



Education And It Companies in Relation To Happiness And Satisfaction in Human Resource information Systems (Hris)

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ABSTRACT

A comparative study between education and IT firms on employee happiness and satisfaction is conducted to ascertain the positive outcome of introduction of Human Resource Information System (HRIS). The data were collected by administering the questionnaire to 150 employees. The age ranges of the employees were 21-50 years. As per the position of the employees involved around 75% of the employees were of executive level. Only 25% of the employees were senior level executives. The study showed the tremendous response from the management of the companies in helping to find out the outcome of introduction of HRIS and maximizing the acceptance by the employees. The focus of the study was to find out and analyze the state of happiness and satisfaction of the employees after introduction of HRIS. The major findings of the study disclose that acceptance of HRIS is directly related with level of happiness and satisfaction.

KEYWORDS : Comparative analysis, Satisfaction, Employee acceptability

Early surveys suggested that Human Resources Information System (HRIS) were used predominantly to automate routine tasks and "to replace filing cabinets" (Martinsons, 1994). Ball (2001) concluded that HR had missed the strategic opportunity provided by HRIS. There is a clear picture of not accepting at the first instance which affects the state of happiness and satisfaction of the person.

The study on "rejection at first instance", which is an inbuilt human response wherein human mind rejects any new suggestion or innovation in the routine working style or system at first instance and then accepts it slowly with lot of positive interventions after carefully understanding the inputs. Chronic dissatisfaction is a powerful source of professional stress (Aswathappa 2000). Many scholars had worked on happiness and satisfaction theory of human mind.

The current generations of HRIS automates and devolve routine administrative and compliance functions traditionally performed by corporate HR departments and can facilitate the outsourcing of HR (Barron et. al., 2004). In doing so, HRIS not only make it possible for organizations to significantly reduce the costs associated with HR delivery, but also to reassess the need for retaining internal HR capabilities.

However, HRIS also provide HR professionals with opportunities to enhance their contribution to the strategic direction of the firm. First, 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 (Lawler et.al. 2003). Second 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 (Hendrickson, 2003; Lawler et al., 2004; Lengnick-Hall et.al. 2003).

It is searched and researched that, employee satisfaction has been a key area of research among industrial and organizational psychologists. It is said that job satisfaction is an emotional or affective response towards various aspects of an employee's 'work'. Schermerhorn (1993). There are important reasons why companies should be concerned with employee satisfaction, which can be classified according to the focus on the employee or the organization. First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Happiness & Satisfaction are the reflection of a good treatment. It also can be considered as an indicator of emotional well-being or psychological health. Second, the utilitarian perspective is that satisfaction can lead to behavior by an employee that affects organizational functioning. Furthermore, satisfaction can be a reflection of organizational functioning. Differences among organizational units in satisfaction can be diagnostic of potential trouble spots. Each reason is sufficient to justify concern with satisfaction. Combined they explain and justify the attention that is paid to this important variable.

Managers in many organizations share the concerns of researchers for the job satisfaction of employees. The assessment of satisfaction is a common activity in many organizations where management feels that employee well-being is important. Spector,(1997). Some people like to work and they find working an important part of their lives. Some people on the other hand find work unpleasant and work only because they have to. Job satisfaction tells how much people like their jobs and how happy they are. Satisfaction is the most studied field of organizational behavior. It is important to know the level of satisfaction at work for many reasons and the results of the job satisfaction studies affect both the workers and the organization. In the workers' point of view it is obvious that people like to be treated fairly. If workers feel respected and satisfied at work it gives them happiness and could be a reflection of a good treatment. In the organization's point of view good job satisfaction can lead to better performance of the workers which affects the result of the company.

Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service. Kaplan, (1996). The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. It is believed that the behavior that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of satisfaction.

