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THE IMPACT OF HUMAN RESOURCES INFORMATION SYSTEM ON NON-EXECUTIVE EMPLOYEES' PERFORMANCE WITH SPECIAL REFERENCE TO MANUFACTURING INDUSTRY

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ABSTRACT

The very purpose of the study was to determine the impact of Human Resource Information System (HRIS) on employee job performance. HRIS is a software or online solution for entering, tracking and storing data. Employee job performance, as it means, is the contribution of an employee to his/her organization. Most of the researches on this topic were conducted in Western Province of Sri Lanka especially in Colombo while this study is carried out in Southern Province. The descriptive research is based on the deductive approach adopted here. A quantitative method was used and questionnaire survey method was employed as the main data collection method. One of the well reputed manufacturing companies was selected to collect relevant data through a structured questionnaire. 85 full time employees were randomly selected from the southern region in Sri Lanka. Collected data were analysed using Alpha test, correlation and regression through IBM SPSS to understand the relationship between HRIS and employee performance. Time and attendance system, Training and development system, Performance Management system, Self- service system were used as the determinants of HRIS. According to the research findings, 4 dimensions of HRIS have positively influenced with employee performance.

Key Words: Human Resources Information System, Employee Performance, Manufacturing Sector

1. Introduction

Human Resources Information System (HRIS) has increasingly transformed and developed from a basic process to convert manual information keeping system into computerized system to HRIS that are used today. Because of the development of proper HRIS, Human Resources have been able to manage properly. HRIS is expected to lead to valuable out comes for the organization such as decrease cost, improve communication and decrease time spent. It is a sub system with MIS' interface (Management Information System) and human resources. HRIS is helpful for gathering, storing and processing the data related with the employees and business processes, and sharing the resulting information with managers and employees. (Kaygusuz, et.al ,2016).

Employee performance is a fundamental element for the progress of the institution which has an impact on organizational success or failure. According to Murti & Srimulyani (2013), employee performance is how much employees' contribution to the company including the quantity of output, the quality of output, the time period, workplace attendance and corporative attitudes. If an employee's performances are high that employee would be well motivated. Aldemir et al. (2004) explained that employee's personal performance is personnel contribution to the business goals. He further constituted, an employee with a high performance can be considered who has successfully discharged the duties and responsibilities, and his behaviors thereby contribute to the goals of the organization. (Cited in Kaygusuz, et.al ,2016).

This study is to investigate whether there is an impact of HRIS on employee performance since most of the large and medium scaled organizations adopted to HRIS (Kaygusuz, et.al ,2016). To explore the relationship, the researcher has used four sub areas of HRIS which is available in the research site, Loadstar (pvt) ltd. Employee performance was measured using capacity to perform, Opportunity to perform and Willingness to Perform. Some authors have explored the impact of HRIS on employee performance in different perspectives. Kaygusuz, et.al (2016) found that there is a relationship between HRIS usage and personal performance. HRIS automation was identified as a factor for the employee performance by Yildiz et al. (2007).

1.1 Research Problem and Objectives

There is a huge competition among the organizations in any industry. To match with the competitive environment, employees who deliver the services should be a value creation work force. There should be a well-motivated taskforce whose performance is in high volume. When there is a pool of such employees only, organizations could serve an unmatched service in the industry. Therefore, the personal performance of employees is very important in organizational perspective. As mentioned earlier, employees are motivated when they know about their performance.

Khin (2019) mentioned that less investment in HR system would cause under qualifying productivity. Employee performance and their commitment depend on HR practices (Kumari & Dubey, 2018). Even though there are no specific sub systems should be included in a HRIS, there is a need to manage HR functions in an efficient way. As an example recruitment is finding the right person to the right place at the right time. It involves a set of activities which are time consuming. There is a thread of losing good candidates due to the manual processes (Shukla & Singh, 2015). HRIS self- service portal

and accessibility from anywhere reduce the contribution of HR personal and enable them to perform their tasks effectively. This need for an automated system can't be justified in a small company with low capital. The system has to be a cost effective one since it involves implementation and maintenance costs (Savalam & Dadhabai, 2018).

