

**Impact of the Human Resources Information System on the
effectiveness of Strategic workforce planning case study British
Petroleum Company in Algeria**

**أثر نظام معلومات الموارد البشرية على فعالية استراتيجية تخطيط القوى العاملة،
دراسة حالة مؤسسة بريتش بتروليوم الجزائر**

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Abstract :

The purpose of this study is to focus on workforce planning and its importance to the company as well as the role of human resources information system in activating the function of forecasting the functions and skills of the British Petroleum Institute. In our study we used the case study methodology through analyzing the reality of human resources information system, (GPEC). In our study, we adopted the interview as a key tool by interviewing human resources management frameworks. We found that the organization has a fairly acceptable HR information system, as it has not been used Especially with respect to performance assessment and career management, especially with regard to Algerian employment, but exploited for foreigners.

As for the expected management of jobs and skills, human resources management seeks to provide the human resource needs in terms of numbers and competencies. The information system has contributed to activating this function, especially by providing a database of all employees in the institution in addition to their specialties and skills. (Skills stock).

Keys Words: Human resource information system, Strategic workforce planning, HR strategic.

JEL Code : M12, M15.

المخلص:

تهدف من هذه الدراسة هو تحديد العلاقة الموجودة بين نظام معلومات الموارد البشرية وتخطيط القوى العاملة في مؤسسة بريتش بتروليوم، اعتمدنا في دراستنا على المنهج الوصفي من خلال تحليل واقع نظام معلومات الموارد البشرية، ثم تحليل وظيفة التسيير التوقعي للوظائف و المهارات، باستخدام المقابلة كأداة اساسية، و ذلك بإجراء مقابلات مع إطارات إدارة الموارد البشرية، وقد توصلنا أن المؤسسة لديها نظام معلومات موارد البشرية مقبول إلى حد ما، إلا أنه غير مستغل بالنسبة المطلوبة خاصة بما يتعلق بتقييم الأداء و تسيير المسار المهني، خاصة بما يتعلق بالعمالة الجزائرية، لكن مستغل بالنسبة للأجانب.

أما بالنسبة لتخطيط الموارد البشرية فإدارة الموارد البشرية تسعى من خلاله الى توفير احتياجات المؤسسة من الموارد البشرية من حيث العدد والكفاءات، وقد ساهم نظام المعلومات في تفعيل هذه الوظيفة خاصة من خلال توفير قاعدة بيانات عن كل الموظفين في المؤسسة اضافة الى تخصصاتهم و مهاراتهم (مخزون المهارات).

الكلمات المفتاحية: نظام معلومات الموارد البشرية، تخطيط القوى العاملة، استراتيجية الموارد البشرية.

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Introduction :

With the increasing effect of globalization and technology, organizations have started to use information systems in various functions and departments in the last decades. Human Resources Management is one of the departments that mostly use management information systems. Human Resources Units in organizations now place much emphasis on sharing information, especially ones that affect the workforce. As a result, some organizations deem it fit to employ HRIS in their transactions. Human Resource Information System (HRIS) is a computer-based system that is used to manage the administration of HR processes and procedures. Its purpose is to become more efficient in providing better information for decision making. Mayfield and Lance added that the “functions of HRIS comply with organizational interests in maintaining and managing the human capital based on the organizational vision and the strategy of achieving that vision”. This contributes to effective decision making which may guide spending of human resources in an organization.

Problematic :

How the human resource information system contributes to the impact of workforce planning?

- The importance of HRIS in British Petroleum ?
- The role of workforce planning in British Petroleum?
- The impact of HRIS in workforce planning ?

1- Human Resource Information System :**1-1-definition of HRIS:**

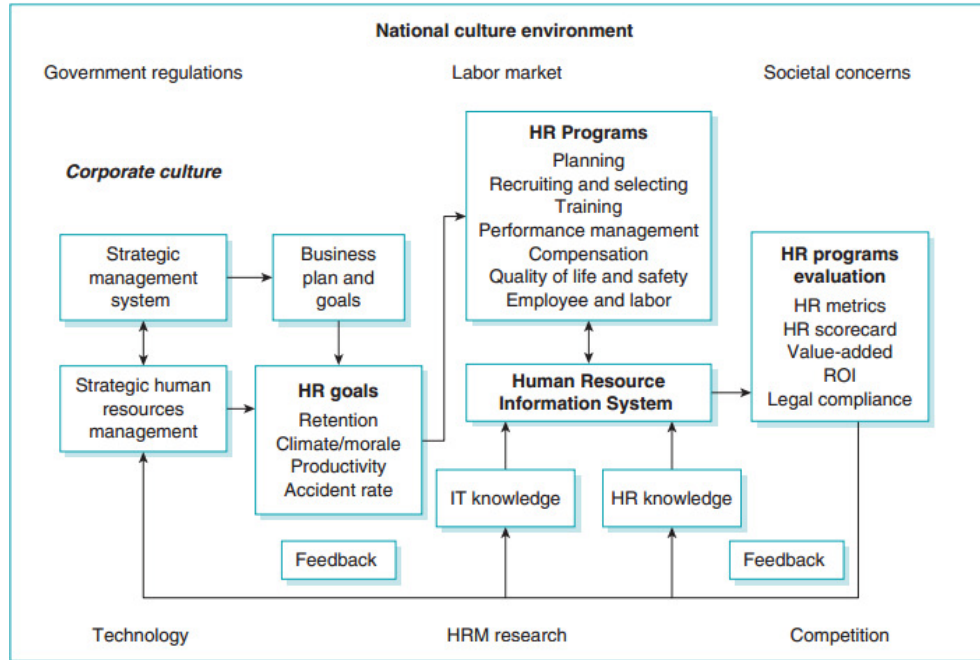
Given that various authors published articles related to HRIS and information technology, it is visible that there are interchangeable terms used to refer to HRIS, for instance e-HRM, HR intranet, web-based HR; computer based human resource management systems, virtual HR and HR portals. Several authors argued about internet or web-based channels as a venture of HRIS, defined the term HRIS is “a specialized information system within the traditional functional areas of the organization,

