



Diagnosis of Human Resource Information System (HRIS) in Algerian Organization: Case Study

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Abstract ;

This study aims to diagnose the human resources information system in the Algerian organization. Where the hospital institution obstetrics institution in Setif was studied. The human resource information system is one of the recent trends in exploiting the technological development to develop human resource management. This study was conducted by relying on an interview with the responsible of the studied organization. After collecting and analyzing data, this study reached many results, most notably: that is despite the existence of a modernized human resources information system, it is centralized and lacks flexibility.

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1. Introduction

Human resource management has seen a remarkable development. It has become include many activities and tasks. Whether operational activities such as managing labor relations, managing career paths and motivating employees, and even strategic activities such as managing competencies, talent management, dissemination of knowledge and others. The importance of human resources management has increased with the technological development, specifically information and communication technology, which has facilitated many tasks and developed other tasks, all of which can be summarized in the aspect of what is known as the human resources information system. Even Algerian institutions have adopted this approach. That is why this study came to answer the following problem: **What is the state of the human resources information system in the Algerian organization?**

To answer this problem, we propose the following hypotheses:

- The human resources information system in studied organization is predominantly traditional.
- The existence of an employee to follow up, analyze and develop the human resources information system leads to contribute to the development of the human resources information system.

Importance this study

- This study has a great importance because it deals with a sensitive field, which is the human resource management.
- Using a new perspective to study the human resource management through information system.
- Awareness of the importance of human resources information system in administrative development in the Algerian organization.

Objectives

- Diagnosis HRIS at studied organization .
- Determining the sub-system of HRIS at studied organization.
- Knowing the impacts of modern HRIS on human resource management.

Methodology:

This study was applied in an Algerian institution represented in a hospital institution, the obstetrics Hospital of Setif. The quantitative approach has been adopted. Therefore, descriptive method and the case study method have been also used via conducting a professional interview with the hospital administrator.

2. Theoretical Study

2.1 Discussing the concept of HRIS

2.1.1 Defining HRIS

Human resource information systems (HRIS) are one type of system used to manage and analyze data in organizations, as HR uses data to influence business performance. (Lussier & Hendon, Fundamentals of Human Resource Management: Functions, Applications, and Skill Development , 2017, p. 218) A human resource information system (HRIS) represents an information system that stores, manipulates, analyses, retrieves and distributes information on HR (Hook & Jenkins, 2019, p. 144) Thus, (HRIS) are an important tool to store employee records and make them accessible. (DeCenzo, Robbins, & Verhulst, 2016, p. 83)

A properly designed HRIS will provide information on the number of existing staff in various categories of posts. This represents the internal supply of human resources and may include personal data that may impact on a person's performance and how long they are likely to be employed with the organization. (Hook & Jenkins, 2019, p. 144) Human resource information systems (HRIS) are systems used to collect, record, and store, analyze, and retrieve relevant HR data. HRIS data matched with the appropriate computer software have many applications that support HR activities. These include applicant tracking, skills inventories, payroll management, and benefits administration. (Gomez-Mejia, Balkin, & Cardy, 2012, p. 84)

The most effective HRIMS are those that: (NANKERVIS, BAIRD, COFFEY, & SHIELDS, 2020, p. 154)

- contain accurate employee and job data
- are sufficiently flexible to adapt to both present and future requirements
- clearly link with and contribute to HR plans
- are modular, but integrated in design, allowing multiple input and access
- allow clear control of human resource costs. .

2.1.2 Importance HRIS

The specific benefits of HRIMS include: (NANKERVIS, BAIRD, COFFEY, & SHIELDS, 2020, p. 149)

- Improved planning and program development
- More rapid information processing and improved response times
- reduced administrative and HR costs
- enhanced accuracy of information
- More comprehensive communication at all levels

- standardized HR processes
- closer links between HR practices, policies and strategies
- Capacity for greater global orientation for multinational companies.
- Some practical strategic and operational uses of HRIMS in corporate decision making include:

using big data to inform business decision making such as talent management; implementing more focused data; disseminating aggregated data to middle and line managers on a regular basis and then consulting with them in their decision-making processes.