The research shows that the key factors affecting job satisfaction are career opportunities, job influence, teamwork and job challenge. Armstrong, (2006). Companies typically measure employee satisfaction with an annual survey, or a rolling survey in which a specified percentage of randomly chosen employees is surveyed each month. Interviews would give wider and better answers but they are time and money consuming, and questionnaires are easier to compose, deliver and analyze. Elements in an employee satisfaction survey could include involvement with decision making, recognition for doing a good job, access to sufficient information to do the job well, active encouragement to be creative and use initiative, support level from staff functions and overall satisfaction with company. Kaplan, (1996)

Objective of the study

This research study was aimed at fulfilling the following objectives:

1. To conduct an entry level research, on the level of happiness and satisfaction of employees in accepting HRIS.
2. To examine the relationship if any between happiness and satisfaction in context with age and experience of the respondents.
3. To find out correlations in happiness and satisfaction in accepting HRIS.

Method

Sampling: The employees who work in organizations where HRIS was introduced were selected to give their responses on the questions asked on acceptance of HRIS. The study was limited to education and IT sector companies. The questionnaire was sent to 150 employees. The age of the employee's ranges from 21 - 55 years. 85% of the employees were of executive level. Only 15% of the employees were senior level executives.

Measurement of Variable: Chi square test was applied for the descriptive questionnaire which was developed purposely to study the objectives needed to be fulfilled by the employees when change is introduced in the working style. Happiness & satisfaction showed the implementation success in the organizations, was the focus of the study where the respondent were tested on the variables by answering 'yes', 'no' or 'unsure'.

Data Collection: In this research primary data was collected by preparing a descriptive questionnaire using questions carefully set to test the respondent on the selected variables; happiness and satisfaction on accepting HRIS. The unit of analysis is individual employees.

The brief profile of selected companies

Two set of companies were selected to clearly demarcate the difference in the state of happiness and satisfaction amongst employees in accepting HRIS.

1. Education companies
2. IT companies

In Education organizations questionnaire was introduced to the employees of Amity University Rajasthan and Noida International University. On the other hand to compare the responses the same questionnaire was introduced to IT companies like Genpact and R Syatems.

Profile of Amity University Rajasthan

Amity University, Rajasthan (AUR) has been established by the Amity University Rajasthan, Jaipur Act, 2008.

AUR is a private university established by the Ritnand Balved Education Foundation (RBEF), It was established with the view to promote professional, industry-oriented education in the state of Rajasthan

The University imparts modern, practical and research-based courses which will lead to the development of manpower which is employable and ready for industry. This in turn will drive the socio-economic upliftment of the region.

Profile of Noida International University

The Noida International University is a UGC recognized university and is sponsored by the Maruti Educational Trust. It was given the status of a university by the Government of Uttar Pradesh, Lucknow, w.e.f. October 12, 2010, by Act No. 27 of 2010. The main focus of the university is to impart world class education in and around the area of NCR especially western Uttar Pradesh and to develop students who become academically well-equipped and be skillful to meet all demands of industry.

Profile of Genpact

A global leader in business process and technology management, Genpact is the company of choice for clients, partners and employees across the world.

Genpact, a global leader in business process management services, uses process to help its client's power intelligence across their enterprise to run smarter operations make smarter decisions and use smarter technology.

Driven by a passion for process innovation and operational excellence built on its Lean and Six Sigma DNA and the legacy of serving GE for more than 15 years, the company's 60,000+ professionals around the globe deliver services to its more than 700 clients from a network of 70+ delivery centers across 18 countries supporting more than 30 languages.

Genpact has been an early mover in the industry and a pioneer in

many of the areas that have given strength to the concept of Business Process Management. From the first to introduce Six Sigma for Process Transitions to the first to build a Science of Process Management (SEPSM), Genpact has always led the way, and in the process helped the clients outperform.

Profile of R Systems Ltd.

R Systems was incorporated in 1993 as a consulting firm in the United States. With a focus on delivering quality to all customers, the company started its India operations in 1997, opened headquarters in Noida, and started offshore software development services.

From offshore software Development Company to global outsourced product Development Company, R Systems sharpened its business focus. Remarkable acquisitions including Pune based Indus Software, and Singapore based ECnet, were carried out.