designed to support the planning, administration, decision-making and control activities of HRM “ However, several authors argued that the definition narrows the scope to the HR position and neglects the adoption and deployment of the information systems in the corporate organization mentioned although HRIS includes hardware and software, it also includes people, forms, policies and procedures, and data. Recently, the focus of HRIS has shifted to more strategic applications of an organization like recruitment, performance and compensation management, self service technologies and HRM planning alignment with the organization’s planning .(Ananya Raka Chakraborty 2013 p 474)

Human Resources Information systems that maintain employee record; track employee skills, job performance, and training; and support planning for employee compensation and career development .(laudon & laudon 2006 p55)

1-2-Advantages of Human Resource Information systems: (Zeyad F. Al-azzam 2005 p 13)

- Make data keeping less time consuming, freeing up valuable time ;
- to do more proactive managerial duties;
- Give structure and purpose to HR functions;
- HR functions can be perceived from another view;
- Make information tracking easier (data in one place - at your fingertips);
- Reduce paper documentation (now electronic documentation);
- Store information in a smaller space;
- Manipulate information more efficiently;
- Make updating/deletion/changing of information easier;
- Facilitate HR budgeting;
- Make distribution of information more efficient;
- Facilitate specific information security issues;
- Facilitate integration / interfacing of HR data with other systems (internal & external) such as: Payroll, Benefits, Pension, and Finance;
- Keep skills inventories such as: Current employees and Applicants;
- Make skill-job matches easier;
- Facilitate succession planning;
- Facilitate HR auditing.

Diagram 1 :Model of an Organizational System Centered on HRIS

Source: Lengnick-Hall.C.A.,Lengnick-Hall.,M.L.(2006).HR.ERP, and knowledge for Competitive advantage, Human Resource Management,26(3),15-29

Other aspects of this model are important. First, all the factors in the external environment will influence the internal functioning of the organization. The most important of these factors is national culture. National culture will affect all the factors in the external environment: government regulations, the labor market, societal concerns, technology, HRM research, and competition. These factors, in turn, will have an impact on the organization. Simple comparisons across various countries—for example, the United States, Australia, Europe, and China—on most of these six external factors would discover significant differences. We feel that these differences are important.

Second, the two-way arrow between the strategic management system and strategic HRM indicates our understanding that this interaction will improve the functioning of the organization. Finally, note that corporate culture influences the entire internal operation of the organization. In the next section.

1-3-Different Types of HRIS:

There are multiple typologies for the classification of computer based systems. One of the earliest books in the field of computer based systems (Sprague & Carlson, 1982) placed systems under three basic categories: Electronic Data Processing (EDP), Management Information Systems (MIS), and Decision Support Systems (DSS). EDP is primarily electronic storage of information and was first applied to automate paper work. In the MIS category, Sprague and Carlson (1982) state that the characteristics of MIS include an information focus, aimed at middle managers, structured information flows, integration of EDP jobs by business function (production MIS, marketing MIS) and inquiry and report generation (usually with a data base) Sprague and Carlson (1982) note that DSS are focused still higher in the organization, with an emphasis on the characteristics like decision focused aimed at top managers and executive decision makers, emphasis on flexibility, adaptability and quick response, user initiated and controlled and support for the personal decision-making styles of individual managers. There is another type of HRIS, identified by Kavanagh (1990), which should be used in organizations to maximize the effect of computer generated knowledge on managerial decision making. All HRIS software is designed to generate a standard set of reports, but surveys and reports from both managers and HR professionals indicate that many of these reports are typically discarded. Thus, it is apparent that another type of HRIS exists in the Human Resources Management Decision System (HRMDS). This system could be described as the ideal system since it provides critical information for decisions, involving the human resources of the company, and thus should be used as a standard for the development and application of any HRIS.(Nawaz 2013 p 86).

Tabel 01 : the modern vision of the information system

Strategic Vision	la vision traditionnelle
The information system is a component of the value chain.	The function of information system management is the center of costs.
The information system is the origin of the institution's assets.	IT and communication are a means
The information system has the function of strategic support.	Information and communication technology has an impact, functional and operational role.
The information system is a good collective for the company, shared by all.	IT is a private good, cloisonné at each service or direction
The information system is a domain transversal to the company, in the service of all.	IT is a domain reserved for computer.