Today's HRMS platforms include such key features as workforce management, performance monitoring of the recruiting process, email alert systems, and predictive analytics. These new systems are very user-friendly. We can use the information stored in the database to make daily decisions within the HR department (Lussier & Hendon, Fundamentals of Human Resource Management: Functions, Applications, and Skill Development, 2020, p. 216)

Human resource information system (HRIS) software makes it easier for most organizations to generate an effective and detailed human resources inventory report. The input for this report comes from applications and other forms completed by employees and checked by supervisors including education, training, prior employment, current position, performance ratings, salary level, languages spoken, capabilities, and specialized skills for all employees. (DeCenzo, Robbins, & Verhulst, 2016, p. 84) From a planning viewpoint, this information is valuable in determining what skills are currently available in the organization. The HRIS database also has value in other HRM activities, such as selecting individuals for training and development, promotion, and transfers. The HRIS database can also identify skill gaps that may threaten the organization's ability to successfully meet its goals. (DeCenzo, Robbins, & Verhulst, 2016, p. 84)

2.2 The Modern HRIS: e-HRM and Computerized HRIS

2.2.1 Computerized HRIS

Most of today's HRIS are computerized. (Gomez-Mejia, Balkin, & Cardy, 2012, p. 82) Most organizations today use complex computer systems to manage and manipulate those data. (Lussier & Hendon, Fundamentals of Human Resource Management: Functions, Applications, and Skill Development, 2017, p. 218) therefore, HRIS is a computerized system that assists in the processing of HRM information. (DeCenzo, Robbins, & Verhulst, 2016, p. 83) via HRIS Software. HRIS Software organizes HR data to help decision makers be more effective and measure results with dashboards like this one from SAP. (DeCenzo, Robbins, & Verhulst, 2016, p. 109) Human resource information systems (HRIS) are *interacting database systems that "aim at generating and delivering HR information and allow us to automate some human resource management functions."* Some of the most common features in HRIS include modules for tracking attendance and leave, job, and pay history and logging appraisal scores and review dates. Others include modules for benefits enrollment and tracking, succession management, training management, and time logging.

There are additional modules available depending on the size and type of the organization. (Lussier & Hendon, *Fundamentals of Human Resource Management: Functions, Applications, and Skill Development*, 2017, p. 219)

A standard feature of a modern (or computerized) HRIS is the use of *relational databases*, which store data in separate files that can be linked by common elements. These common elements are fields identifying the type of data. Commonly used fields for an HR database include name, Social Security number, job status (full- or part-time), hiring date, position, title, rate of pay, citizenship status, job history, job location, mailing address, birth date, and emergency contacts. A relational database lets a user sort the data by any of the fields. This system is far more sophisticated than the old-fashioned method of filing employee data by name, with one file per employee. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 276) Another popular use of an HRIS is applicant tracking, or maintaining and retrieving records of job applicants. This is much faster and easier than trying to sort through stacks of résumés. With relational databases, HR staff can retrieve information about specific applicants or obtain lists of applicants with specific skills, career goals, work history, and employment background. Such information is useful for HR planning, recruitment, succession planning, and career development. Taking the process a step further, the system could store information related to hiring and terminations. By analyzing such data, the HR department could measure the long-term success of its recruiting and selection processes. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 277)

2.2.2 e-HRM

Recently, many HRM activities have moved onto the Internet. Electronic HRM applications let employees enroll in and participate in training programs online. Employees can go online to select from items in a benefits package and enroll in the benefits they choose. They can look up answers to HR-related questions and read company news, perhaps downloading it as a podcast. This processing and transmission of digitized HR information is called **electronic human resource management (e-HRM)**. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 46) E-HRM has the potential to change all traditional HRM functions. For example, employees in different geographic areas can work together. Use of the Internet lets companies search for talent without geographic limitations. Recruiting can include online job postings, applications, and candidate screening from the company's website or the websites of companies that specialize in online recruiting. Employees from different geographic locations can all receive the same training over the company's computer network. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 46)

Most administrative and information-gathering activities in human resource management can be part of e-HRM. For example, online recruiting has become a significant part of the total recruiting effort, as candidates submit résumés online. Employers go online to retrieve suitable résumés from job search sites or retrieve information from forms they post at their own websites. For selection decisions, the organization may have candidates use one of the online testing services available; these services conduct the tests, process the results, and submit reports to employers. Companies can automate aspects of job design, such as schedules, delivery routes, and production layouts. Online appraisal or talent management systems provide data that can help managers spot high performers to reward or types of skills where additional training is a priority. Many types of training can be conducted online.

(Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 279) Online surveys of employee satisfaction can be quick and easy to fill out. Besides providing a way to administer the survey, an intranet is an effective vehicle for communicating the results of the survey and management's planned response. This two-way flow of information applies to other e-HRM applications as well. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 279)

\Not only does e-HRM provide efficient ways to carry out human resource functions, it also poses new challenges to employees and new issues for HR managers to address. The Internet's ability to link people anytime, anywhere has accelerated such trends as globalization, the importance of knowledge sharing, the need for flexibility. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 279)

These trends change the work environment for employees. For example, employees in the Internet age are expected to be highly committed but flexible, able to move from job to job. Employees also may be connected to the organization 24/7. In the car, on vacation, in airports, and even in the bathroom, employees with handheld computers can be interrupted 278 by work demands. Organizations depend on their human resource departments to help prepare employees for this changing work world through such activities as training, career development, performance management, and benefits packages that meet the need for flexibility and help employees manage stress. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 279)

Briefly, the Internet and e-HRM are helpful for employees who work outside the office because they can receive and share information online easily. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 46)

2.3 Develop a Human Resource Information System

2.3.1 Policies modern HRIS

The organizations usually follow two policies to use modern HRIS: internal or external. Some organizations adopt employee self-service kiosks; Intranet systems that permit employee access to their own HR records, allowing them to make changes to their personal details, freeing HR professionals to focus on more strategic functions. (NANKERVIS, BAIRD, COFFEY, & SHIELDS, 2020, p. 147) Employee self-service applications of HRIMS (or 'web kiosks') allow staff to directly access their personal records on their entitlements, make appropriate revisions and organize their annual or long service leave arrangements. These applications are 'a personalized interface to individual employees' and free up HR professionals from such administrative burdens, allowing them to focus on more strategic functions. Significant cost savings can be achieved through the use of such employee self-service kiosks, including reductions in HR time, printing and distribution costs, greater system efficiency and accuracy, and the scaling down of overall benefits transaction costs. (NANKERVIS, BAIRD, COFFEY, & SHIELDS, 2020, p. 147)

Some another organizations choose in-house HRIMS that are linked to their existing email system, while others have consciously developed strategic partnerships with external application service providers (ASPs) to provide some (or all) of their HR information services as part of their outsourcing strategies. Many SMEs have chosen external 'HR shared service/call centers' to reduce costs or to 'buy in' HR expertise on specialist matters such as payroll administration, industrial relations, enterprise agreements or work health and safety (WHS). (NANKERVIS, BAIRD, COFFEY, & SHIELDS, 2020, p. 147)

2.3.2 Types of HRIS Data

Information management systems contain aggregated records on all aspects of the employment relationship, for administrative, operational and strategic purposes. Administrative functions include records of industrial awards and agreements, HR policies, legislative, salary, leave and taxation details, superannuation and employee benefits schemes. Operational data includes personal and job histories and records on recruitment and selection, training and development, performance appraisal, career and succession planning, absenteeism and employee turnover schemes. Strategic planning information includes administrative and operational records, together with data concerning staff positions, wastage, labour market trends, industry salary surveys, developments in education, employment and skills levels. **Table 1.** shows the scope of employee information that may be included in a HRIMS. (show appendix 1) (NANKERVIS, BAIRD, COFFEY, & SHIELDS, 2020, p. 150)

2.3.3 STEPS IN IMPLEMENTING AN HRIS

As with any major change, proper planning is an absolute necessity for successful implementation of an HRIS. The steps outlined below describe the specific procedures involved in successfully developing and implementing an HRIS. (Aswathappa, 2013, p. 219)

Step 1 *Inception of Idea* The idea for having an HRIS must originate somewhere. The originator of the idea should prepare a preliminary report showing the need for an HRIS and what it can do for the organisations.

Step 2 *Feasibility Study* Feasibility study evaluates the present system and details the benefits of an HRIS. It evaluates the costs and benefits of an HRIS.

Step 3 *Selecting a Project Team* Once the feasibility study has been accepted and the resources allocated, a project team should be selected. The project team should consist of an HR representative who is knowledgeable about the organisation's HR functions and activities and about the organisation itself and representatives from both management information systems and payroll. As the project progresses, additional clerical people from the HR department will need to be added.