According to Wickramasinghe (2010), research on web based HRM and HRIS are interesting, relevant and timely in Sri Lanka since the increasing interest on understanding technical influence. According to Kumari & Dayarathna (2019), the internet and ICT have come to the interface of HR practices in Sri Lankan organizations and a significant impact of HRIS and e-HRM on HR practices. This can be especially observed in banking sector and manufacturing organizations. However, studies have highlighted the slowness of utilizing ICT in the HRM functions compared to other organizational functions (Cerveny et al. 1993 cited in Wickramasinghe 2010). Alwis (2010) who did a study in large scaled companies in Colombo Districts, explored that Sri Lankan companies are rapidly moving towards adopting technology in managing HR. He further mentioned that it would take a few more years for a complete incorporation of e-HR strategy into the business model. By using a HRIS, HR professionals have more time to play a satisfactory strategic role in the organization (Beadles, et al.2005 cited in Kumari & Dayarathna, 2019).

There are studies conducted in HRIS related to employee's performance in world wide. But when it comes to the Sri Lankan context, the researcher could find a few studies. Most of the researches were conducted in Western Province of Sri Lanka especially in Colombo since it is the capital city of Sri Lanka while this study is carried out in Southern Province. As well as most of researchers conducted in HRIS related to Executive level employee performance special reference to HR division but this research conducted in HRIS related to Non-Executive employees. Studies with special reference to financial institutions can be found more often but it is difficult to find in the manufacturing sector.

So, in this study the main research problem was to measure 'Is there any influence from HRIS on non-executive employee performance with special reference to manufacturing sector- Loadstar (pvt) Ltd in Sri Lanka'. Objective of this study is to find out how the HRIS is impacting on the performance of employees.

1.2. Research Objectives
- ✓ To identify the impact of HRIS (IV) on employee performance (DV) of the employees in Camso Loadstar pvt(Ltd)
- ✓ To identify the issues and make suggestions to improve the HRIS for enhancing the employee performance of Camso Loadstar Pvt (Ltd).

2. Literature Review
Employee performance is a fundamental element for the progress of the institution which ultimately will have an impact on organizational success or failure. According to Murti and Srimulyani (2013) employee performance is how much employees' contribution to the company including the quantity of output, the quality of output, the time period, workplace attendance and corporative attitudes. If employee performance are high that employee are well motivated. So organization can find suitable employee

to achieve firm target (Kreitner,et.al, 1999). HRIS is an organized method of providing information about human resources, it functions and external factors relevant to managing human resources. According to Broderick and Boudrea (1992), "Human Resources Information System (HRIS) is the composite of database, computer applications, hardware and software that are used to collect, record, store, manage, deliver, present and manipulate data of human resources." HRIS stores employees information, process it and provide information for organizational purpose. (Mohommade & Khashman, 2016).

According to few researchers, human resource information system is recognized as an organized process for gathering information, its storage, maintenance, resuming data which is required by the firms regarding their worker progress, human resource and other firm's features(Kovach, et al. 2002). Based on that HR department is able to get a clear picture of the company and put some strategies when there are problematic situations. (Sadiq et al, 2012). HRIS comes with several core modules which will streamline the HR process in organization. In here the researcher is going to analyze four modules in the HRIS which is used by the selected organization. They are Time and attendance system, Training and development system, Performance management system and self-service.

Time and attendance system is critical for all organizations. According to Duff & Angus, (2015) the organizations introduced different software such as a web-based attendance management system to cater this requirement. It is an accurate and centralized approach that improves the performance of employees. It has the ability to capture employee attendance information from any attendance monitoring device. The management of shifts, roster and scheduling of employees' shifts are handled by this module. This module/ system is useful for store employee data in a secured manner. According to Adewole & Oloyede,(2014), when manually conducting attendance and leaves of employees, there can have fake leaves and increase absenteeism which finally affects the development and performance of the organization.

According to Al-Damour et.al (2015) training and development system provides organization to administer and track employee training and development efforts. It allows managers to approve training, training budgets and training calendar. (Chowdhury et al., 2013). Normally called as the learning management system (LMS) which carries out all training and development functions from training need analysis to trainer and trainee evaluation. Performance management System brings features to set up appraisal schemes for different groups of employees, define methods (such as 180 and 360 degree evaluation) assign appraisers, conduct appraisals and manage other performance related tasks. Monitoring the performance of each worker when it comes to overall efficiency is vital. Organization should be maintained details about performance data of every employee. This can be achieved an efficient way when it is doing systematically. HRIS could be improved to assist a manager conducting performance review with real-time evaluation. This is an easy method to everyone (Greengard,1999). According to Chowdhury, et al (2013) performance management system provides data on individual employee performance appraisal data. The employee self-service module provides direct access to managers and employees to view relevant aspects of their information. Kovach et.al (2002) reported that almost half of all the

companies surveyed support the self-service interface as a means to collect and disseminate HR data. Employee self-service is important to HR department as well as employee to get their information in their own. That system is saving a lot of time of HR department (Mane, 2016). The use of Employee self- service has also resulted in fewer transcription errors when the employee directly entire their information (Turek,2000).