Source : Le Cigref , Alignement stratégique du système d'information, Rapports publiés par le Cigref en 2002 France, p13

What we derive from the above is that the outlook for information systems has evolved greatly from a traditional and a routine to a strategic one. Information systems have become a means of achieving competitive advantage and achieving the required performance. However, this depends on the optimal utilization of the system and the compatibility of the system with the strategy of the institution .

Tabel 2 : The key areas covered by the human resources information system.

Field of application	Application objectives	The level
Human Resources Planning	Preparing long plans for the human resource needs of the institution according to the adopted strategies.	Strategy

Management of Payroll , bonuses and compensation	Monitor and monitor the fairness of the wages of employees and their salaries according to the value of the job and the effort exerted.	Tactical
Career Planning	Planning, designing and managing the careers of jobs.	Technical
training and development	Training management and follow-up of results, evaluation and evaluation of the performance of individuals.	Operations

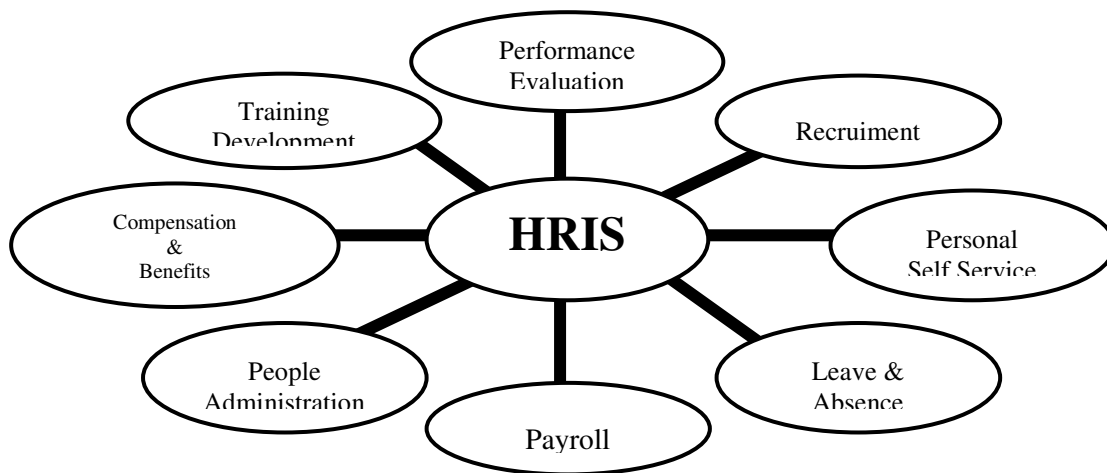
Sources : REDJEM Khaled (2017), Impact of Human Resources Information System on HR Strategy, Phd on management, Ouargla university algeria, p66

1-4-Sub-systems of the Human Resources Information System:

There are five sub-system : (REDJEM Khaled , 2017 p64)

- Human Resources Planning Information System;
- Recruitment information system;
- Training Information System;
- Performance Appraisal Information System;
- Career Management Information System.

Diagram 02 : Sub-systems of the Human Resources Information System



Sources : REDJEM Khaled (2017), Impact of Human Resources Information System on HR Strategy, Phd on management, Ouargla university algeria, p70

2- Strategic Workforce Planning

2-1- Definition of Strategic workforce Planning :

Strategic Management The process of identifying and executing the organization's strategic plan by matching the company's capabilities with the demands of its environment.

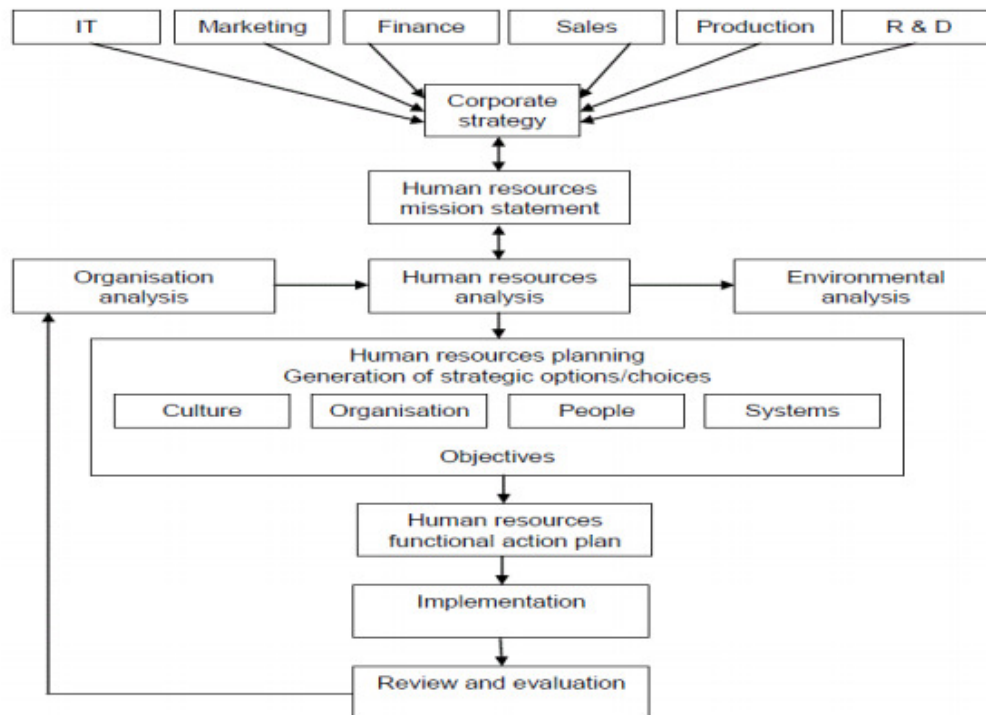
Strategic Workforce Planning is having the right people with the right skills, experiences, and competencies, in the right jobs, at the right time. Workforce planning addresses the people requirement of a strategic plan.(Bordoloi S, Matsuo H 2001, p169)

