WORKING IN PROGRESS: IMPLEMENTATION OF HRMIS FOR CIVIL SERVANT

[1]HAMAYUN ABDUL RAHIMZAI, [2]TERUHIKO HIRAISHI

[1, 1,2]Information Systems Department, Graduate School of Information Technology
Kobe Institute of Computing, Kobe, Japan
Email: [1]s16132@st.kic.ac.jp, [2]hiraishi@kic.ac.jp

Abstract: The study aimed to define the implementation of the HRMIS as a HR management tool across the Government of the Islamic Republic of Afghanistan (GIRoA) in the Independent Administrative Reform and Civil Service Commission (IARCSC). The HR applications currently developed in Human Resource Management Development (HRMD) Department of the IARSCSfor the HR usage of inline Ministries/Agencies are not close to the standard of recent technologies. Information of the Civil Servant in the IARCSC is incomplete and inaccurate, and current system do not adequately support management decision making process. Furthermore, the systems currently utilised in Afghanistan are not even close to the international standards and lack of certain features, average design and functionalities make the current HR system insufficient.

To overcome these challenges, we propose a solution based on Human Resource Management Information System (HRMIS) to ensure timely, accurate and complete information on the civil service and to better support decision-making, planning and policy development.

To evaluate the current solution, we used questionnaire and Interview methodology. As a result, the rate of HR users who showed their interest for implementation of HRMIS were more than 60%. After completing the evaluation phase we come up with the proposed solutionOrangeHRM which offers HRMISsoftware, developed using PHP and MySQL (An Open Source plate form).

Keywords: Government of the Islamic Republic of Afghanistan (GIRoA), Human Resource Management Information System(HRMIS), Human Resource Management Development (HRMD),

I. INTRODUCTION

IARCSC [1] established in accordance to the Bon agreement and 50th article of Afghanistan's constitution mentioned as below.

"The state shall adopt necessary measures to create a healthy administration and realize reforms in the administrative system of the country. The administration shall perform its duties with complete neutrality and in compliance with the provisions of the laws. The citizens of Afghanistan shall have the right of access to information from state departments in accordance with the provisions of the law. This right shall have no limit except when harming rights of others as well as public security. The citizens of Afghanistan shall be recruited by the state on the basis of ability, without any discrimination, according to the provisions of the law".

The establishment of the computerized HR system is one of the top priorities for the GIRoA and IARCSC. HRMD Department of IARCSC is responsible to provide timely, accurate and update information on the civil servants for decision-making, planning and policy development for operational performance across government.

Current databases of Human Resource Departments of all Ministries/Agencies is either Paper based, Excel based or Standalone application which does not satisfy the needs of HR department of inline Ministries/Agencies and those System are more like a Record Management System rather than Human Resource Management System.

In this paper, we purpose a centralized HRMIS managed by the IARCSC that securely stores all civil servant information and post information for all Ministries/Agencies. This system will allow authorized personnel within the IARCSC and inline Ministries/Agencies to produce reports that support effective administration of employees across the GIRoA.

HRMIS provides a application that can be linked with the legacy systems. Often, the use of an HRMIS relieves the HR personnel from clerical transactions to focus upon strategic planning.Lin, (2005)[2] a HRMIS also provides better knowledge management, which can improve an organization's competitive advantage. In addition,Horney &Ruddle, (1998)[2] the system can produce many HR reports that can better inform management about the staff. Our new HR systems will provide the infrastructure needed not only to hire, manage, and motivate and evaluate people, but it will also assist in longer-range business planning, staff forecasting, facilities planning, and budgeting.

The development and implementation of a centralized HRMIS aplication for civil servant employees will support HRMD to maintain an accurate picture of the civil servant, more than that the envisioned HRMIS will help the GIRoA to provide accurate and timely information on accurate employees count, vacancies, and staff movements.

In this paper, we propose HRMIS based solution using orangeHRM which is intended to bring transparency, efficiency and effectiveness in HR Administration process.
The rest of this paper demonstrate the approach based on HRMIS to deliver sufficient data. Section 2 is a brief introduction of "HRMIS" and services delivered within it, and section 3 demonstrates the "Evaluation and Results" for the requirement analysis. This section also demonstrate the questionnaire forms which we distributed. In section 4, we purposed the solution orangeHRM.