2.1. Relationship of HRIS and Employee performance

Previous Researches have shown that how human Resources Information System acts as a strong determinant of employee performance. There are many studies in the literature, which examine the Human Resources Information System and effects on several variables. HRIS organized for measuring and assessing current human resources operations Kayguz, I. (2016). This system has helped HR managers and professionals to take accurate and effective feedback and decisions. (Bingol,2016). Because of the HRIS, the job of human resources professionals have become easier and they could spent more time on in – house consulting activities (Lawler and Morhman, 2003). As the mentioned performance appraisal, employee can be achieved business process and goals successfully when they have fully understood and comprehend what is expected form them in organization. (Kayguz, 2016).

Problem of this area is that, most of researchers have studied of IS and its applications but few of them have focused on the organizational implementation of HRIS applications. The data for this research were collected through self-administrated questionnaire including the variables used in various studies. Adewole & Oloyede. (2014) researched on development of Fingerprint Biometric attendance System for Non-Academics. Major findings are the implementation of an electronic biometric-based method of attendance system helped to administrator with easy access to staff attendance information system. This system ensure security of staff records, save time, eradicate fake leave and also it helps to improve employee performance and productivity of organization. Chauhan et al (2011) conducted a research, the role of HRIS in improving modern HR operations. This research aimed to study the use of HRIS in improving HR operations. Major findings were; performance management system is fast and essay method to employees as well as HRIS technology is most and valuable system to Success of Organization. Anupa (2021) researched that role of HRIS in accelerating organizational effectiveness- it companies perspective. Major findings of this research were HRIS is a time, cost save and effective method. Chowdhury et al (2013) studied the impact of HRIS on the Performance of Firms: A Study on Some Selected Bangladeshi Banks and it was found that HRIS is being used in Banks in three different areas as of Recruitment and selection, Training and Development and Payroll. This system is a time and cost saved method also it is an effective method.

2.2. Hypothesis Development

Camso Loadstar is a tire manufacturing company in Sri Lanka which is a joint venture between the Jinasena Group and the Solideal group of Belgium. Loadstar manufactures solid and pneumatic tires, wheels and tracks under the Solideal brand. Now this company is the second largest tire manufacture and the largest solid tire manufacture in the world. The company has adopted technological implementations for managing its employees. Using the HRIS, they manage employee properly and store employee

information efficiently. It uses in the payroll system, Leave and attendance performance management system and etc.

In Camso loadstar pvt (Ltd), they are using time and attendance software for minimizing errors relevant to the attendance. Duff & Angus, (2015) explored that, the organizations introduce different software such as a web-based attendance management system which provides accurate information and improves the performance of employees. Mady & Hilles(2017), study resulted that, employees performing their services on time as following according to the management. So organization go towards development and it is important to build a sustain position in the business world.

H1- There is a positive relationship between the Time and Attendance system and Employee performance

According to Chowdhury et al (2013), training and development system provides more benefits to the organization and its employees. Further to that Anupa (2021), mentioned that this system is a time, cost save and effective method. Takeuchi & Norihiko (2017) suggested that training and development have an impact on the performance of employee.

H2- There is a positive relationship between the Training and development system and Employee performance

Jafee (2001), HRIS enables faster feedback because of ability of data. HRIS can help to make performance tracking and management simpler as well as it is important to conduct highly effective performance review. According to Anupa, M. (2021), this system is a time, cost save and effective method.

H3- There is a positive relationship between the Performance management system and Employee performance