2-2- Objectives of Strategic Workforce Planning : (Bordoloi S, Matsuo H 2001, p172)

- To make sure we have the right people in the right place at the right time with the right skills; predicting future talent demands;
- To ensure that the demand for people numbers, knowledge, skills, attitudes, and values are matched with the supply of these attributes;
- To align and integrate people strategies with organisational strategies;
- To ensure that an organisation takes account of people as contributors to its success by recognising their unique contribution to strategic direction and performance- workforce planning is a business issue;
- To provide a process by which people considerations are raised early in the strategy-setting debate and to ensure that

business-based plans are put in place for the people
outcomes of this debate.

Diagram 3 : HR Strategy



source : Asha Nagendra, 2014 , Human Resource Information Systems (HRIS) in HR planning and development in mid to large sized organizations, Procedia - Social and Behavioral Sciences 133 p 63.

Pattanayak (2000) identified four sub functions: determining the nature of the job to be filled, type of personal required, sources of recruitment and selection process. HRIS facilitates all four of those sub processes using its job analysis, skill inventory and E-recruitment features.

Research Methodology For data collection, the respondents were HR managers from mid to large sized organizations in Pune as they would have the maximum knowledge about their organization's Human Resource Information Systems, as compared to the actual users or the MIS department. Questionnaires were distributed to 50 senior and junior HR executives involved in both HR planning and HRIS. The questionnaire was based on three main sections i.e., role of HRIS in recruitment and selection, role of HRIS in training and development and common role of HRIS in recruiting and training and development (Nagendra, 2014 p63).

2-3- Step Framework for Strategic Workforce Planning : (Drew Fortin 2016) Website:

- I. **Plan:** Regardless of how well-established your business is, every good leader has a business plan. The best plans are in an easily digestible format and usually fit a 3-5 year window. Every good business leader knows a plan is never complete, so it will undergo many iterations and optimizations within its lifespan to remain on course. [Inc.com](#) has a nice blog post on [writing a good business plan](#).
- II. **Require:** Let your business plan dictate the requirements of positions and people that will help you achieve your plan. Literally map each position to your plan and outline the necessary skills, experience, and behaviors that someone, or an entire team, will need to succeed in a given role. Do not think about people already in these positions. Think strategically about the positions and what they will accomplish.
- III. **Hire -** Create job descriptions that outline needed skills, experience, and behaviors and create job ads that speak to ideal candidates. It's important that you keep these job descriptions separate from the job ad. Your application and interview process should be well structured too. Some business leverage [talent assessment software](#) to improve their chances of predicting on-the-job performance. Remember, personality and drives are just as important as skills and experience.
- IV. **Inspire -** In order for your plan to come to fruition, you need people you can rely on. They should feel ownership, purpose, and pride in what they

do and a true understanding of how their role impacts the overall vision outlined by your business plan. Their managers should be equipped with tools and training to allow them to lead their teams better. Employees should be aware of how best to communicate and influence their colleagues, and your workplace culture should foster collaboration, teamwork, and unity toward your business objectives.

- V. **Results** – Choose the key performance metrics that will help you determine if you are on track and measure them monthly. Although showing all metrics to your employees may not be possible, make sure you have some metrics that you can show your employees that will help them see the progress and health of the organization in relation to your plan. It's also important to make sure you include some metrics that give a sense of how well the business is doing from a culture standpoint as well. For instance, at PI we have a "Place For Passionate Rockstars" metric on our investor reports that is literally a "Yes" or "No" field, but it keeps us asking the honest question about how well we are doing in that area.

Re-evaluate each step every month or so and you will realize that items will need to change, projects reprioritized, etc., for you to stay on track.

The Predictive Index makes Strategic Workforce Planning more attainable for any business anywhere. The Require, Hire, Inspire, framework is a foundational element to the PI Professional Series™ management workshops designed to allow businesses to tap the true power of their people through self-awareness, better hiring, better management, and team dynamics. (Drew Fortin 2016)-**Website-**

3- HRIS and Workforce Planning :

The relationship can be summed up as follows: (Patrick LECONTE 2017)

Workforce Planning is about having right talent with the right skills, at the right time and cost, to support the organization's strategy. According to Pattanayak and Biswajeet (2009), the role of HR is to incorporate planning

and control of Human Resource into the corporate level plans. As a result all resources are used together in the best possible combination.