II. HRMIS

Vujovic (2005) [5] points out that the modern HR function is not merely reduced to administrative procedures in the processes of recruitment, organizing the employees, regulating their rights and obligations, but also has a major role in creating corporate culture. In the new environment employee can propose, control and execute planning decisions, so development of HR must adapt to the new requirements. Torrington (1989) [3] defines HRMIS as an integrate system designed to provide information used in HR decision making.
De Snctis (1986) [5] indicates that apart from daily and operational, HRMIS has the ability to supply with strategic information management of the Company. Data collected within the HRMIS provide a mechanism for management decision support.
Gerardine (1986) [6] found that information systems increase administrative efficiency and produce reports capable of improving decision making. Recent developments in technology have made it possible to create a real time information based, self-service and interactive work environment. Personnel Information have evolved from the automated employee recordkeeping from the 1960s into more complex reporting and decision.
According to Tannenbaum [7] defined HRMIS as a technology-based system used to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information regarding an organization's human resources. Kovach [8] defined HRMIS as a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by organization about its human resources, personnel activities, and organization unit characteristics.
HRMIS will help the GIRoA in finding the accurate number of civil servants across the government of Afghanistan and empowering Ministries/Agencies HR departments by providing personal information of employees for different aspects such as: strategic planning, decision making, staffing transparency, capacity development, controlling, HR planning, policy development, knowledge and task management.
Meanwhile as the need for having nationwide HR system, HRMIS will support and digitalize the process of human resource management raised from Ministries/ Agencies.

III. EVALUATION AND RESULT

The basic step for system design and development, to implement a new system HRMIS, is requirements analysis. To measure success within our proposed system, we had meeting with the stakeholders' management committee of HRMD Department and individual meetings with key HR users of inline Ministries/Agencies. The aim of this meeting was to find out if the proposed solution would contribute in enhancing HR Administration process. A part from interview, we also distributed questionnaires to the HR users of respective Ministries/Agencies to determine their satisfaction level about the overall proposed solution.

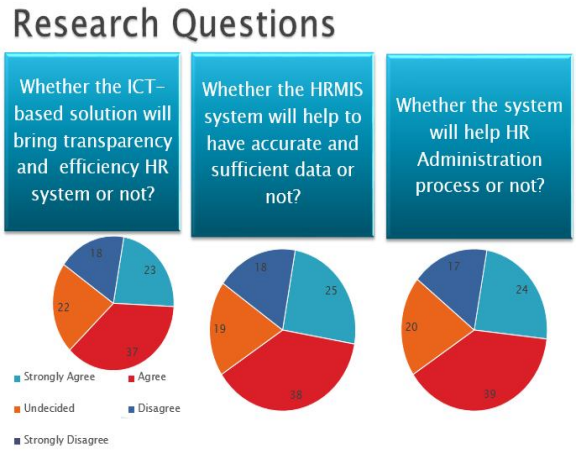


Figure [1] indicates the user response to some of the questions

In addition, below figure [2] indicates HR users responses according to their ages to the figure [1] questions.

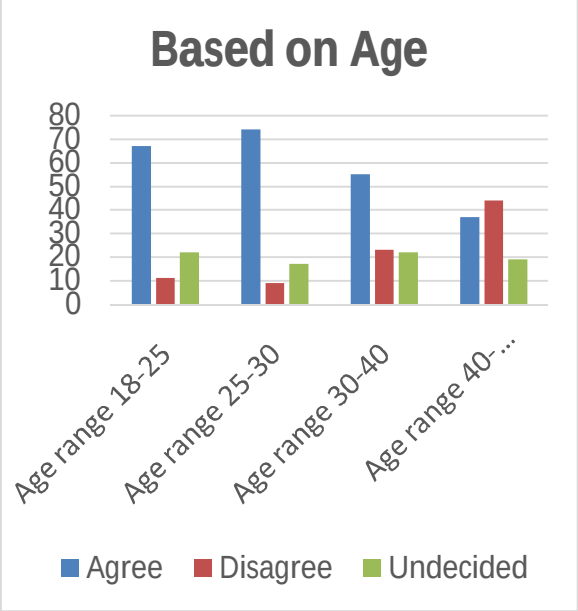


Fig [2] responses according to their ages

As indicated in figure [1], the HRMIS was mostly evaluated as good as expected and in figure [2] indicates the user with higher age have mostly shown their dissatisfaction compared to the young age HR users for the HRMIS.