The Employee self-service system makes information available to all employees not just pay roll or HR staff. Using it, Employees can view their salary history, what are the factors have been changed and how it affect to the future saving plan. So HR team can save more time via reduced administrative tasks. (Benfatto M.C.) Hence HRIS benefits the organization by improving performance of employee and saving time and costs.
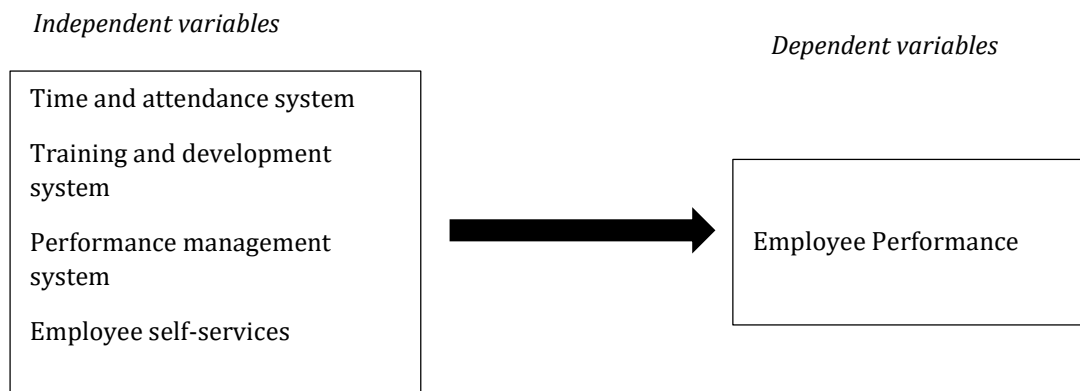
H4- There is a positive relationship between the Employee self-services and Employee performance of the non-executive employees of Camso Loadstar pvt (Ltd).

3. Research Methodology

The selected organization was a well reputed tyre manufacturing organization i.e. Camso Loadstar (pvt) Ltd because of the availability of well-developed HRIS. Population of the present study can be identified as; employees of manufacturing sector those who are working in Sri Lanka, who have experienced in Human Resources Information Systems. Accordingly, the employees who work at the selected manufacturing organization in Southern Province has been selected as the study sample i.e. Camso Loadstar Pvt(Ltd) Midigama. The sample of the research consists of non-executives at Camso Loadstar Midigama. Sample size was 85 employees (respondents) who have experienced in HRIS.

Even though the use of convenience sampling has implications for generalizing the results, the Convenience sampling is one of the most famous types of non- probability sampling widely used. In this study the researcher used the convenience sampling method. This sampling technique facilitated the researcher to collect data without facing inconveniences and it is made up of people who are easy to reach, fast, and cost effective method. In this research, researcher collected primary data through a survey. The questionnaires were distributed among 85 employees of Camso Loadstar pvt (Ltd).

Part A of questionnaire addressed the general questions. The main purpose of the respondent's profile was to identify their backgrounds. Part B of the questionnaire was used to cover the four independent variables and dependent variable. Part C of the questionnaire was allocated for an open-ended question to get the respondents' valuable ideas and thoughts to the focal point of the study. Likert scale questions were applied to test the attitude of respondents against each study construct where ranked from 5-strongly agree to 1-strongly disagree. Once the questionnaire was prepared, it was considered ten users in track tyre division for the pilot study. As the views were taken from the pilot study, the final questionnaire was refined and get ready for the final data collection. Interviews were conducted with executive officers over the phone to collect additional data. Researcher mainly focused on company web site, annual reports and market research to collect secondary data. Using the SPSS statistical software, the data was analyzed. In data analysis, Pearson correlation, linear regression and several other descriptive statistics were tested.

Independent variables

Dependent variables

| Time and attendance system |
| Training and development system |
| Performance management system |
| Employee self-services |

→ | Employee Performance |

Figure 1. Conceptual framework on HRIS and employee performance

Source: Author constructed

The Conceptual Framework depicted in figure 1 developed based on the literature survey and the requirement of the study. There are dimensions to set of objectives of this research study using hypothesis. The process of operationalization makes the variables measurable in a quantitative manner. The quantitative form of data collected by questionnaires and then analyzed to see whether the data support for hypothesis or not. The key concepts and variables described in the research model are further operationalized. Measurable questions were developed based on the previous findings and suggestions. Likert scale was used to gather the perception of the respondents.

4. Results, Analysis and Discussion

4.1. Analysis of Reliability and Validity of the Instruments

The researcher used SPSS software package to measure the Conbach's alpha which is widely used as a statistical measurement to measure internal consistency of a set of data for variables. Table 1 represents the SPSS generated Conbach's alpha for each dimension of the study variables.

Table 1: Cronbach's alpha and descriptive statistics of the study dimensions

Dimension	Conbach's alpha	No of Items
Time & Attendance	0.752	3
Training & Development	0.877	3
Performance Management	0.732	3
Self-Services	0.791	3
Performance	0.832	5

According to the Cronbach's Alpha test, all the values are greater than 0.60 which surpass the acceptable value. It seems that the three questions are good measurements of measuring the time and attendance variable of the HRIS. It is proved by the alpha value greater than 0.60 (0.752) which represents the standard value of the scale. Therefore, there is a higher reliability of the variables which means that, there is an internal consistency of questions which were used to create variables.

