THE EFFECTIVENESS OF HUMAN RESOURCES INFORMATION SYSTEMS ON TOP MANAGEMENT DECISIONS, EMPLOYEE BEHAVIOR AND ORGANIZATIONAL BEHAVIOR IN ORGANIZATIONS

[1]MOHAMAD AKRAM RADWAN ALSAMMAN

[2]Asst. Prof. Dr. Mazen Mohammed Farea

[1]Research Scholar, [2]Supervisor

Al-Madinah International University

RESEARCH PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) FACULTY OF FINANCE & ADMINISTRATIVE SCIENCES

Abstract: **This study aims to explore the impact of HRIS of human resource information systems on the decisions of top management in a company. Many researches have studied the HRIS and organizational Behavior and how to prepare and issue senior management decisions in companies in the past decade, some researchers have concluded that there is a positive relationship between HRIS and organizational Behavior (i.e. Ngai and Wat, 2006; Targowski and Deshpande, 2001); While others have argued that HRIS causes a number of ineffective outcomes for organizations and individuals (eg Stone, Stone-Romero, Lukaszewski, 2003).**

However; Almost all previous studies visualize HRIS as a single variable without measuring the HRIS sub-applications (recruitment applications, selection applications, Behavior management applications, payroll and compensation applications, training applications, development applications, administrative applications, and employee self-service applications). This study contributes to the literature by visualizing and measuring individual applications of the human resource information system, analyzing their impact on organizational Behavior and making important decisions by top management in an organization.

The results of the analysis provide the following recommendations to ensure the impact of the human resource information system on the methods of decision-making by senior management in the organization and its organizational Behavior: Implementing an HRIS requires participation and commitment from all areas of the company; Starting with the executive management of the company - the sponsors of the project.

The executive management of the organizations should appoint a steering committee; This group should contain members who can ensure that their line managers have the directives and responsibilities needed to operate an HRIS. Ensure that managers understand the impact of the human resource information system on organizational Behavior and how this system helps top management make the most important decisions.

It is highly recommended to hire a project manager or project management team, in addition to ensuring that the project is staffed with the right personnel.

Managers need to review and possibly redefine the roles before, during and after HRIS implementation. New job descriptions may need to be prepared and managers must keep employees informed of any additional changes and responsibilities.

Technical and non-technical training must be identified and implemented; Training going beyond screen printing and mouse click sequences needs an explanation of how the new process fits into the organization, its relationship to other processes, and the implementation steps in the process.

Formalization of functional support teams is essential to the steady operation of the HRIS. A formal, on-site team of HR and IT analysts would be more effective.

Keywords: **HRIS, organizational Behavior, companies.**

1. INTRODUCTION TO THE PROBLEM

Information has become the backbone of organisation of all kinds their activities, as Infosys are clearly marked as "a set of organized procedures throughgoing which they can provide information used to support decision-making and control processes in the organization."

Infosys have many characteristics that must be affordable in it, as it is an open system involving of many subsystems connected to salaries, wages, employee evaluation and penalties of several kinds, measuring employee Behavior ... etc., and all of these subsystems are in a state of dynamic and overlap with to each other, namely They're considered subsystems of the total administrative systems of organization in general, and this macro system communicates with the organization's internal and external framework, and this system has inputs, processes and outputs, Inputs are human, material and technological inputs, processes are mean to the dynamic and interconnection between systems, policies, programs, etc., while the outputs are what done achieved in conditions of goals.

The current era has not been lost because of the type of information, knowledge and digital technologies that have entered various aspects of life and professionalism, as researchers have emphasized that the value of organizations today does not lie in the physical assets, but rather that the virtual "intangible" inventory built by IT in the organization It takes a lot of space to assess and position the organization, and how it manages this stock and these resources in specific.

On the opposite side., We note that much of research today is aimed at developing and using IT and HR technology, as well as Big Data technology, so that organizations can build a bright future; In the belief of thoughtful researchers that "in a specific manner" HRIS technologies have the potential to help overcome the many challenges facing different types of sectors; This is due to its ability to make a quantum leap in dealing with problems and to perform all the tasks and routine work effectively and efficiently in line with human capabilities and modern needs, This allows top-management in almost any organisation to think more clearly on the use of view in operations at higher level.

