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Assessment of Usage of Information Systems on Personal Training Management of Hotel Industry in Fiji: An Exploratory Study

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ABSTRACT

Development of management information systems and their impact on human resources activities are playing a major role in many big organizations across the world. At Hotel X, the management has adapted the new approach of doing business by upgrading their information system to remain sustainable in the modern and fast-moving business environment. The objective of this article is to assess the impact of use of information systems on human resource processes particularly towards personal training management. Five dimensions of management of training function were selected for the analysis. According to the findings, it was seen that information system had brought positive changes in business operations and processes as well as helped the HR team to make strategic business decisions. The survey conducted with the employees (users) reveals that there is room for improvement in key dimensions such as training needs analysis and planning. Further, the study proposes "Radar Chart" method for benchmarking purposes.

Keywords: Training function; Management information systems; Systems assessment.

INTRODUCTION

The main purpose for information system is decision making, control, analysis, coordination and visualization of information in an organization: "In each business, there is a process, or a delivery system or information system, that is changing rapidly under them." If changes are not adapted, weakest user will be eliminated. The main aim of a corporate is the use of management information system that should increase the business's values and profits. It can be accomplished when managers are provided with relevant information and timely that could allow them to make decisions that are more effective in a shorter period.

In addition to that, while it is debatable whether management information systems can be traced back to enterprises that used ledgers to keep track of accounting, the current history of MIS may be divided into five eras. Findings of showed that the first Era is the mainframe and minicomputer computing was ruled by IBM that used to take up large space and teams were required to run them. Smaller, affordable minicomputers dominated as technology advanced [1]. The second Era has personal computers begun in 1965 in the form of microprocessors. That was the beginning of competition and acceleration of the process of decentralizing the power of computing ranging from large to small data offices.

Moreover, a client/server network was in third Era, and fourth Era had Enterprise computing and fifth Era had cloud computing. During 1970's, minicomputer technology gave rise to personal computers and lost cost computers accommodating employees to have access to computer power. Market of interconnecting networks and demand of internet were created by proliferation of computers. Technological complexity increased in third era where their low cost and end user requires system of sharing information among colleagues within firms. Fourth era is the combination of high-speed networks with original department specific software applications into integrated software platforms known as enterprise software. The new platform connected all aspects of business enterprise that offered rich information access which is complete management structure.

Furthermore, Management Information System focuses more on organization narrowing in on leveraging information technology to increase business value. Management information system aids in keeping the track of employees which is done in interrelated databases. The measure of effectiveness of MIS on different

functional areas can be assessed by analyzing users' perspectives. The current study attempts to dig out users' perspective on training function while elaborating the benefits arising out of use of IS in training function at Hotel X.

LITERATURE REVIEW

The way organizations function and operate has been revolutionized by Information technology and systems. Many researchers have been attracted to further investigate the impacts and outcomes of MIS. I.S enhances the value to represent the ideas to existing business processes by revising, upgrading, and ratifying information databases. It provides for the growth by collecting, process by eliminating inessential information, deciding among diverge information, and placing information in logical manner so that understanding and decision-making process is empowered. Modern Businesses depends on computer-based information systems in all functional areas, including human resources management.

According to studying and incorporating human resource information systems is a beneficial step in improving human resource practices. With such a thorough understanding, it will be easier to design more user-friendly HR information system apps [2].

Furthermore, stated that businesses should opt for digital transformation to achieve relevancy in the industry and gain competitive advantage [3]. The findings of the study have been useful for firms to implement digital HR effectively with improvement in performance. Stated that many companies have adopted Human Resource Information Systems because beneficial was seen in the development and profitably [4]. It was achieved by reduction in costs; facilitate information flow and aiding HR Managers to make effective decisions to gain more competitive advantage. The main aim for HRIS is to enhance creation, transfer with application of information related to human resource and employees. Digital HRM has become a need in today's business environment, especially in the tourism industry.

Moreover, according to information with guidelines is provided by HRIS for the HR functions to fully operate. The care take of Employee Records is HRM nevertheless, presence of HRIS generates information which is readily available, and it is beneficial for managerial decisions making. More effective and faster outcome is produced from the system rather than done on hardcopies. Tendency to acquire and track any type of data by HRIS is high. Improvement in overall HR functions and administration work had been brought about by the effects of HRIS [5].

Suggest that human resource function in future will be a more strategic role. In the future, time will be spent on organizations' competitiveness issues instead administrative issues. The human resources department will be able to open new avenues for adding value to the company. HR can take on new tasks such as human capital steward, connection builder, and knowledge facilitator, in addition to its usual responsibilities of employing, training, and rewarding employees [6].

Also, according to Technology is increasingly having an impact on human resource management. As technology advances, HRM will be forced to adapt its processes and practices to fit new geometries. HRIS arose in response to the requirement for this transformation to be carried out as efficiently as possible, considering enhanced accuracy, fast information access, increase in efficiency, competition, and re-engineering [7]. By focusing on the use of technology to improve the quality of the work on a constant basis, HR procedures can be facilitated and made faster and more effective by using technology to improve the information accessible to them.