Growing (2006-2010) Strengthening Footprint, Aligning Quality Assessments

During this phase, R Systems strengthened its serviceability by aligning mature quality assessments like SEI: CMMI Level 5, ISO: 9001: 2008, CMM Level 5, and Six Sigma certifications. Enabling (2010 onwards)

Verticals & Horizontals Consolidations

Continuing its success splurge, R Systems moved to an era of verticals and horizontal consolidations. Currently, the company offers an array of services mainly in four major verticals including; BFSI, Telecom and Digital Media, Healthcare and Manufacturing and Logistics. To further strengthen the Telecom Vertical, R Systems acquired UK based Computaris. The company also continued its focus on quality and got the certification, SEI CMMi Level 5 v 1.2

Company wise percentage on the basis of age and experience was calculated to understand the profile of the respondents so that it can be analyzed how the employees can adapt and accept HRIS and can remain happy and satisfied

Table No. 1.0:
Age group of respondents: no. of respondents and percentage

Amity University Rajasthan
Executives

Age Group	No. of Respondents	Percentage (%)
20 to 25 years	2	5
26 to 30 years	20	54
31 to 35 years	5	14
36 to 40 years	5	14
41 to 45 years	1	3
46 to 50 years	2	5
51 to 55 years	2	5

The employees of AUR majorly fall in the age group of 25 to 45 years. This proves that they can easily adapt to the new settings and can accept change

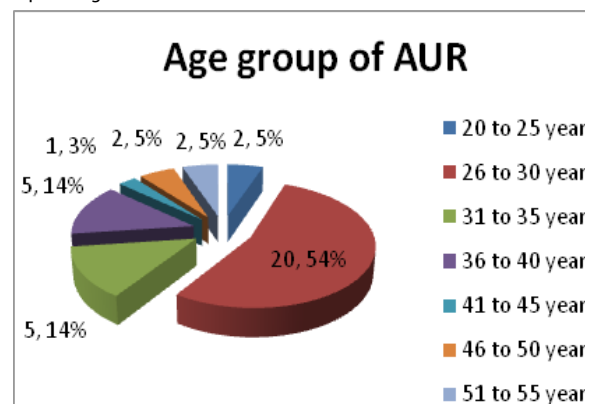


Figure: 1.0 Age group of AUR

Table No. 2.0:
Experience of respondents: no. of respondents and percentage AUR Executives

Experience	No. of Respondents	Percentage (%)
0 to 5 years	14	45.1
6 to 10 years	8	25.8
11 to 15 years	5	16.1
16 to 20 years	2	6.5
Above 20 years	2	6.5

The employees of AUR are relatively young which is a good indicator and good for the future of the organization. More than 70% of the employees are in the prime of their career in the range of 0 to 10 years of experience.

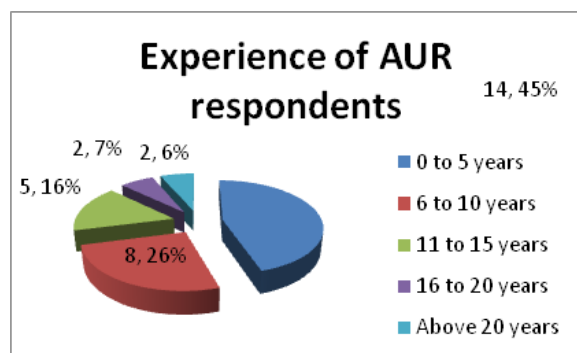


Figure: 2.0: Experience of AUR respondents

Table No.3.0:
Age group of respondents: no. of respondents and percentage NIU Executives

Age Group	No. of Respondents	Percentage (%)
20 to 25 years	8	19
26 to 30 years	15	35.7
31 to 35 years	8	19
36 to 40 years	6	14.3
41 to 45 years	4	9.5
46 to 50 years	1	2.5
51 to 55 years	0	0

Almost 75% of the employees of LG India Ltd. are below 35 years which shows that the organization has a young workforce which can be easily adapt to any changes in the organization.