This research aims to investigate HRIS' effectiveness in top management decision-making and the organizational productivity in organisations. Numerous researches have studied HRIS, organizational behavior and employee Behavior in companies in the last decade, some researchers concluded that there is a positive relationship between HRIS and Organizational Behavior; while others argued that HRIS cause of a number of dysfunctional consequences for organizations and individuals.

HRIS help human resource managers achieve human resource objectives. For example, HRIS provide businesses with rapid data access, information exchange, and strategic advantage. In order to optimize their human capital Behavior, public and private sector organizations have developed and implemented HRIS. HRIS transforms the human resources management arena and life within organizations alongside the Internet and the related communications technology.

2. BACKGROUND OF THE RESEARCH

System of evaluation and control is vital in human resource management. Therefore, two competing groups cannot coexist in a common environment without there being a balance between the power and influence dictated by HRM and the laws of managing the internal human relations of the organization.

It is important that there're common goals between the organization and the employees. The reason behind the relevance of the HRIS with the human resources, their evaluation and monitoring are that the practices of the systems are according to the basic variables that set the pattern of the organization, making it a very basic participant factor in the search for behavior and productivity.

The system seeks to provide important data and information to managers in order to make decisions related to the management of the human element and its effectiveness and raise the level of its behavior in achieving organizational goals.

3. RESEARCH OBJECTIVES

This research aims to:

1. To investigate impact that HRIS implementation plays in organization behavior.

2. To investigate impact of HRIS applications on a set of human resource functions (recruitment, selection, Behavior management, training & development, payroll & compensation, administration, and employee portals).

3. To investigate impact of HRIS in on the decisions of the top management of the organization.

4. To investigate HRIS are helps HR professionals perform their job roles more effectively and to support strategic decision making.

5. The research discusses and explains the concepts and terms of HRIS systems, and also provides an indication of the place of HRIS functions, HRIS processes, HRIS history, and HRIS benefits. In addition, the issues associated with HRIS management will be addressed.

4. RESEARCH QUESTIONS

The problem of this research can be summarized in the following:

A. What impact does HRIS implementation plays in organizational behavior, top management decisions, employee behavior?

B. What is the impact of HRIS applications on a set of human resource functions (recruitment, selection, behavior management, training & development, payroll & compensation, administration, and employee services)?

5. LITERATURE REVIEW AND THEORY OF HUMAN RESOURCES MANAGEMENT

Over several years, the capital element was considered to be the obstacle over specialized companies and sectors. More recently, that being said, employees and the failure of the organization to hire, maintain and retain a fully skilled staff member are seen as a bottleneck for productive organizations and industries backed by talented ideas, strength and enthusiasm that cannot stop due to cash shortfall.

On the other hand, there are many organizations and industries whose youth has been partly hampered stopped because they don't have the ability to retain and maintain an efficient and talented workforce, and this increasingly hold true in the future (Griffths and Williams, 1999; Davidson and Griffin 2006; Davidson et 2006).

Several studies looked at strategic human resource management (SHRM) as a resource to strengthen the competitive advantage of organization. This approach was widely adopted by practitioners and scholars for organizational strategic planning.

The SHRM proposal is a set of HRM practices which influence the Behavior of the organization. Nevertheless, critical issues remain, including whether HRM activities maintain high workplace and organizational efficiency.

Effects on employee satisfaction and organizational commitment of different HRM practices and the impact and interaction between the employee interest and HRM. This proposition is supported by recent empirical studies (Chang and Hung, 2005; Huselid, 1995; Arthur, 1994; MacDuffie, 1995).

HRIS began essentially in the United States and it was followed by other parts of the world such as Asia, England and other developing countries. Personnel management refers to the recruitment, training and compensation of a large number of employees, which has forced them to take on specialized employees.