Step 4 *Defining the Requirements* A statement of requirements specifies in detail exactly what the HRIS will do. A large part of the statement of requirements normally deals with the details of the reports that will be produced. Naturally, the statement also describes other specific requirements. This typically includes written descriptions of how users collect and prepare data, obtain approvals, complete forms, retrieve data, and perform other non-technical tasks associated with HRIS use. The key here is to make sure that the mission of the HRIS truly matches management's needs for an HRIS.

Step 5 *Vendor Analysis* This step determines what hardware and software are available that will best meet the organisation's needs for the lowest price. This is a difficult task. The best approach is usually not to ask vendors *if* a particular package can meet the organisation's requirements but *how* it will meet those requirements. The results of this analysis will determine whether to purchase an 'off-the-shelf' package or develop the system internally.

Step 6 Package Contract Negotiation After a vendor has been selected, the contract must be negotiated. The contract stipulates the vendor's responsibilities with regard to software, installation, service, maintenance, training, and documentation.

Step 7 Training Training usually begins as soon as possible after the contract has been signed. First, the members of the project team are trained to use the HRIS. Towards the end of the implementation, the HR representative will train managers from other departments in how to submit information to the HRIS and how to request information from it.

Step 8 Tailoring the System This step involves making changes to the system to best fit the needs of the organisation. A general rule of thumb is not to modify the vendor's package, because modifications frequently cause problems. An alternative approach is to develop programs that augment the vendor's program rather than altering it.

Step 9 Collecting the Data Prior to start-up of the system, data must be collected and entered into the system.

Step 10 Testing the System Once the system has been tailored to the organisation's needs and the data entered, a period of testing follows. The purpose of the testing phase is to verify the output of the HRIS and to make sure it is doing what it is supposed to do. All reports should be critically analysed for accuracy.

Step 11 Starting Up Start-up begins when all the current actions are put into the system and reports are produced. It is wise to attempt start-up during a lull period so that maximum possible time can be devoted to the HRIS. Even though the system has been tested, some additional errors often surface during start-up.

Step 12 Running in Parallel Even after the new HRIS has been tested; it is desirable to run the new system in parallel with the old system for a period of time. This allows for the comparison of outputs of both the system and examination of any inaccuracies.

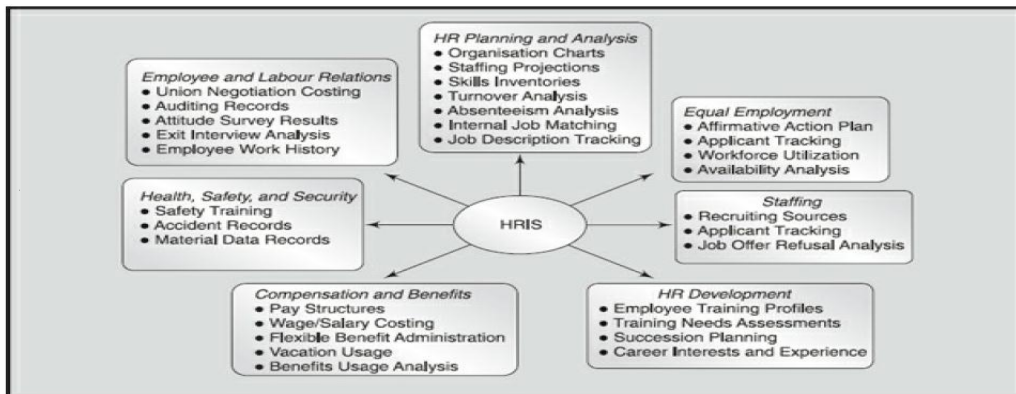
Step 13 Maintenance It normally takes several weeks or even months for the HR people to feel comfortable with the new system. During this stabilisation period, any remaining errors and adjustments should be handled.

Step 14 Evaluation After the HRIS has been in place for a reasonable length of time, the system should be evaluated. Is the HRIS right for the organisation and is it being properly used? Following the above steps when implementing an HRIS will not guarantee success, but it will increase the probability.

2.4 The Sub-System of HRIS

A properly designed and updated skills-inventory system permits management to readily identify employees with particular skills in order to satisfy the changing needs of the company.