It deals with the systematic and continuing process of analyzing organization's human resource requirement and develops a plan to fulfill the future workforce positions. It aids to align the organizational objectives with its HR concerns through short-term as well as long-term strategic HR plan by evaluating feedback regularly (Anyim FC 2012).

If HRIS facilitates HR planning such as recruitment, training and succession planning, organizations would gain a competitive advantage. HRIS or Human Resource Management System (HRMS) can assist in recognizing experienced, qualified and skilful employees. It can provide a statistical overview for the whole organization to improve its productivity by selecting and developing potential employees for positions (Armstrong M 2009). Organizational recruiting sources such as direct application, advertisements, public or private employment agencies, colleges; universities etc.

Are going to be replaced by HRIS electronic recruiting facilities reducing the cost of the organization. Employee selection must be according to the job type and relevant skill requirements such as technical skills, intelligence, interpersonal skills, computer skills etc. HRIS inventory facilities can be used to store data in a skill database facilitating the selection of the most suitable candidates after analyzing their skills and qualification according to the job requirement (Antonio FS 2006).

Organizations make jobs more rewarding by job enlargement, job enrichment, job rotation and empowerment. In addition, organizations reengineer jobs to compensate employee shortage.

Employees gain training and development opportunities whenever HRIS facilitates training need analysis to decide what training program might best meet the need; it assists the organization to maintain a training record for each delegate.

Succession planning is another part of training and development, used to identify high-potential employee already working in the organization in order to fill the top management positions whenever they become vacant (Brown J 2002). HRIS is one of the systems that organizations invest and implement according to their corporate, HR and IS/IT strategies. HRIS is developed to assist the organizational HR planning.

4- The impact of Human Resource Information System in the Process of Manpower Activities: (Patrick LECONTE 2017 p175)

Barron, Chhabra, Hanscome and Henson perceived HRIS to emphasize mainly the “retention of capable employees and the reduction costs associated with maintaining them”.

HRIS also gives opportunity to HR professionals to enhance their contribution to the long-term plan of enterprises. Firstly, by automating and devolving many routine HR tasks to line management, HRIS provide HR professionals with the time needed to direct their attention towards more business critical and strategic level tasks, such as leadership development and talent management. Secondly, HRIS provides an opportunity for HR to play a more strategic role, through their ability to generate metrics which can be used to support strategic decision making.

Thirdly, HRIS support long range planning with information for labour force planning and supply and demand forecast; staffing with information on equal employment, separations and applicant qualifications; and development with information on training programs, salary forecasts, pay budgets and labour or employee relations with information on contract negotiations and employee assistance needs. Fourthly, Risk and security management is another crucial function which can be derived by HRIS by following private and highly sensitive individual data and multiplatform security aspects which are perhaps the most serious factors that need to be taken into consideration.

Dessler added that, HRIS influence manpower activities by: Making a regular analysis of the human resource needs of the company through matching the supply of human resource with the demand for it, the system identifies unfilled positions accurately;

Provides insights into organizational training needs by identifying deficiencies in employee's performance and then select the right persons to be trained at the right time after which the system evaluates the effectiveness of the training programs.

Wiblen, Grant and Dery also asserted that, the performance related data and productivity information data embedded in the HRIS is used as evidence in employee grievance matters; careful documentation of

employee performance, method of measuring the performance of employees and reporting system, which is critical to organizations.

5- DATA & METHODOLOGY

In the study, we used the interview tool with IT staff to analyze the reality of BP's human resources information system, as well as the interview with human resources managers to analyze the impact of the ERP system on the workforce planning strategy.

6- HRIS on BP (British Petroleum)

The application on Human Resource Information Systems 'RES Hum' was developed by the upstream activity of TIGANTOURIN (production division).

She permits :

- Administrative management
- Time management
- Social management
- Management of reimbursement of expenses and deductions
- Payroll management
- Career Management
- Training management
- Recruitment management
- The HR and statistics dashboard
- The basic module
- Configuration and security

The modules mentioned above are located in the following main menu:



Source : intrview with HR manager

7- Functions HRIS RESHUM:

1- Management of human resource needs: RESHUM allows human resources management to identify future human resources needs by providing a database on the characteristics of all functions (as a result of job analysis and characterization), work methods, work equipment and equipment of the institution, labor legislation and labor laws in the country And other human resources data such as education and training, past experience, performance levels, scalability, transfer decisions, penalties, career track, and retirement plan. Renewal and conditions, retirement dates, type of position, number, salary etc., which contributed to the activation of human resources planning process.

2. The management of the files of individuals: It concerns the management of the personal profile of each individual working in the institution, where the basic information of each individual is recorded and preserved, including: name, surname, age, gender, educational status, family status, title, job title, , duration of the work, the serial number of the worker, this information gives the image of social enterprise.

3. The management of wages and salaries: The Foundation uses the RESHUM program, which manages and calculates the wages of workers and the various deductions and bonuses related to them. The use of this program has given many advantages in the calculation of wages and salaries in terms of facilitating calculations and avoiding errors, , this ensures accurate follow-up to block wages (La masse salariale) within the organization.

