and female staff members having different educational qualifications and work experiences at various levels or grade in Bank of Baroda.

HRIS and Female Employee's Attitude & Behaviour towards their job

Best performance in HR system in Banks can be achieved by a transparent, efficient, effective, participative and cost efficient information system which always have the faith and trust of female staff members. Efficacy of HRIS should incorporate the belief that it will fetch the sought results. It influence the employee's attitude & Behaviour towards Job and know about how they feel themselves about the system after working with it. The use of HRIS affects their attitude and behaviour patterns as how they deal with stress and office politics. It's direct or indirect impacts on employee's happiness, energy, enthusiasm, satisfaction, perfection and performance are noticeable. The feeling and sentiments of the bank staff members towards HRIS has also been studied in this research.
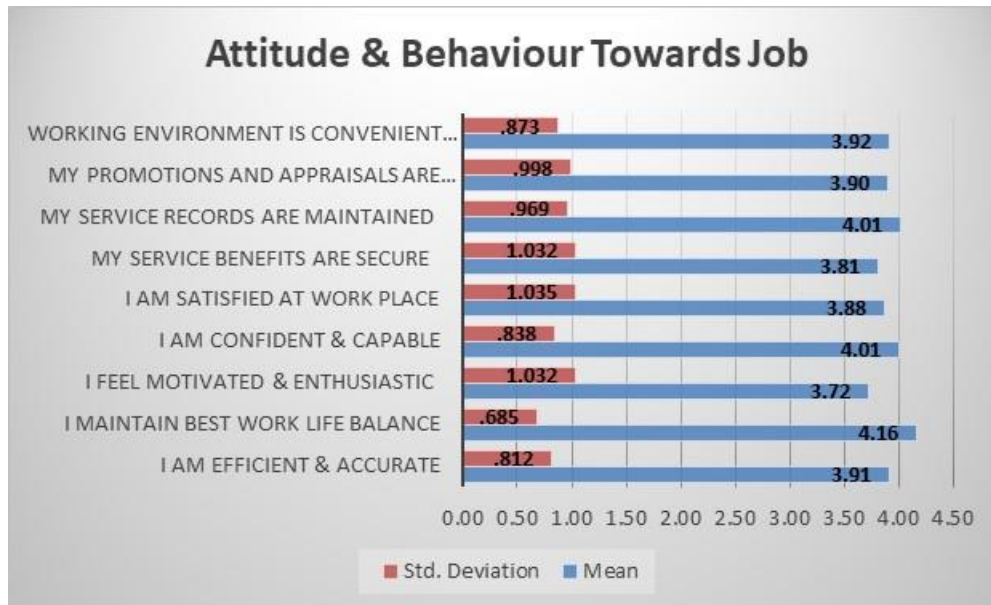
Employees Satisfaction Level has achieved the Cronbach's Alpha value as 0.865 so our sample data is reliable enough for analysis.

Reliability Statistics	
Cronbach's Alpha	No of Items
0.865	9

Descriptive analysis of the responses on above-said selected important dimensions are given in table below-

HRIS User Employee's Attitude & Behaviour Towards Job		
	Mean	Std. Deviation
I am Efficient & Accurate	3.91	.812
I Maintain best Work Life Balance	4.16	.685
I Feel Motivated & Enthusiastic	3.72	1.032
I am Confident & Capable	4.01	.838
I am satisfied at work place	3.88	1.035
My service benefits are secure	3.81	1.032
My service records are maintained	4.01	.969
My Promotions and Appraisals are Transparent	3.90	.998
Working Environment is Convenient and Smooth	3.92	.873
Attitude & Behaviour Score	**3.9237**	**.64355**

As per the above table and graph, it may be observed that the mean for all the dimensions related to satisfaction level of HRIS user female employees are more than 3.7 and the mean of overall attitude & behaviour score is 3.9237 with SD 0.64355. It shows that the HRIS plays a significance role in improving the attitude & behaviour towards Job of HRIS user employees in Bank of Baroda.

Impact of Demographic Variables on HRIS User Employee's Attitude and Behaviour towards their job

In this part of the chapter, the researcher has put an effort on studying the relationship between selected demographic variables such as gender, qualification, ranks and work experience on HRIS Users Employee's Attitude and Behaviour towards their job. We have gathered personal and organizational information of respondents through the designed questionnaire. The score obtained from HRIS Users Employee's Attitude and Behaviour instrument have been used for testing the following null hypotheses (set with an alternate hypothesis with each null hypothesis), it includes the Overall Attitude and Behaviour score.

Ho   There is no significant impact of Demographic Variables (Gender, Qualification, Rank and Work Experience) on HRIS User Employee's 'Attitude and Behaviour towards their Job"in Bank of Baroda.

Ho-a   There is a significant impact of Demographic Variables (Gender, Qualification, Rank and Work Experience) on HRIS User Employee's 'Attitude and Behaviour towards their Job"in Bank of Baroda.

(i) **Impact of Gender Difference on HRIS User Employee's Attitude and Behaviour towards their job**
To study the influence of respondent's gender on HRIS User Bank Employee's Attitude and Behaviour, score obtained from Attitude and Behaviour instrument have been used by testing the null hypotheses (set with an alternate hypothesis with each null hypothesis). Null hypothesis were tested using statistical techniques (Independent t-test) to inspect the effect of gender difference on Attitude and Behaviour. The Test of difference between means was used for examining the null hypothesis & their substitute hypothesis at 5% significance level with 298 degrees of freedom.