4.2 Inferential Analysis

4.2.1 Normality Test for the Dependent Variable: Employee Satisfaction

Table 2: Normality Test (Employee Performance)

Test of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Overall Employee Performance	.408	35	.000	.669	35	.000

a. Lilliefors Significance Correction

H_0 : The data is normally distributed.
H_1 : The data is not normally distributed.

The table 2 represents the results from two well-known tests of normality. viz. The Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples), but can also handle large samples as well.

According to the both tests, null hypothesis can be easily rejected since the significance value is less than 0.05. Therefore, it can be concluded that dependent variable: "Employee Performance" is not normally distributed at 5% level of significance.

4.3 Hypothesis Testing

Spearman Rank Correlation Test is a non-parametric test and can be used to test the association between two ranked variables. And also, this test can be used to test the association between two ordinal and continuous variables. Spearman correlation coefficient also varies from -1 to +1.

This test was used to test relationship between variables since the dependent variable; "Employee Performance" is not normally distributed.

Table 3: Correlations of the variables
Correlations

Dimension		Time & Attendance	Training & Development	Performance Management	Employee Self Service
Employee Performance	Correlation Coefficient	.363**	.420**	.301**	.394**
	Sig. (2-tailed)	.000	.000	.000	.000

Source: Author constructed
**. Correlation is significant at the 0.01 level (2-tailed).
Source: Survey Data 2021

Table 3 depicts the correlation value and the significance value of the variables between the dependent variable and independent variables. Training & Development has reported the highest correlation coefficient with the Employee Performance (r = 0.420 where p < 0.05). Employee Self Service in the second place with the association of Employee Performance (r = 0.394 where p < 0.05). Time & Attendance and Performance management dimensions have reported r= 0.363 and 0.301 respectively. That means these four independent variables have a positive relationship with Employee Performance.

4.4 Regression Analysis

Table 4: Regression Analysis Results 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics Sig. F Change
1	.819[a]	.467	.456	.366	0.000

Source: Author constructed

a. Predictors: (Constant), Time & attendance System, Training and development System, Performance Management System, Employee Self-Service

Table 4 shows the model summary of the study variables. In here R refers to the correlation between observed and predicted values of the independent variables. R value has been recorded as .819. The R ranges from -1 to +1. The sign of R shows the direction of the relationship between the variables; whether positive or negative as well. Therefore, it reveals that there is a positive relationship among the variables, and also the relationship is a strong one since the value is near to 1. The R Square value describes the proportion of variation in the dependent variable which depends on the regression model. The value range of R Square is 0 – 1. The small value of R Square will indicate that the model does not fit the data well. According to the research findings, the R Square is recorded as .467 and it denotes that 46.7% of employee performance is explained by four HRIS characters used here. i.e. Time & Attendance System, Training and Development System, Performance Management System and Employee Self Service System.

Table 5: Regression Analysis Results 2

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	2.233	.193		11.579	.000
Time & attendance	.293	.044	.209	4.759	.000
Training & Development	.132	.061	.409	1.789	.003
Performance management	.054	.039	.095	1.916	.001
Employee Self Service	.047	.065	.233	5.004	.000

a. Dependent Variable: Overall Employee Satisfaction

Source: Author constructed

According to Table 5, it is evident that the β values of the four variables are higher than zero (0) and also that the significance level is less than 0.05. At the same time, the Beta coefficient has a positive marking, supporting the direction of the four hypotheses. The highest number in the standardized coefficients beta is 0.409 for Training and Development System which is significant at $p < 0.05$. Employee Self Service System can be ranked as the second with beta 0.233 at the significance at $p < 0.05$. 3rd is Time and Attendance System with beta value of 0.209. Performance management becomes the lowest with the beta of 0.095 at a significant level where $p < 0.05$. Therefore, using this analysis it is clear that out of the four dimensions, Training and development has the highest impact on employee performance while Employee Self Service System, Time and Attendance and Performance Management respectively.

5. Discussion, Conclusion and Implications

The analysis of the study shows that there is a positive influence of Human Resources Information System on employee performance. This study found that there is a positive influence of Time and attendance system and employee performance. This finding supports the arguments of Adewole & Oloyede (2014) and Duff & Angus, (2015). There is a positive impact of Training and development system on employee performance. This finding support Dmour et al. (2015) and Takeuchi & Norihiko (2017). Positive impact of performance management system on employee performance is the 3rd finding. Findings of Anupa (2021) and Chauhan, et al, (2011) are accepted this. Self-service system was identified as the 4th motive for influencing the employee performance in this study. The study of Roberts,(1999) and Mane (2016) confirm this.