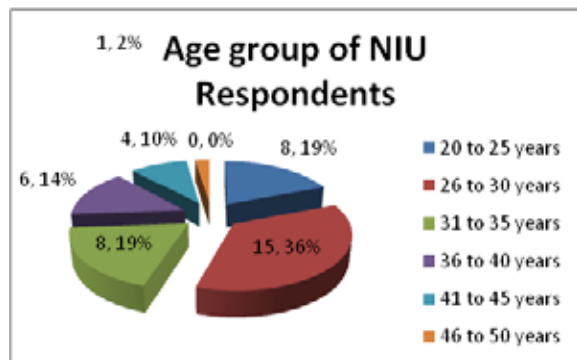


Figure: 3.0: Age group of NIU respondents

Table No.4.0:
Experience of respondents: no. of respondents and percentage NIU Executives

Experience	No. of Respondents	Percentage (%)
0 to 5 years	19	45.3
6 to 10 years	20	47.6
11 to 15 years	3	7.1
16 to 20 years	0	0
Above 20 years	0	0

Experience	No. of Respondents	Percentage (%)
0 to 5 years	19	45.3
6 to 10 years	20	47.6
11 to 15 years	3	7.1
16 to 20 years	0	0
Above 20 years	0	0

The majority of the employees of NIU have experience below 10 years which commensurate with their young age.

Figure: 4.0: Experience of NIU respondents

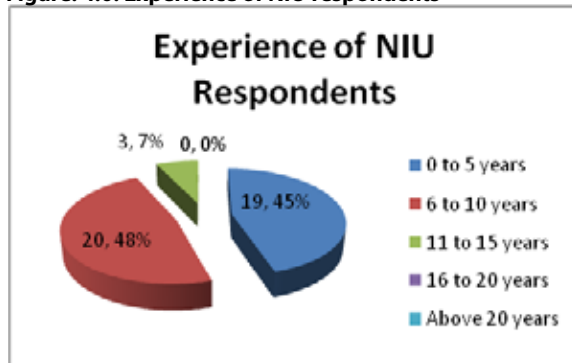


Table No. 5.0:
Age group of respondents: no. of respondents and percentage R Systems Ltd. Executives

Age Group	No. of Respondents	Percentage (%)
20 to 25 years	15	44.1
26 to 30 years	4	11.8
31 to 35 years	7	20.6
36 to 40 years	5	14.7
41 to 45 years	3	8.8
46 to 50 years	0	0
51 to 55 years	0	0

Half of the workforce of R Systems Ltd. is in the age group of 20 to 30 years which indicates that almost 50% employees are quiet young and can be trained to learn the new system.

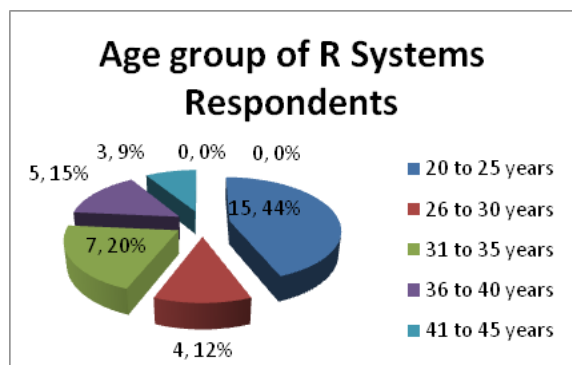


Figure No: 5.0: Age group of R Systems respondents

Table No.6.0:
Experience of respondents: no. of respondents and percentage R Systems Ltd. Executives

Experience	No. of Respondents	Percentage (%)
0 to 5 years	19	45.3
6 to 10 years	20	47.6
11 to 15 years	3	7.1
16 to 20 years	0	0
Above 20 years	0	0

Experience	No. of Respondents	Percentage (%)
0 to 5 years	19	55.9
6 to 10 years	11	32.3
11 to 15 years	4	11.8
16 to 20 years	0	0
Above 20 years	0	0

Table: 8.0

Almost 80% of the relatively young employees have experience of less than 10 years which matches with their respective age.

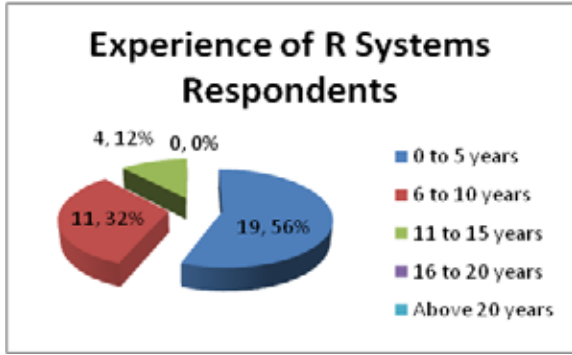


Figure: 6.0: Experience of R Systems respondents.