HRIS is not just useful in human resource planning. Its uses extend to the whole gamut of HRM as Fig. 1 indicates. (Aswathappa, 2013, p. 220)

Fig. 1 Uses of a Human Resource Information System (HRIS)

Source: (Aswathappa, 2013, p. 220)

As shown in the figure, HRIS have many subsystems, such as following:

■ An *employee information program* sets up a database that provides basic employee information: name, sex, address, phone number, date of birth, race, marital status, job title, and salary. Other applications programs can access the data in the employee information database for more specialized HR uses.

■ An *applicant tracking program* can automate some of the labor-intensive activities associated with recruiting job applicants. These include storing job applicant information so that multiple users can access it and evaluate the applicant, scheduling interviews with different managers, updating the personal status of the job applicant, generating correspondence (for example, a job offer or a rejection letter), and producing the necessary equal employment opportunity (EEO) records required by the government.

■ A *skills inventory* keeps track of the supply of job skills in the employer's workforce and searches for matches between skill supply and the organization's demand for job skills.

■ A *payroll applications program* computes gross pay, federal taxes, state taxes, Social Security, other taxes, and net pay. It can also be programmed to make other deductions from the paycheck for such items as employee contributions to health insurance, employee contributions to a tax-deferred retirement plan, and union dues.

■ A *benefits application program* can automate benefits record-keeping, administer various benefit programs, or provide advice about benefit choices. Benefits software can also provide an annual benefits statement for each employee.

■ An *employee time management program* tracks the way each employee uses time on the job. The program monitors employee attendance, absenteeism, and tardiness. (Gomez-Mejia, Balkin, & Cardy, 2012, p. 83)

In addition to the above, there are many other uses of the HRIS:

Assessing Current Human Resources: Assessing current human resources begins by developing a profile of the organization's current employees. This internal analysis

includes identifying the number of people and skills necessary to support business plans and evaluating the skills and strengths of current staff. **Human resource information system (HRIS)** software makes it easier for most organizations to generate an effective and detailed human resources inventory report. (DeCenzo, Robbins, & Verhulst, 2016, p. 84)

Determining the Demand for Labor: HRIS provide all the require data for determine resources situation and clarify the future direction of the organization. The organizations develop a projection of future human resource needs via HRIS. This means performing a year by-year analysis for every significant job level and type, creating a human resource inventory reaching years into the future. These inventories are usually comprehensive and complex. (DeCenzo, Robbins, & Verhulst, 2016, p. 84)

And finally, self-service program. A benefit of e-HRM is that employees can help themselves to the information they need when they need it, instead of contacting an HR staff person. For example, employees can go online to enroll in or select benefits, submit insurance claims, or fill out employee satisfaction surveys. (Noe, Hollenbeck, Gerhart, & Wright, 2018, p. 277)

3. The Empirical Study

We will try to diagnostic HRIS at healthcare organization which is obstetrics Hospital in Setif. The preparation of this axis was based on the results of the interview with the responsible of the institution

3.1 Introducing the human resources information system in the studied organization and its objectives:

The Human Resources Department of the hospital organization collects data on the practicing employees in the institution. Classifying and processing that data via programs and applications for the purpose of obtaining information that helps to develop the effectiveness of human resource management functions, whether in a traditional paper or electronic way.

Q: Is there a database in the institution?

The hospital institution adopts the *Rh Sante Dz* system approved by the Ministry of Health starting in 2014 and approved by the General Directorate of Public Service. It contains a main database in the ministry, in which all data related to the human resource of the sector are stored. This is done by reserving this data at the level of health institutions. This system allows data to be stored, retrieved and modified, and then submitted to the decision maker at the appropriate time.

Also, the data of the institution's employees is reserved in information cards, which includes various information related to the employee and his professional life. In addition to the paper reservation of employee data in its various forms in a paper database represented in the official records approved by the Human Resources Department.

Q: Is there an internal network, and what are the sections that connect it?

Many hospital institutions have intranets linking the various offices and departments of human resources management, such as the employee movement office with the wages office, and linking them with the internal departments of the institution, such as public administration, financial and control departments, medical and paramedical activities interests ... and others. Usually the communication and exchange of data and information, whether inside or outside the HR-department, is carried out via the Internet and e-mail.

Q: What are the desired objectives of the human resources information system?