Marler (2009) established that creating a competitive advantage E-HRM structure needs investment in IT infrastructure and human capital that can combine experience and skills in IT and human resources. In addition, as a result of the advent of an enterprise resource planning framework that incorporates multiple company modules seamlessly inside a business enterprise knowledge infrastructure (HRIS), management practitioners (Kavanagh and Thite, 2008) have become the primary subject of attention. Martin & Reddington (2009) also indicated that the technology requires to consider EHR priorities, including if the design is focused on the organizational technologies and demand for HR, interpersonal technologies and HR skills and disruptive technologies and HR skills in such fields as advanced search technology, human resource systems, e-learning and information.

6. LITERATURE REVIEW AND THEORY OF HRIS

There are many studies, here is attempt is made hereunder to brief the different studies:

• Madhuchanda Mohanty and Santosh Kumar Tripathy (2019) analyzed the HRIS of NALCO in their Research. The authors show that the use of HRIS in NALCO has improved the overall pace and competence of the HR functions, but still needs some further development. The Research also indicated that HRIS isn't used for analysis purpose, but can only be used for administrative reasons.

- MD. Sadique Shaikh (2018) Discussed around three HRIS design models, namely the simple HRIS design model, the HRIS hexagonal model and the HRIS process s model. The author emphasized the payback of HRIS development and Behavior for all levels and domains of enterprises; in the form of financially viable strategic HR and relevant business operations and decisions, the forecasting and control of HR processes within and outside business organizations using HR-databases or HR-Knowledgebase, which includes information relating to human resources maintained and processed by HRIS.

- Prof. Dr. Anil C. Bhavsar (2018) has Discussed on the different benefits, uses and significance of HRIS. The analysis also illustrates the ability of today's HRIS to be an enterprise-wide decision support mechanism that aims to accomplish both strategic and organizational goals.

- Kenneth et. al. (2018) His research paper emphasized various administrative benefits, including self-service for employees, interactive voice response etc and strategic benefits of the HRIS, which can be gathered, processed and shared in information.

- Dr. Shikha N. Khera, Ms. Karishma Gulati (2017) In their research paper, the effect of HRIS on human resource planning and the benefits of HRIS with particular regard to IT businesses were highlighted.

- Mohammad Al-Tarawneh, Haroon Tarawneh (2017) The effect of the operation of the Personal Resources Infosys on corporate Behavior of Jordanian banking companies has been analyzed and it has been concluded that a significant influence exists between the consistency and Behavior of the HRIS and operational Behavior; between motivations, corporate Behavior.

- Manar Al-Qatawneh ,Bandar Abutayeh Fawwaz A and Al Hammad (2017) Analyzes the impacts on employment decisions in commercial banks in Jordan of the introduction of HRIS and considers all applications of the HRIS have a positive influence on the efficiency of decisions in connection with the employment.

- Dr. Shikha N. Khera (2017) Has carried out research into the HRIS and Its Human Resource Planning Impact. Perceptual analysis of IT companies and concluded that HRIS very efficiently and accurately identifies occupied and unoccupied positions in an organization.

- Bader Yousef Obeidat (2017) Analysis of the interaction between (HRIS) functionality and HRM (HRM) functions showed that HRIS are linked to human resources functionalities, such as Behavior growth, control of expertise and documents and enforcement.

- Doaa Sukar (2017) The main goals of identifying the use of IT in HR were to find ways to reduce human costs and significantly calculate human resource returns through a whole network of administration costs and otherwise long-term benefits.

- Joseph Rahma (2017) Concluding that the HRIS implementation allows all HR consultants to get more wealth, such as fast , efficient and aids in the development.

- Leen Ramadan, (2016) The inherent weaknesses in approaches used by most companies in designing and implementing information technology systems in their companies have been examined. It examined the role of the development of the Infosys in managements of HR.

- Ahmad Taleb (2016) In his modest effort, he described problems relating to human resources and digital infrastructure, such as emerging technologies, computer protection, new upgrades and new legal regulations.