Table No. 7.0:

Age group of respondents: no. of respondents and percentage

GENPACT Ltd.
Executives

Age Group	No. of Respondents	Percentage (%)
20 to 25 years	25	62.5
26 to 30 years	9	22.5
31 to 35 years	3	7.5
36 to 40 years	1	2.5
41 to 45 years	2	5
46 to 50 years	0	0
51 to 55 years	0	0

It is very clearly evident that the workforce of GENPACT Ltd. is very young and can easily be trained for any new changes in the organization.

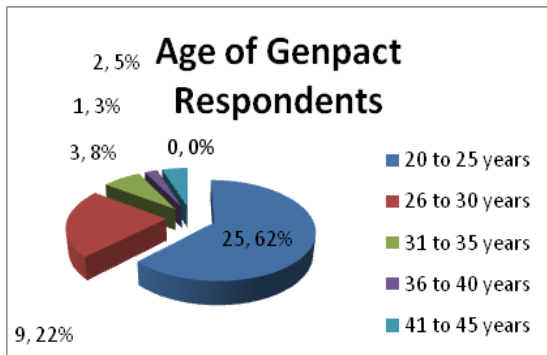


Figure: 7.0: Age group of Genpact respondents

Table No. 8.0:

Experience of respondents: no. of respondents and percentage

GENPACT Ltd.
Executives

Experience	No. of Respondents	Percentage (%)
0 to 5 years	32	80
6 to 10 years	5	12.5
11 to 15 years	3	7.5
16 to 20 years	0	0
Above 20 years	0	0

As the majority of employees of GENPACT Ltd. are very young, their experience is also below 5 years.

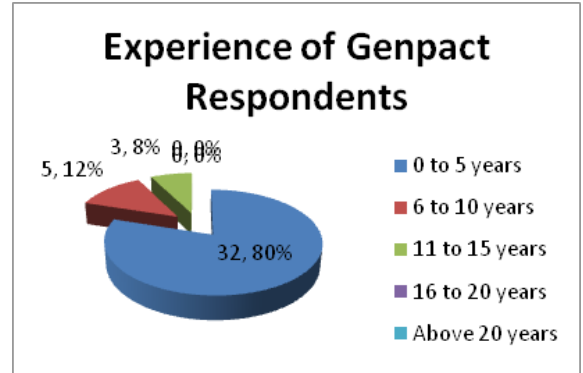


Figure: 8.0: Experience of Genpact respondents Results

Happiness & Satisfaction: Non parametric statistics (Chi Square) was employed based on the responses made by the respondents to understand the general state of happiness and satisfaction in the selected companies so that during comparison in education and IT sector companies it can be explained clearly that the data used was found to be significant.

Table No. 11:

Chi Square Analysis: on general state of happiness and satisfaction

Sr. No.	Statement	Response	Frequency	Percent %	Chi-square	df	Asymp. Sig.	Result
1	You will be happy & satisfied in your development after accepting HRIS	Happy	174	82.8	31.816a	2	0.000	Rejected
		Not Happy	23	14.1				
		Unsure	5	3.1				
2	General happiness & satisfaction level in the organization is increase after accepting HRIS	Yes	80	67.5	28.004a	2	0.000	Rejected
		No	11	7.8				
		Unsure	41	29.7				
3	After skill enhancement employees are happy, satisfied & better paid	Yes	61	40.6	7.531a	2	0.023	Rejected
		No	26	17.2				
		Unsure	63	42.2				
4	You are satisfied that HRIS reflects all happy & satisfied employees for training	Yes	113	79.0	52.344a	2	0.000	Rejected
		No	740	4.7				
		Unsure	3045	20.3				
5	You feel satisfied in having freedom in expressing your opinion in the organization	Accepted	153	89.1	38.965b	1	0.000	Rejected
		Unsure	18	10.9				
		-	-	-				

The Null hypothesis was rejected in all the cases hence the difference in frequencies were found to be significant

- a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 21.3.
- b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 32.0.