IV. PROPOSED SOLUTION

After evaluating several commercial HR applications applicable and we consider OrangeHRM which will fulfill all the major criteria recommendation by inline Ministries/Agencies in Afghanistan.
OrangeHRM has all the HR modules to serve as the individual focal point and repository for civil service data across the GIRoA and it can be used for extracting various types of qualitative and quantitative reports and to transfer the current HR systems to the new Web Based System.

4.1 Architecture Design

OrangeHRM Inc. [10] is a HR software company based in Secaucus, New Jersey. The company has developed a human resources management solution (HRMIS). The company offers an open-source, professional, & enterprise solution. The open-source solution is free while the professional and enterprise solutions are advanced hosted solutions (SaaS). Orange HRM [9] is the most popular open source Human Resources Management Software, and it is available on (www.OrangeHRM.com).

4.2 OrangeHRM consist of following features:

- OrangeHRM is available online and free of cost.
- Sustainable from a cost perspective as the application does not require licensing or ongoing royalty fees.
- Flexible to integrate with other Governmental requirements as it uses open source technology and have internationality recognized standards.
- Low deployment Risk and it does not require deep functional and/or technical expertise to deploy extended deployment timeframes or complicated architectures to setup.

OrangeHRMis required to be customized according to the need of GIRoA. To customizeOrangeHRM, the following technical points should be taken into consideration.

4.3. Database Modification:

Database requires to be modified at this stage. This modification contains some fields to be added/removed and data types to be changed. For instance, Database lacks some fields which is needed (father name, grand Father Name, national ID card number etc.) to be included in database and it has some excessivefields which is not needed (social security number, 19 status) and it need to be removed.

4.4. Business Logic Modification:

The interface will be modified according to the database fields and data collection forms and should be user friendly too. As the fields added and removed from the database some changes are needed to the system business logics.

4.5. Additional Reports:

The system does not have all the reports needed by HR users and it produces reports in HTML format nonetheless it should produce reports in PDF, MS Word, Chart, Graphs, MS Excel.

4.6. Connected Model:

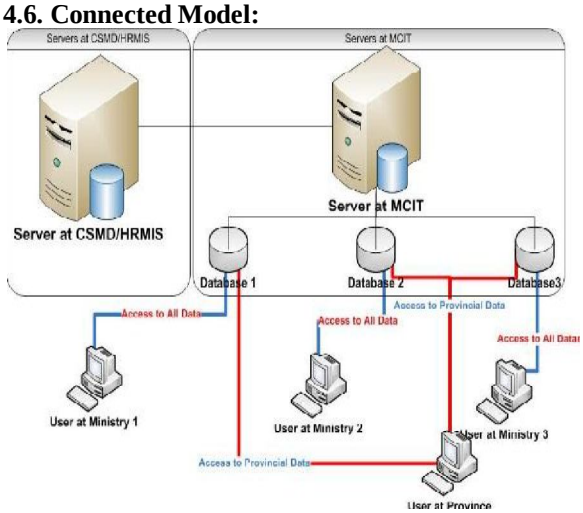


Fig [3] Network model

The figure [3] shows that HRMIS should be stored in a central location and all HR users should be able to access their data through a secure network (intranet or internet, depending on available Networks in Afghanistan) and it will enable HRMD Department to generate nationwide reports after collecting and entering all civil servants data into the system.

CONCLUSIONS

This submission introduces the current situation in HR Department of inline Ministries/Agencies that led to the need for moving from client/paper-based system to web-based HRMIS. To address this issue, we purposed essential solution HRMIS. It will indeed pave the way for a modernized Civil Services and definitely change our old ways of doing things. HRMIS application will response effectively to the requirements of HR Department needs and, contribute to timely and effective strategic planning and policy-making issues.
We purposed solution OrangeHRM. The solution consist of PHP for application layer, My SQL for the database layer and hosted in a central location where all HR users of inline Ministries/Agencies will be able to access their data through a secure network. It will also enable HRMD Department to generate nationwide reports of civil servants.

This design is still in the development phase, but progress is being made every day.

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