According to the statistical analysis, it is very clear that there is a positive influence of HRIS on employee performance. On this basis researcher concluded that, Human Resources Information System modules are directly affect employee performance. To explore the relationship, the researcher has used four sub areas of HRIS which is available in the research site, Loadstar (pvt) ltd. Some authors have explored the impact of HRIS on employee performance in different perspectives. Kaygusuz, et.al (2016) found that there is a relationship between HRIS usage and personal performance. HRIS automation was identified as a factor for the employee performance by Yildiz et al. (2007). A successful HRIS helps planning and implementation of basic managerial processes in an organization such as managerial decision-making, technology selection and organizational reporting structures. Therefore, HRIS has become an important tool in helping employees to establish relations with their organizations and among them more easily which ultimately increase the employee performance (Beadles et al.2005).

By analyzing the research findings, researcher has suggested some positive actions manufacturing company can take to increase performance level of their employees with reference to HRIS. Employees ought to be enlightened the importance of the HRIS and the advantages they can gain by effectively using the system. Training needs of the employees have to be identified continuously to support them for using the system. The three basic components of the HRIS viz. Hardware, Software, Communications need to be integrated in a clear way to sort out issues relevant to the system. Technical errors and trouble shootings have to be attended frequently with the support of the technical division. For gaining the success the later has to be work coordinately with the HR division. Data controls and security measures need to be taken place considering the

importance of maintaining a better HRIS strategy. The support of senior management is really important in this regard and there should be a better coordination between the institute and the service provider who developed or maintaining the HRIS.

5.1. Recommendations

To face the competition of the industry, employees in an organization have to perform well. This research found out that a good HRIS can be considered as a way of achieving that. A successful HRIS means it has to support basic managerial processes such as planning and implementation of an organization. This support would be crucial in decision-making, technology selection and organizational reporting.

The training of the employees should be conducted according to a HRIS strategy. A supervising user in each department can be appointed and high level trainings can be offered for that person. The rest of the employees of that division can be guided through him/her with a view to achieving an effective use of the system. The organization has to identify the skills of employees and access the gap which is required for using the system. After conducting a feasibility study all HR function should be implemented sequentially. A developed module must be evaluated before starting to systemize another one. The researcher used four modules of the HRIS of the Loadstar (Pvt) ltd. There can be some recommendations based on the separate modules.

When it comes to the Time & attendance System, to ensure a positive impact of time management, the HRIS system must be user friendly and easy to navigate. If this type of system can provide some basic analysis for the employees by themselves, they can take efficient decisions and compare themselves within a certain time period or with a best attendant employee or in such a way. Organizations must decide that based on their requirement. According to this research findings, Training and development system has the highest impact on employee performance. That means even non-executive employees believe that module is helpful for their performance as well as the organizational performance. As mentioned in the previous module, simple analysis may be helpful for employees in this regard. A learning management system can be integrated with this module to explore the related items before or after completing a training program by the employees.

Performance Management System can be considered as the less impacted dimension for the employee performance. That means there can be further developments to this module. It is important to have a discussion with the participatory approach to collect the ideas of the users of the system. The system need to be aligned with and support the organization direction. Well- develop, efficiently administered tools and process are needed to make the system user-friendly. The criteria uses for the evaluation can be notified to the employees. Faster feedback is important on this and the peer feedback collection can be stored in a database. In addition to that past records of the same employee and the best performed employee can be displayed for simple analysis. An organization should decide the functions which should be made available to its employees according to a HRIS strategy. Then those can be included in the employee self-service module. Without contacting the HR division the employees by themselves or supervisors for their subordinates can use this system. What is very much important is the user friendliness. A system must be error free as much as possible and it should ease the manual activities of the employees which finally build a good image on users about using the system often than manually.

5.2. Implications for Future Study

This study can be extended to include more manufacturing companies either in government sector, private sector or both. But those systems should be comparable. A research can be developed in Sri Lankan or Asian manufacturing industry or in specific countries. Also there can be extension of this study by examining the differences in the Human Resources information System and organizational performance in different industries in Sri Lanka.

This study only concerns about male employees so a future researcher can study both male and female or female employees performance.

This study only concerns about time and attendance system, Training and development System, Performance management System and employee self-service. Future researches can conduct on recruitment and selection, HR planning and analysis etc.

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