The null hypothesis was rejected in all the above cases hence the difference in frequencies were found to be significant.

To see if the main aims and objectives of the study is fulfilled a correlation analysis was conducted to understand the relation of Happiness & Satisfaction with HRIS

Table No. 12:

Correlation (HRIS – Satisfaction)

Overall Analysis		HRIS	Happiness & Satisfaction
HRIS	Pearson Correlation		1
	Sig. (2-tailed)		
	N	300	
Happiness & Satisfaction	Pearson Correlation	.521**	1
	Sig. (2-tailed)	.000	
	N	300	300

** Correlation is significant at the 0.01 level (2-tailed)

Table: 10 shows that a *relationship exists between HRIS and happiness & Satisfaction of employees*, it is found that Pearson Correlation is higher than 0.01 hence there definitely exist a significant relationship between acceptance of HRIS and Satisfaction of employees. Happiness & Satisfaction and acceptance of HRIS are highly correlated ($r = .638$) which is not surprising as the correlation is found to be positive. This could be because both variables are related in a way in which if the employee is happy and Satisfied there is general acceptance towards HRIS. If there is high resistance and non-acceptance of HRIS amongst employees the satisfaction and Happiness level is low.

Discussion

Comparison in Education and IT companies on happiness and Satisfaction in accepting HRIS:

During the time of interacting with the respondents it was seen that there was a slight difference in the acceptability of the respondents in Education and IT companies. More recent research shows that use of HRIS is becoming important in strategic decision making (Hussain et.al. 2007) hence acceptance of HRIS was and important issue. Companies were inclined to introduce HIRS to simply replace manual process and reduce cost (Bee & Bee, 2002; Brown, 2002). Most important factors that affected the acceptability were:

Company Policy: It was found that the policy of the companies differ in education and IT sector. Acceptance percentage also differs in educational and IT companies. In education, due to *company policy* 65% increase was seen in happiness and satisfaction level of employees and 35% decrease was noted as per table: 10,

In comparison to it in IT companies' *company policy* plays a major role to affect the happiness and satisfaction level of employees, the increase is 95% and only 5% employees differ: refer table: 11. This indicates that education companies are IT skilled and HRIS acceptance does not make much of a difference in acquiring extra skill.

Proper Timing: proper timing of introduction of HRIS plays a very important role in increasing and decreasing happiness and satisfaction level. On comparison between education and IT companies 70% increase was seen in Education Company whereas 90% increase was seen in IT. 30% decrease was seen in education and only 10% in IT. This indicates that education company's respondents' valued proper time of the office more and also cared about the timing of introduction of HRIS, whereas IT companies respondents did not care much about the timings.

Reward: Reward showed 85% increase and 15 % decrease in the state of happiness and satisfaction in both the sector this indicates 85% of satisfaction level in both sectors on reward after accepting and learning HRIS.

Competitiveness: 55% increase and 45% decrease in education and 85% increase and 15% decrease in satisfaction level in IT companies due to competitiveness was seen indicating education sector does not accept much of a peer competitiveness whereas IT sector accepts competitiveness.

Satisfactory Emoluments:

happiness and satisfaction level was noted amongst respondents as the interaction projected that they are satisfied with their emoluments, while comparing satisfaction level due to emoluments 80% increase in happiness and 20% decrease was seen in education sector while 75% increase and 25% decrease in IT sector was seen. This is a clear indication that emoluments satisfied education sector respondents more than IT sector.

Organizational Perception: Organizational perception is created by the prevailing environment of the organization. In case of education sector companies the participants show that satisfaction and happiness level is 60% increasing and 40 % decreasing in accepting HRIS. Whereas in IT sector its 80% and 20%. This indicates that in educational sector the respondents' core profession is perceived in different work environment and job requirement is different, hence acceptance of HRIS is an additional learning. In IT sector the perception is aligned with the acceptance of HRIS hence level of satisfaction and happiness is more in comparison to educational sector in accepting new skill.