4 . Conducting training and training: The management of the institution is keen to improve the performance levels of the personnel working in it. Therefore, it allocates training programs whenever necessary. In terms of running these programs, the human resources officer relies on the use of the RESHUM program, (Individual or total). The program also allows for the registration of all the training programs carried out in the place of events (Historique), which is a reference to identify the existing competencies but through interview with human resources Officer

explained It is our unexploited as required in the configuration process and employment). (Excel & Word & ACCESS

5. Employee Performance Assessment: RESHUM allows the collection of information at the level of the employee performance evaluation forms at the level of the department, which unloads, classifies, arranges and stores the data in the database through which the collective performance is determined. Based on this information, decisions are made (Incentives, bonuses, promotions, training, transfer, transfer, exclusion), but by interviewing the HR Officer, it was explained to us that it was not being properly utilized in the process of assessing the performance of employees.

6. RESPONSIBILITY AND RESPONSIBILITY The RESHUM program allows the follow-up and management of the professional track of individuals working in the organization. This enables knowledge of the available competencies, as well as tracking and knowledge of vacancies, promotions and various positions held in the organization. This helps to plan, , Employment, etc. However, there are still some measures at the level of career management and motor management are traditionally done. But by interviewing the human resources officer, he explained that he was not being properly exploited in the career management process and competencies.

7. Social services: The institution uses the RESHUM program, through which social services are administered to workers, social security deductions, and social security benefits, such as the school grant, are granted once a year in exchange for conditions and compensation for sick leave and family events such as a death, The birth of a new baby, etc., and 80% of the social security benefits are compensated by the social security party.

8- Workforce planing in BP:

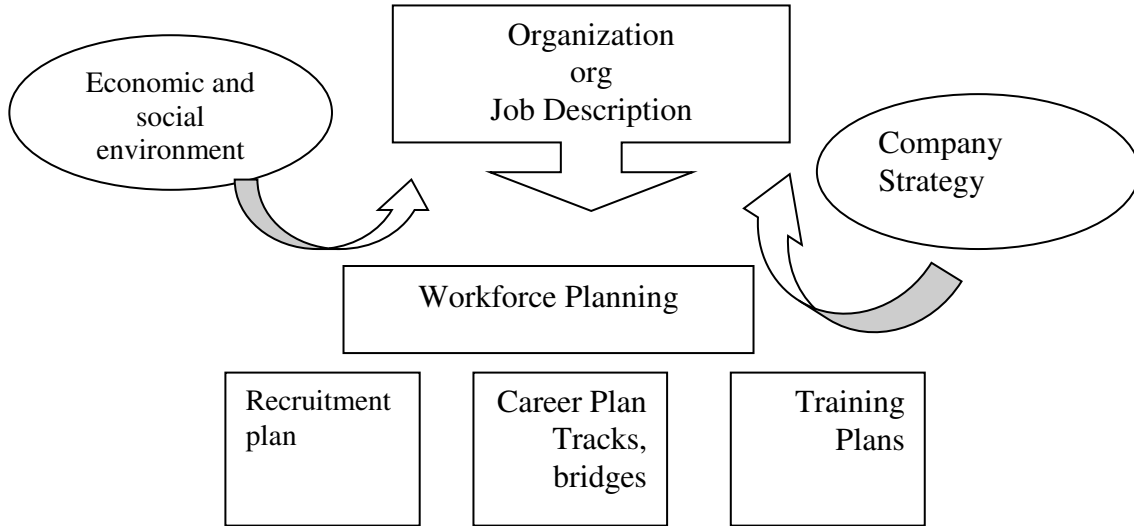
"Managing the workforce and managing key populations and trades"

The principles :

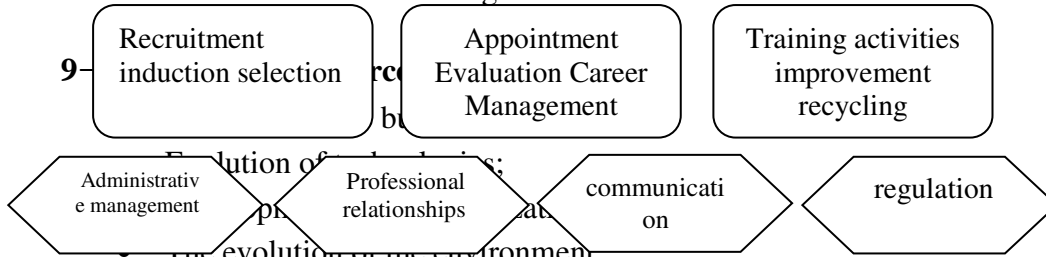
- Identify the "core business" of the Company, to be carefully monitored.
- Involve managers and human resources managers in the reviews of these key trades.
- Establish competitive staffing standards.

- Empower managers on the predictive management of their workforce through the setting of targets and adapted performance indicators.
- Further involve human resources managers in the preparation of development projects in order to ensure optimal allocation of skills.