- Laila Marouf (2015) Studied at 30 companies in Kuwait. The researcher selected five IT operations and observed that companies had commonly deployed methods such as online software, device creation and database administration.

- Baran.et.al. (2015) Conducted a survey of 253 companies in Turkey contrasting current human resource practices and new practices, existing HR practices with manual base structure, new HR practices with technological base. They indicated that emerging innovations cause new challenges, and skilled employees suffered from fatigue, and management was encouraged to implement new ideas and strategies to accommodate such technological shifts.

7. RESEARCH METHODOLOGY

The design of the research helps the researcher in drawing limit for the research, components of defining study settings, the different types of investigations that need to be carried out, the unit of analysis and other research connected issues. A

research design, is the research project for investigating and collecting answers to the research questions. (Cooper and Schindler, 2001). There are three main types of research designs namely: (1) exploratory (2) descriptive, and (3) casual or explanatory design (Cooper and Schindler, 2001).

The research problem and its purpose have been clearly identified that this study mainly focuses on testing human resource management information systems that affect the success of senior management decisions.

A descriptive search design was used in order to describe the characteristics of the respondents and to determine the frequencies, percentages, mean, and standard deviations of the combinations used.

8. FEASIBLE LIMITATION

Information between the different departments can help human resources professionals to maintain comprehensive and exhaustive strategic information. Although HRIS enhances the capacity of a business to collect and handle data, on this dimension, there are still some limitations. For example, the e-Behavior management system cannot quantify all employees' behaviors.

The system is able to calculate quantities, but not qualities. HRIS also enables HR professionals with great precision to handle a large quantity of knowledge. Automation of HRIS is thought to be the best way to improve efficiency, making it a valuable contributor to the HR function. But in some cases, the system may not be as useful as traditional methods (Haines and Lafleur, 2008).

Computerized HRIS is not a benefit unmixed. While it provides different advantages, it still suffers from issues that need to be solved to improve the productivity of HRIS. The key challenges facing the HRIS are:

1. It can be costly in terms of money and manpower requirements at implementation level, and also requires large-scale computer literacy among employees responsible for maintaining HRIS.

2. If the staff designing HRIS are not adequately skilled in their job, there is a difference between data generated by HRIS and data needed by managers.

3. Computers can not replace humans and there will still be human interventions to change the current situation. In every computerized system, garbage-in garbage-out (GIGO) is the main word.

4. Inability to keep up-to - date HRIS makes the information stale, which is considered to be as good as no information.

HRIS also has the ability to transform HR from an administrative to a strategic department. The HRIS investment's strategic value aspect focuses on the management of HRIS capital through functions like recruitment, Behavior / skills management and personnel development. Companies can successfully deliver in these areas and reduce the turnover of employees, the cost and the efficiency of employees. Another trend of HRIS is the use of online surveys. This helps businesses to easily get information on their staff, practices, processes, competitiveness, and everything else they wish to survey. It also gives employees a sense and helping their company. Online employee polls typically have an 80% return margin, far greater than paper surveys.

Employees are gradually self-sufficient at the workplace thanks to HRIS and technical development. You will respond to queries, submit applications, engage in benefits, adjust payroll choices and complete your own preparation. It saves time and money. An employee should not have to make a lot of telephone calls to communicate to the one person who knows the solution. Answers are open, typically on the intranet of the business. This also allows HR to concentrate on productive tasks such as training and workforce growth for the business.

The HRIS industry continues to have great potential for growth that the need for company cost-cutting, Behavior and effectiveness becomes greater. Not only does HRIS support workforce recruitment hiring benefits, but it can also save employers thousands of monies by lowering the rate of jobs and employee turnover.

9. DEFINITION OF KEY TERMS IN THIS RESEARCH

9.1 Human Resources (HR)

In general, it was accepted that human resource practices primarily began with the Industrial Revolution, and the truth is that the origins of naming human resources lie in the past. Just like employees who share the tasks to be performed in modern companies, humans in ancient societies also divide work among themselves. Therefore, it can be said that the

definition of human resources has existed since prehistoric times. The different designations according to skills according to the categories of this resource, however, the main contribution to the development of human resource management systems comes from the industrial revolution in the nineteenth century, which worked on the existence of different definitions of resources but all of them remain within one framework.