Considering the different composition of human resources in health institutions and the multiplicity of specializations and systems that guide the professional life of each specialty, the most prominent goals that it seeks through designing a human resources information system in the health institution are as follows:

- Ensure effective management of the career path and follow up on promotions, holidays, compensation systems and incentives, absences....
- General improvement of the functions of human resource management in the organization.
- Providing a social dashboard that helps to take the right decision at the right time.
- Reducing manual administrative tasks that require labor and consume more time
- Reducing the processing time of data and files and performing administrative tasks.
- Reducing the period of transferring the outputs of the system from the producer of the information to its requester (for example, transferring a file from the Human Resources Department to the ministry by one click, when it was required to move to the ministry's headquarters).

Q: Who is the team in charge of preparing the HRIS?

The Human Resource Management Information System is a central platform for managing human resources in public health institutions. It designed by a company specializing in the production of smart marketing solutions for departments and institutions called Spider Network. In its general and detailed design, it is based mainly on the general basic law of public service, the various basic systems of private wires, and their compensatory systems. This system collects, processes, analyzes, stores, monitors and publishes the necessary data on human resources in health institutions in order to support the efficiency and effectiveness of human resources management functions, as well as to create accurate information for decision makers at their various organizational levels.

As for the sub-systems in the Human Resources Department, they are designed by specialists in automated media and software, who received training on the basics of employee management, and how to manage the employee's career path from employment to the end of the job relationship.

Q: Who records the information in the institution?

It depends on the type of data and information that is recorded and held. Through the *Rh Sante Dz* system, the registration agent is given a username and password that gives him a specific range of data to store. It also allows the human resources manager to access the system and do the registration, storage, modification ... of the employee's data and information.

3.2 The subsystems of the human resource information system available in the organization:

Q: How is the recruitment in the institution?

The health institution, through its official website, announces open positions every year for each position beside the traditional formalities of paper advertising. In addition to the Ministry has opened a central employment platform, through which electronic files are deposited where they are processed, studied, and sorted out, according to the criteria announced on the site for the position concerned with employment, and how to employ (promotion, new employment...).

Q: Is there a payroll program?

The health institution has contracted with a private company to obtain a program for managing the wages and salaries system. It is based on entering the employee's basic personal and financial data (employee number, employee name, job grade, basic salary...). The program performs a set of operational activities and operations such as classification, analysis, save, retrieval, and calculating salaries with its various components according to the indicative network approved in the public office, to be construct out in the form of salary lists, lists of employees' names, payrolls ...

Q: Is there a system for training and education?

After the Covid-19 pandemic and for health reasons, the health institution adopted the remote training system, through the use of various remote lecturing techniques, the use of digital platforms, electronic workshops ... with the return of attendance training systems after the pandemic subsided.

Q: Do you collect, categorize, classify, analyze, process and publish data on employees?

Data archivists traditionally carry out these tasks in the official paper records, and they reserve the data on the various electronic media available in the institution, including computers and their accessories.

Q: is the interview held remotely or in person?

The interview is conducted in person.

Q: does it keep reserve lists?

It is not preserved.

Q: Does it record the results of employment?

It is registered in the official records of the institution, and distributed to the concerned departments, whether local or central, and this is done either through the Internet or by regular mail.

Q: Does the human resources information system have a self-service subsystem?

The system currently approved for this service is not available, but the employee receives all the services in paper form, such as: leave document, salary statement, sick leave, promotion document...

Q: Is there a performance appraisal subsystem?

None, the health institution still adopts paper methods to evaluate performance through forms distributed to the heads of departments that include a set of criteria through which the employee obtains a certain point that is transferred to the wage department.

Q: Is there a sub-program for statistics and reports?

Daily reports and activity statistics are prepared by the traditional method.

3.3 The benefits of using the human resources information system:

Q: What are the benefits of using the human resources information system?

Among the most beneficial aspects of the human resource information system are:

- Increasing the speed of completion of administrative tasks;
- Also, creating a human resource database obviates the need to refer to the employee's file every time, but rather constitutes an accumulation of data that speeds up the completion of tasks;
- It also helps in reducing the effort spent in processing files;
- It provides the manager with a clearer view of the human resource, its structure, its rotation within the institution, and its various situations.

Q: Do the outputs of the human resource management information system benefit other departments?