Diagram 5 : Development : workforce planing in bp

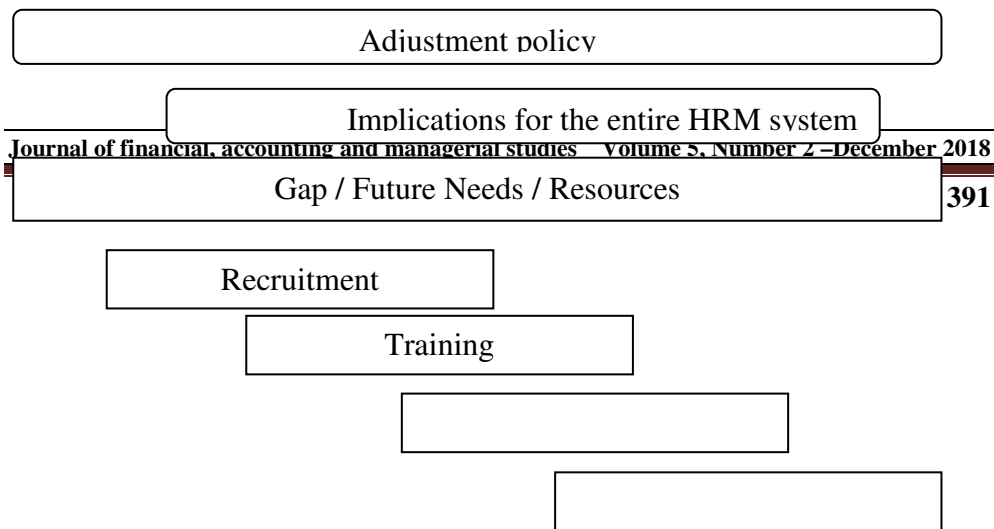


Source : intrview with HR manager



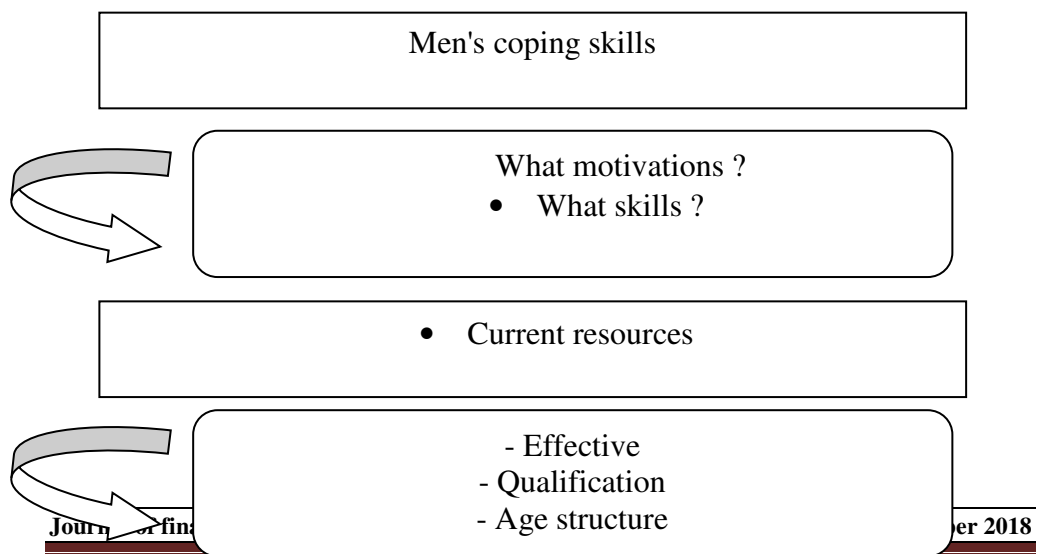
- What markets;
- What regulation.

Diagram 6 : The coping capacities of men:



Source : intrview with HR manager

Diagram 7 : The coping skills of men



Source : intrview with HR manager

10- Steps of Workforce Planing in BP :

10-1-Job logic and logic

- The fundamental distinction

The position Fixed position in the organization chart with specific tasks

- Position Qualifications
- Remuneration related to position

Limits :

- Limitation of liability
- Evolution or reduced mobility
- Little training effort

The Logic of Competencies

The division into a post no longer exists

The organization described in terms of typical job combining several activities required for a well-known mission with a strong proximity to content and skill requirements.