9.2 Human Resource Management (HRM)

It is a process for managing employees at all levels of the organization in a comprehensive and organized manner through the view of the top management of the organization.

9.3 Human Resource Information System (HRIS)

Application or web solution used for data processing, data recording and data control in all the organization's human resources operations to allow HR tasks and procedures to exist electronically.

9.4 Information system (Infosys)

Researching complementary hardware and software networks used by individuals and organisations to capture, philtre, store, produce and transmit data. And it is hardware, software and communications network combinations which people develop and use to compile, generate and distribute useful information, usually in organisational settings.

9.5 Organization

A structured community of people for a clear intent, for example a corporation, government or agency.

9.6 Organizational behaviour (OB)

The Research of how individuals behave inside organisations. and Its concepts are mostly implemented in initiatives to help organisations work more efficiently.

10. POPULATION AND SAMPLE

The population consists of compiled database for 100 companies implementing HRIS applications, 600 questionnaires were distributed over the 100 companies. The key informants were those individuals within the companies involved in the HR role. Total of 277 questionnaires were returned representing 46.10 0 response rate, 34 questionnaires were excluded from the analysis for the lack and non-complete number of items of the questionnaire representing 12.3% of total responses. Therefore, the rest 243 questionnaires were valid and accepted; representing (87.8% of total response) and (40.5 % from the response rate) and were actually used.

11. DATA COLLECTION METHOD

Several data collection methods were used for the purpose of data gathering and analyzing. Each of which has its own advantages and disadvantages, therefore we intended to use more than one method to enhance the value of the research.

Data have been collected in a variety of ways and settings, and from different data sources (primary and secondary data source).

12. LIMITATION, DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS.

12.1 Feasible limitation

Information between the different departments can help human resources professionals to maintain comprehensive and exhaustive strategic information. Although HRIS enhances the capacity of a business to collect and handle data, on this dimension, there are still some limitations. For example, the e-Behavior management system cannot quantify all employees' behaviors.

The system is able to calculate quantities, but not qualities. HRIS also enables HR professionals with great precision to handle a large quantity of knowledge. Automation of HRIS is thought to be the best way to improve efficiency, making it a valuable contributor to the HR function. But in some cases, the system may not be as useful as traditional methods (Haines and Lafleur, 2008).

Computerized HRIS is not a benefit unmixed. While it provides different advantages, it still suffers from issues that need to be solved to improve the productivity of HRIS. The key challenges facing the HRIS are:

5. It can be costly in terms of money and manpower requirements at implementation level, and also requires large-scale computer literacy among employees responsible for maintaining HRIS.

6. If the staff designing HRIS are not adequately skilled in their job, there is a difference between data generated by HRIS and data needed by managers.

7. Computers can not replace humans and there will still be human interventions to change the current situation. In every computerized system, garbage-in garbage-out (GIGO) is the main word.

8. Inability to keep up-to - date HRIS makes the information stale, which is considered to be as good as no information.

HRIS also has the ability to transform HR from an administrative to a strategic department. The HRIS investment's strategic value aspect focuses on the management of HRIS capital through functions like recruitment, Behavior / skills management and personnel development. Companies can successfully deliver in these areas and reduce the turnover of employees, the cost and the efficiency of employees. Another trend of HRIS is the use of online surveys. This helps businesses to easily get information on their staff, practices, processes, competitiveness, and everything else they wish to survey. It also gives employees a sense and helping their company. Online employee polls typically have an 80% return margin, far greater than paper surveys.

Employees are gradually self-sufficient at the workplace thanks to HRIS and technical development. You will respond to queries, submit applications, engage in benefits, adjust payroll choices and complete your own preparation. It saves time and money. An employee should not have to make a lot of telephone calls to communicate to the one person who knows the solution. Answers are open, typically on the intranet of the business. This also allows HR to concentrate on productive tasks such as training and workforce growth for the business.