Organizational Culture: In educational sector organizational culture plays a major role in effecting the happiness & satisfaction of the employees. In IT sector the acceptance level is low due to the nature of work. It's treated as an additional work hence increase percentage of satisfaction is only 60% and decrease percentage is 40% while as in educational sector the decrease percentage is 25% and increased percentage is 75%. This indicates that the culture effects satisfaction which in turn leads to comparatively higher acceptance of HRIS

Table No: 9.0:
Factors increasing or decreasing happiness & satisfaction in Education sector

Sr. No	Factors	Education	
		Increasing %	Decreasing%
1	Company Policy	65	35
2	Proper timing	70	30
3	Reward	85	15
4	Competitiveness	55	45
5	Satisfactory Emoluments	80	20
6	Organizational Perception	60	40
7	Organizational Culture	75	25

Table No: 10:
Factors increasing or decreasing happiness & satisfaction in IT companies

Sr. No	Factors	IT	
		Increasing%	Decreasing%
1	Company Policy	95	5
2	Proper timing	90	10
3	Reward	85	15
4	Competitiveness	85	15
5	Satisfactory Emoluments	75	25
6	Organizational Perception	80	20
7	Organizational Culture	60	40

Suggestions

Suggestions on happiness & Satisfaction in accepting HRIS

- Adapting to HRIS should be linked towards career development plan which will give some level of satisfaction to the employees. Values, mindsets and capabilities, of employees, should be considered and properly understood. Krüger, W. (1996)
- Efforts should be made to increase overall happiness & satisfaction level in the organization by making necessary changes in the company policy in education sector so that percentage of decreasing satisfaction level from 35% should be reduced to 15% in accepting HRIS. As recommended by Hong and Kim (2002), Change management initiative can be treated as an independent variable in predicting the success of the transformational initiatives.
- After skill enhancement, during employee assessment it should be clarified that all those who have accepted the change will be satisfied and better paid as per the reward policy of the company and efforts should be made to increase satisfaction level to 90-95%
- Special care should be taken during the selection for the training of HRIS after introduction. Employees should feel satisfied that HRIS selects right person to be trained at the right time. Education sector needs to train better to increase satisfaction level from 55% to 75% working towards higher increase in acceptance of HRIS.
- Employees should be given a certain level of freedom in expressing their opinion in the organization. IT sector seems to be more sensitive in satisfaction level in comparison to educational sector. The IT sector should have more structured emoluments and a separate incentive programs so that acceptance level and satisfaction level can improve.

Conclusion

Satisfaction is explained as pleasure achieved after the work done. If proper pre and post training is imparted to the change acceptors they will take the learning as a challenge and have a general satisfaction post completion of the training program on HRIS. A skillful handling of Human Resource is a necessity and can be graded as one of the most important positive intervention. Kotter, John P. (1995). It has been tested in this research that satisfaction amongst employees reduces resistance or in other words it increases acceptance.

- Skill enhancement satisfies employees once accepted. This gives an edge over others in career development after learning HRIS. Importance should be given on additional skills of the employees during performance appraisal and in promotion policy. Luthans, (2002). Psychological expert help and managerial communication are required before inducing change of a magnitude of affecting the whole system.
- It should be seen that overall satisfaction level in the Education sector organization should be increased in general acceptance of HRIS. Once acceptance maximizes amongst employees, skill development enhances.
- In IT sector due to same nature of job requirement, employees do not resist much in comparison to education sector. The focus should be on 'learning for all'.
- The above mentioned factors in comparative study such as proper timing, reward, company policy, competitiveness, can help in enhancement of general level of happiness and satisfaction if properly implemented by change inspectors.
- To make a change in organizational perception a time bound learning should be made necessary which will give happiness & satisfaction to the employees that in HRIS learning right person is chosen for right time and right skill. This is needed more in the educational sector rather than in IT sector.
- Organizational culture in IT sector is more favorable to the employees rather than in educational sector. The person who is satisfied and happy in educational sector accepts learning HRIS easily. But still the percentage of decreased satisfaction needs to be brought to lower level from 25%. In IT sector though its 40% but still due to same nature of job the employees of IT sector accept it easily then education sector

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