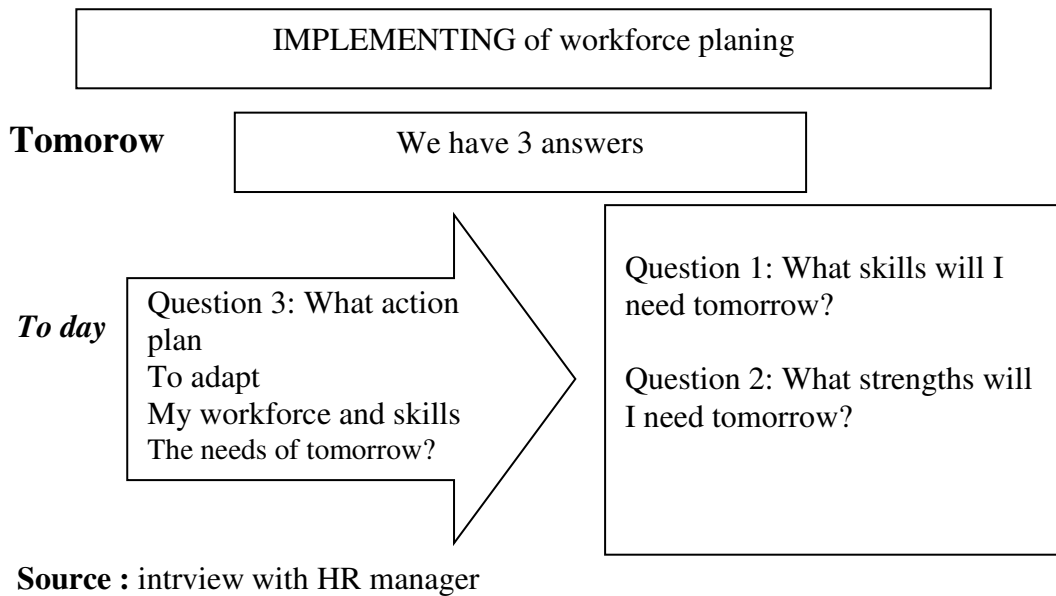
- Polyvalence → initiative → mobilité → research
- New skills.
- Skill-based pay with a range of coefficients
- Changing the organization and grouping of activities

10-2.IMPLEMENTING of workforce planing :

= Answer three questions

10-3- Why we should did workforce planing ?

Diagram 8 : How we implementing /resource



11- compétence evaluation on BP :

Observes in situation (working)	<ul style="list-style-type: none"> • It is a know-how perceived by others (customers / users, colleagues, coaching) • The diploma is only one element of prognosis
Is a combination of knowledge, Know-how and experience	<ul style="list-style-type: none"> • Large Individualization • Relativization of the role of training
Is "contextualized": it is made possible by an environment (organization, management, equipment)	<ul style="list-style-type: none"> • Have "competence for" Strong interaction competence / organization. Management is more or less favorable to learning

	(learning organization)
Is validable	<ul style="list-style-type: none"> Rules of the game: who validates what? What effects? - Interns (classification, remuneration, career) - external (VAEP, ..)

Source : intrview with HR manager

11- the impact HRIS in strategic workforce planning on BP :

The role of the Human Resources Information System (HRIS) is to provide the necessary information. The information provided by the system in HR planning is as follows: (interview with HR manager)

- Job information, number, nature of posts (temporary, permanent), post units, job levels, qualifications required for employment;
- Employee information: number of employees, nature of the job, qualifications, grades, salaries, distribution on the basis of sex and age, dates of appointment and length of contract;
- Information of employees who have gone for the job: number, nature of employment, departure dates, length of service before departure; reasons for leaving, age at exit, salary and salary, education, skills;
- Vacancy information: number, nature, units followed, reasons for vacancy, and has been announced? Can it be filled from within the organization? And their duration;
- Information on new appointments, including: number of new staff, nature of posts for which new staff have been recruited, date of appointment, age at appointment, rank and salary, level of education and skills, source and style of recruitment, gender;
- Promotion information: the number of promotions, the nature of the promotions, the date of promotion, the reasons and justifications for promotion, the rank of promotion, the level of promotion, the level of education and skills of those promoted, gender, age and length of service.

The success of human resources planning at all stages (prediction of employment demand, forecasting of labor supply, development of operational plans for interviewing human resources, stage of implementation of the plan, monitoring and evaluation stage) depends on the extent of interdependence and interaction between them. This is

achieved only by the existence of data, information, in a timely and accurate manner, provided by the Human Resources Information System, hence the importance of the Human Resources Information System (HRIS) in providing data and information that ensure the overall effectiveness of human resources planning through taking the right continents,

12- Conclusion :

The study concludes that HRIS is an excellent tool for Human Resource Planning (HRP). It enhances the identification of unfilled position accurately and analyzes each job position with its title in an organization. It also provides insight into organizational training needs, selects the right persons to be trained and evaluates the effectiveness of training programs, but has the challenges of forecasting demand and supply of labour, access to information, cost of recruitment and workforce shortage.

HRIS on *BP* is an integrated system used to gather, store and analyze information regarding an organization's human resources' comprising databases, computer applications, and hardware and software necessary to **collect, record:**

- resources' comprising databases, computer applications, and hardware and software necessary to collect, record,
- store, manage, deliver, present and manipulate data for human resources function .The study concludes that
- HRIS is an excellent tool for Human Resource Planning (HRP). It enhances the identification of unfilled positions
- accurately and analyzes each job position with its title in an organization. It also provides insight into organizational
- training needs, selects the right persons to be trained and evaluates the effectiveness of training programs,
- but has the challenges of forecasting demand and supply of labour, access to information, cost of recruitment and
- workforce shortage.

Weaknesses :

- The absence of the strategy workforce planning between the association British and Sonatrach because local company never practice it

- I find the really meaning of SWFP in strangers managers then Algeria's manager
- The conditions of selects aspects worker is so specific and precious reversed when the association select local worker doesn't care about capacities and skills

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