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Attitude & Behaviour Towards Job	Male	225	3.914	0.69766	0.04651
	Female	75	3.9526	0.44601	0.0515

Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence
									Lower	Upper
Attitude and Behaviour towards Job	Equal variances assumed	9.905	.002	-.449	298	.654	-.03858	.08592	-.20767	.13051
	Equal variances not assumed			-.556	199.987	.579	-.03858	.06939	-.17542	.09826

By analyzing the independent t test value in the table, we see that the significance values of hypothesis is more than 0.05 (p>0.05). Thus the hypothesis has been permitted and accredited at 95% confidence interval, it recommends that there is no significant level of impact of gender (male and female) on Attitude and Behaviour of HRIS user employees.

(ii) **Impact of Qualification on HRIS User Bank Employee's Attitude and Behaviour towards their job**
To study the relationship between of qualification of bank employees on Attitude and Behaviour of HRIS user bank employees, researcher applied One Way F ANOVA statistical. Following are the details and output of F ANOVA test applied to examine the null hypothesis with regard to affiliation between this variable:

Descriptives Analysis for F ANOVA - Qualification				
Education	N	Mean	Std. Deviation	Std. Error
Graduate	111	3.8677	.80199	.07612
Post Graduate	116	3.9818	.59897	.05561
Doctrate & Others	73	3.9163	.39230	.04592
Total	300	3.9237	.64355	.03716

F ANOVA Test - Qualifiaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.743	2	.372	.897	.409
Within Groups	123.089	297	.414		
Total	123.832	299			

In the F ANOVA test, the p values (sig 2-tailed) are greater than the critical value (p>0.5) as the probability is more than 0.05, thus we admit the null hypothesis. It instructs that there is no significant level of difference between means of the qualification of bank employees and no impact is realised on Attitude and Behaviour towards their job of HRIS user employees in Bank of Baroda.

(iii) **Impact of Designation on HRIS User Bank Employee's Attitude and Behaviour towards their job**
To study the impact of designations on HRIS user bank employees' Attitude and Behaviour towards their job level, researcher attempted One Way F ANOVA statistical technique. Following are the details and output of F ANOVA test applied to test the null hypothesis with regard to association between this particular variable.

Descriptives Analysis for F ANOVA - Rank				
Rank	N	Mean	Std. Deviation	Std. Error
Business Associate	32	4.0625	.71561	.12650
Officer-Scale I	89	3.9474	.64572	.06845
Officer-Scale II	114	3.8626	.70479	.06601
Officer- Scale III & Above	65	3.9299	.46835	.05809
Total	300	3.9237	.64355	.03716

F ANOVA Test - Rank					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.095	3	.365	.880	.452
Within Groups	122.737	296	.415		
Total	123.832	299			

In the applied F ANOVA test result, the p values (sig 2-tailed) are larger than the critical value (p>0.5) as the probability is more than 0.05, the null hypothesis is accepted. It advocates that there is no significant level of difference between means of the designation of employees and no impact is seen on HRIS user Bank of Baroda employees' Attitude and Behaviour towards their job level.

(iv) **Impact of Service Tenure on HRIS user bank employees' Attitude and Behaviour towards their job level**

To study the relationship between of service tenure of bank employees on Attitude and Behaviour towards their job level of HRIS user employees in Bank of Baroda, researcher applied One Way F ANOVA statistical technique. Following are the details and output of F ANOVA test applied to test the null hypothesis with regard to impact of one variable on the other.

Descriptives Analysis for F ANOVA - Work Experience				
Work Experience	N	Mean	Std. Deviation	Std. Error
<5 years	62	4.0589	.56862	.07222
6-10 years	112	3.7629	.82483	.07794
11 -15 years	68	4.0212	.41452	.05027
>15 years	58	3.9751	.46355	.06087
Total	300	3.9237	.64355	.03716

F ANOVA Test - Work Experience					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.830	3	1.610	4.004	.008
Within Groups	119.002	296	.402		
Total	123.832	299			

In the applied F ANOVA test result, the p values (sig 2-tailed) are larger than the critical value (p>0.5) as the probability is less than 0.05, thus we reject and prohibit the null hypothesis. It advocates and suggests that there is a significant level of difference between means of the service tenure of employees and significance impact is seen on Attitude and Behaviour towards their job of HRIS user employees of Bank of Baroda.

Conclusion:

The impact of demographic variables are usually experienced on the overall performance of work as well as the behavioural pattern of an individual. Since the attitude plays a vital role in an individual personality, it ultimately influence his or her working behaviour. The use and role of HRIS has become very significant in the present business environment and various demographic variables related to HRIS user employees may also influence the attitude and behaviour towards their job. Selected demographic variables such as gender, qualification, and designation do not influence HRIS Users Employee's Attitude and Behaviour towards their job yet service tenure of Bank of Baroda significantly influence HRIS Users Employee's Attitude and Behaviour towards their job. The HR professionals of Bank of Baroda should consider these outcomes while practicing the HR functions.

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