The HRIS industry continues to have great potential for growth that the need for company cost-cutting, Behavior and effectiveness becomes greater. Not only does HRIS support workforce recruitment hiring benefits, but it can also save employers thousands of monies by lowering the rate of jobs and employee turnover.

12.2. Discussion

This Research aimed at the area of (HRIS) and their role in the Organizational Behavior. The Research attempted to examine how HR or management in different organizati01E under different sectors see the effects of HRIS on the Behavior of their organizations, tasks and job roles. Our main question within this research was:

What impact does HRIS implementation plays in organizational behavior, top management decisions, employee behavior?

The results of the Research revealed that recruitment and selection applications play a key role in enhancing the Behavior of the organizations through reaching much wider set of prospects, reduce the hiring costs, increase the efficiency and effectiveness of employment process and retaining employees by good employee-to-job matching which decreases the turnover. The results confirmed the results of Buckley et. al., (2004) that showed a conservative savings exist due to: Reducing recruitment turnover, reducing recruitment cost, and raising the efficiency of the recruitment process. Buckley (2004) revealed that a commutative savings yielded a return on investment of 6 to 1 or a return of $6, 00 for every $1, 00 invested in programs. The results also agreed with Stone, Romero and Lukaszewski (2006) conclusions that: The recruiting method will allow candidates to gather work details and to access HRIS professional resources without a face-to-face interview and request. However, and according to Stone et. al., (2006) on the selection applications conclusions, there is still a great deal of uncertainty about the impact that online testing has on the selection process (Kehoe et. al., 2005). For instance, applicants who complete online tests in an honest manner may have less of a chance of being interviewed for a job than those who do not. Thus, organizations that use online testing without monitoring may make more classification (selection) errors than those that use traditional selection systems. vary with the results of this research in regard of prospects falsify data when selection applications are used.

Stone et. al., (2006) Also the Behavior implementations were studied and confirmed that the e-Behavior management framework could not be able to quantify all employees ' behavior, which is different from the findings of such a research as comportment management applications have been found to allow the Company more specifically to measure requirements than conventional Behavior management. Moreover; Stone, Romero and Lukaszewski, (2006) concluded that due to the face-to-face interactions are decreased in Behavior applications; HRIS may have negative effects on trust levels among managers and employees; which also vary with the results of this research. Nevertheless; the Behavior

management applications results showed some weaknesses in regard of Leading to communication of lower quality and accuracy than traditional Behavior management. agree with Stone, Romero and Lukaszewski, (2006) results.

Furthermore, Behavior management applications can be linked to payroll and compensation applications, Increasing the odds that pay raises are based on employee Behavior. Stone et. al., (2006) Research indicates that highly productive businesses are more inclined than low-performing firms to exchange information with staff about their benefit applications (Gherson and Jackson, 2001). Moreover, Stone and. Al., (2006) indicates that persons have higher levels of happiness and retention when pay demands are deemed equal (Bergmann and Scarpello, 2002). Actually, Stone et. al., (2006) research shows that 85% to 95% of HRIS applications focus on compensation and benefits (Gueutal and Falbe, 2005). Likewise; the results of previous researches confirmed the results of this research. In addition, the results of this research shows that payroll and compensation applications streamline the processes and increase the extent to which organizations can access and disseminate information about payroll and compensation benefits.

In regard of training and development applications; Gasco, Llopis and Gonzålez, (2004) investigated the use of information technology in training human resources, the researchers revealed that accumulated experience in the implementation of training applications, brought to light certain success factors; Included efficiency for learning time management, active engagement of trainers, and the implementation of monitoring systems to ensure the success of training. Ordonez de Pablos (2004) also in his Research "(HRIS) and their role in the development of strategic resources" revealed that the results supported the hypothesis that there was direct relationship between a particular HRM practice system and knowledge stocks at individual level. Moreover, the results supported linking knowledge stocks with a sustained competitive advantage; thus, human capital had a direct, positive and significant relationship with the creation of a sustained competitive advantage. In addition, technology-based knowledge stocks at firm level also had a positive and significant relationship with creation of a long-term competitive advantage for a company. However, the results showed that knowledge stocks at both individual and group levels had a positive relationship with organizational Behavior.