The outputs of the human resource management information system are inputs to other departments. Both internally, such as the Directorate of Finance and Control in terms of providing it with the mass of wages destined for payment, vacant financial positions, financial estimates, or externally, such as higher authorities (the Ministry of Health and the Directorate of Health) and oversight bodies (the Public Employment Inspectorate, the financial controller, the institution's accountant...) By providing it with nominal lists of employees, their progress in career paths, their legal statuses... It also helps the organization's senior management in terms of informing it of the human resource statuses in the organization it supervises and thus contributing to making the appropriate decision.

Q: Do the outputs of the human resources information system help the human resources manager and employees in the human resources department?

The HRIS is an effective tool for the HR Administrator:

- To increase the effectiveness of the functions of the management that he supervises;
- It improves the speed of completion of jobs;
- It provides him with information that helps him to contribute to decision-making at its various levels (operational and strategic).

4. CONCLUSION

General results:

- The human resources information system for the studied organization is characterized by the fact that it combines traditional aspects with modern electronic ones;
- Electronic sub-systems are represented only in the wages department, the polarization department, and file processing;
- The information system lacks the following important functions: self-service, preparing reports and periodicals;
- There is no special department for the follow-up and development of the human resources information system;
- There is no team specialized in analyzing and developing the human resource information system;
- The human resource information system of the studied institution is a centralized system that is not flexible, and the health institution lacks an information system of its own that facilitates the conduct of its activities related to human resource management;
- Complete absence of electronic management of human resources;
- Failure to follow the scientific methodological stages in building an appropriate human resource information system;
- The traditional paper-based aspect dominates the organization's human resource information system.

The results related to the hypotheses:

- The human resources information system is predominantly traditional, with the exception of some attempts in some departments, such as the wage calculating department, some aspects of polarization, and the registration of job advertisements; is accepted.
- The existence of an employee to follow up, analyze and develop the human resources information system leads to contribute to the development of the human resources information system; is accepted.

Suggestions:

- Employing a data analyst for the human resources information system, who has technological qualifications and qualifications in human resources management.
- Develop a human resources information system for the studied institution that integrates with the central system: *rh santé dz*
- Raising the rate of automation of human resource management processes by making most of the processes electronic and gradually reducing paperwork and procedures
- Adopting self-service, especially in the extraction of routine documents
- Developing the human resources dashboard and its inclusion of important vital indicators extracted from the human resources information system, such as absenteeism rate and work turnover rate ...

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6. Appendices

Appendix 1.

Table 1. Employee information details

INDIVIDUAL	COLLECTIVE
<p>Name</p> <ul style="list-style-type: none"> • Gender* • Date of birth* • Tax file number • Educational level • Academic, trade certificates/degrees • Union membership* • Other skills, e.g. languages spoken, licences, certificates • Work history 	<p>Establishment data (actual and occupied)</p> <ul style="list-style-type: none"> • Enterprise agreements • Temporary, part-time, casual and contract employees (including immigrant short-term business visa employees) • Ratios of full-time to other employees • Skills inventory • Grading, classification, job evaluation data • Vacancies, e.g. number, department, occupations, reasons for advertising details, unfilled periods
<p>Previous experience</p> <ul style="list-style-type: none"> • Previous jobs • Date of employment • Initial and subsequent jobs • Salary history • Performance appraisal records • Training courses attended • Career paths • Medical examination • Disciplinary records 	<p>Recruitment and selection</p> <ul style="list-style-type: none"> • Recruitment and selection details • Number, ages, sources of recruits • Methods (including cost and evaluation of results) • Test results • Interviewer training courses
<p>Conditions of service</p> <ul style="list-style-type: none"> • Overall conditions of service • Individual employment contracts, immigrant short-term visa employees • Annual leave • Sick leave • Long service leave • Leave without pay/special leave • Workers' compensation records • Accidents and work health and safety incidents • Equipment supplied • Working hours • Employee benefits • Union membership* • Workplace agreement conditions • Legislated pay and conditions inclusions 	<p>Career paths and succession plans</p> <ul style="list-style-type: none"> • Overall career paths and succession plans • Promotions • Replacements • Training and development costs, numbers • Performance appraisal • Salary data/packages • Absenteeism, e.g. days lost, reasons, costs, ages, occupations • Labour turnover • Workplace agreement conditions • Legislated pay and conditions inclusions

Source: (NANKERVIS, BAIRD, COFFEY, & SHIELDS, 2020, p. 150)