12.3 Recommendations

In the twenty-first century, organizational and employee data are one of the strongest influences on organizational decisions and strategies (Banon, Chhabra, Hanscome and Henson, 2004). HRIS, which collect and process information on employee KASOs, Job title, rank, salary and salary history, position history, supervisor, completed training, behavioral history, special qualifications, ethnicity, date of birth, disability, veteran status, visa status, and benefits are likely to become even more ubiquitous and stronger presence and tools within organizations. HRIS mediate and automate the relationship and interactions between employees and employers. HRIS are increasingly dynamic and evolving systems (Flynn, 2008).

Managers will increasingly develop HRIS with scalability, set-up, functionality, cost, security, and compatibility in mind (Kovach, Hughes, and Fagan, 2002). Ultimately, HRIS can improve business competition by increasing the productivity of human resources efficiency; generate more and more diverse HR data and reports; shift HR from managerial to strategic activities; and engage HR staff in the management of human resources (Ngai and Wat, 2006). But still there are some areas needs to be investigated and considered well to assure the promised results of implementing HRIS in organizations through the transition from traditional HRM to HRIS.

An organisation will take years to transition to a new HRIS. Most of them can see that the layout of their organisation appears to reflect HRIS. There are professional managers who have organized their teams for years, and the corporate atmosphere also represents that arrangement. When the way that work is done changes and the HRIS engenders that change, it's natural for the organization to change as well. Structural and cultural changes may be painful, and people will resist, but fighting these natural tendencies is hard. Instead of fighting them, managers need to be aware of what's going on and proactively prepare for this new world.

12.4. Conclusions

The results of this research proved the effectiveness of training and development applications on the organizational Behavior by increasing the usefulness of employees' KSAOs, provide the needed information about the required job training, trainee selection and facilitate organization work to achieve accurate analysis and results about the trainer, trainee and training environment, also provide the organization with the proper analysis to achieve careers and organization planning goals, as well, help the organization to meet development related goals while gaming a long-term

competitive advantage; which confirmed Gasc6 et. al., (2004) findings on training applications. And also agree with Ord6nez de Pablos (2004) hypotheses results on the development applications.

We observed that there is no statistical value for the relationship of both variables with the demographic and job-related characteristiques, as moderating variables between the HRIS and the organisational actions of this sample. (dependent HRIS and moderating demographic and job-related characteristics) to the dependent variable / organizational Behavior. Now, and based on the above discussions, literature review and statistical analysis, we can say; Yes, HRIS applications are adding value to the organizations by enhancing organizational Behavior and there is a positive relationship between the HRIS and Organizational Behavior.

Hence, we conclude that the statements below are now valid, accurate and reliable:

• There is a positive relationship between recruitment applications and organizational behavior, top management decisions, and employee Behavior

• There is a positive relationship between selection applications and organizational behavior, top management decisions, and employee Behavior.

• There is a positive relationship between behavior management applications and organizational behavior, top management decisions, and employee Behavior.

• There is a positive relationship between payroll & compensation applications and organizational behavior, top management decisions, and employee Behavior.

• There is a positive relationship between training & development applications and organizational behavior, top management decisions, and employee Behavior.

• There is a positive relationship between administration applications and organizational behavior, top management decisions, and employee Behavior.

• There is a positive relationship between employee self-services applications ESS and organizational behavior, top management decisions, and employee Behavior.

Overall, the research suggested that HRIS play a key role in organizational behavior, top management decisions, and employee Behavior, and the results provide solid foundation for future research.

ACKNOWLEDGEMENT

REFERENCES

[1] Dr. Shikha N. Khera, Ms. Karishma Gulati (2017), Human Resource Information System and its impact on Human Resource Planning: A Perceptual Analysis of Information Technology Companies, IOSR Journal of Business and Management, Vol.3 Issue 6.

[2] Gupta C.B. (2015), Human Resource Management, 13 ed., Sultan Chand & Sons, New Delhi.

[3] Khanka S.S., Human Resource Management, Sultan Chand & Sons, New Delhi, 1st Edition, 2003, Reprint 2005.

[4]   Kenneth A. Kovach, Allen A. Hughes, Paul Fagan and Patrick G. Maggitti (2002), Administrative and Strategic Advantages of HRIS, Employment Relations Today, Vol. 29 Issue: 2.

[5]   Madhuchanda Mohanty and Santosh Kumar Tripathy (2019), HRIS of Indian Scenario: Case Research of large organizations, South Asian Journal of management, Vol. 16.

[6]   MD. Sadique Shaikh (2012), (HRIS) designing needs for business application, ZENITH International Journal of Business Economics & Management Research, Vol.2 Issue 1, January.

[7]   Ngai E. W. T. and Wat F. K. T (2014)" Human resource information systems" a review and empirical analysis.

[8]   Ngai, E. and Wat, F. (2016). HRIS: A review and empirical analysis. Personnel Review, 35(2), 297-315.

[9]   Nicolaou, A.I. (2014). Firm Behavior effects in relation to the implementation and use of enterprise resources planning systems. J. Infonn. Syst., 18, 79-105.

[10]   Ordönez de Pablos Patricia (2014) HRIS and their role in the development of strategic resources: empirical evidence.

[11]   Orlikowski, W. J. , and Barley, S. R. (2013). Technology and Institutions: What Can Research on Information Technology and Research On Organizations learn From Each Other? . MIS Quafferly, 25(2), 145-165.

[12]   Prof. Dr. Anil C. Bhavsar (2013), A Conceptual Paper on (HRIS), Golden Resrach Thoughts, Vol.1 Issue V.

[13]   Pfeffer, Jeffery. (2013). "Does Human Resources Have a Future?" In David Ulrich, Michael R. Losey, and Gen-y Lake, eds. Tomorrow's HR Management: 48 Thought Leaders Call for Change. New York: John Wiley, pp. 190-96.

[14]   Senge, Peter. (1990). The fifth discipline. New York: Doubleday.

[15]   Shrivastava, S. and Shaw, J. B. (2004). Liberating HR through technology. Human Resource Management, 42(3), 201-222.

[16]   Siegel, J., Dubrovsky, V. , Kiesler, S. , and McGuire, T. W. (1986). Group processes in computer-mediated communication. Organizational Behavior and Human Decision Processes, 37, 157 187.

[17]   Simon, Steven J., and Werner, Jon M. (1996). Computer training through behavior modeling, self-paced, and instructional approaches: A field experiment. Journal of Applied Psychology, 81 (6), 648-659.

[18]   Simone I, Flynn. (2008). Human Resource Information Systems. Yale University.

[19]   Sisson, K. (1990). Introducing the Human Resource Management Journal, Human Resource Management Journal, I (1), 1—11.

[20]   Van der Linden, G. and Parker, P. (1998). On paradoxes between human resources management, postmodern and HR information systems. Account. Manage. Inform. Tech., 8, 265-282.

[21]   Watson Wyatt (2002). Watson Wyatt Worldwide 2002. HRIS survey report.

[22]   Weick, Karl. (1979). Cognitive processes in organizations. In B. Staw (Ed.), Research in organizational behavior (pp. 41-74). Greenwich, CT.: JAI Press.

[23]   Wille, E. and Hammond, V. (1981). "The Computer in Personnel Work" Institute of Personnel Management, London.

[24]   Williams, R. , and Edge, D. (1996). The Social Shaping of Technology. Policy Research, 25(1), 865 - 899.

[25]   Youndt, M. A, Snell, S. A., Dean, J. J. W., and Lepak, D. P. (1996). Human Resource Management, Manufacturing Strategy, and Firm Performance Academy of Management Journal, 39(4), 836-866.