As pointed out by every employee one has to be par with changes with technology. At present everyone is undergoing stress of learning and adapting to new technology therefore in future there will be more advancement in technology world [7]. Stated that businesses should opt for digital transformation to achieve relevancy in the industry and gain competitive advantage. This aspect is highly important for tourism and hotel industry [3]. Has classified HRIS as a powerful tool but may become complicated [2]. It is difficult to work but it has aided in alignment of HR Practices with the strategies of organization, identification of areas of improvement and keeping abreast with current practices. It allows an organization to identify and evaluate any gaps or potential hazards and strengthen the commitment of HR personnel to continual improvement. It is evident that in general, HRIS has boosted HR Department's potentials to the organization by developing the structure, proper performance appraisal system payroll, recruitment, time and punctuality, learning, training system, employee self-service, scheduling, managing absence, reduction in HR costs, increased motivation of HR Personnel, assisted in problems solving and analysis, systematic job analysis, and adopting smoothly changing mind set.

Have emphasized the necessity of computing experience, attitude, and motivation among employees to accept e-learning systems as a tool of training and the success of e-training lies in the hand of every single individual within organization while having interactive and feedback mechanisms [8]. However, empirical evidence on gaps and potential hazards to assess perception and commitment of employees towards continual improvements is limited in the literature. Hence, the present study attempts to propose a model to assess impact of use of IS in training of employees using a case in a multi-location large scale hotel in Fiji [9].

METHODOLOGY

Current study focused on the impact of training and development function with the HRIS of the Hotel X. In-depth interviews were considered the most appropriate data collection tool for the study. The interviews were carried out within the HR/ Training department at Hotel X. The training process was categorized in to five dimensions base on the standard training process designed by the Hotel X in line with the requirements of the National Vocational Training provider for corporate organizations (Figure 1). There were altogether 9 people participated in this survey [10].
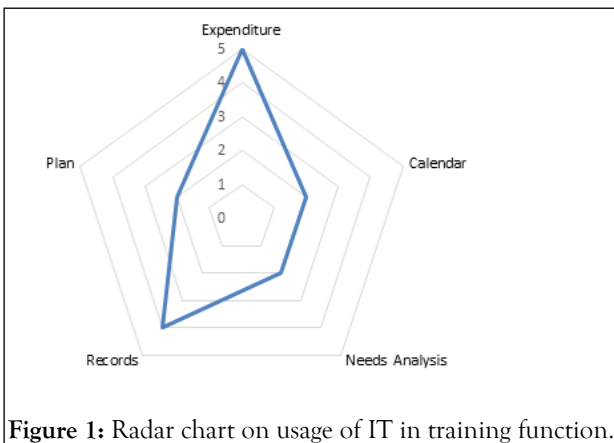
Figure 1: Radar chart on usage of IT in training function.

Prospective participants were approached by face-to-face interviews and invited to participate in the study. All nine interviewees were a mixture of male and female and they all had substantial hotel experience. Content analysis was used to categorize responses and identify emergent themes. The responses were measured using 1 to 5 Likert scales designated for different dimensions of use of IT in the training function. Those dimensions were arranged in a web form to represent an overall picture of the impact of IS in training function of the Hotel X. The employees were interviewed and their feedback on use of IS across each of five dimensions were recorded. Likert scale of 0-5 range was used to measure the response by employees [11].

Definition/ Key

- Unsatisfactory Nil IT Usage
- Satisfactory Very Rare IT Usage
- Average Occasional IT Usage
- Good Frequent IT Usage
- Very Good Regular IT Usage
- Excellent Fully Integrated System

The open-ended responses were also recorded and analyzed to generate a justification for their responses. Nominal group technique which facilitated consensus building was used to generate an overall rating for each dimension [12].

Findings

The research findings have been structured according to the question lying at the core of the study [13].

PERSONAL TRAINING MANAGEMENT

The growth of an organization depends on its employee's passion, creativity, contribution, and efficiency level. Hence, it is very important that an organization provides essential training to these employees for their development. Hotel X provides constant support, learning and development to their people in the same manner as they develop their services. To survive in this competitive business environment, it is very important for organizations to not only upgrade its technological resources but also to train their employees on how to use those technologies and systems in producing better results. Some of the ways on

how management information system had impacted the personal training management at Hotel X are as follows [14].

Performance Appraisal

At Hotel X, performance appraisals are done to encourage professional development by identifying ongoing training opportunities; improve job effectiveness and productivity through constructive feedback; outline goals and objectives for the coming year; and assist staff in planning for future promotional opportunities. Performance appraisals are done twice in a year i.e. midyear and year end [15].

Performance appraisals are basically conducted by the head of departments whereby the HOD's fill out the appraisal template electronically (softcopy). The electronic copy is then forwarded to the general manager (of the property) where he/she goes through it, approves and forwards to the Human resources department. The HR team transfers/ enters the same data in the training database for each employee. Once the transfer is completed, the system will automatically generate the analysis of the performance appraisal report for each property of the organization. Based on those reports, the HR team will get to know the relevant training required by a particular property. Ever since the organization has leased out the training database software, it is much easier to store appraisal data in the system and can easily be accessed through the system. Previously, the company had a lot of manual processes whereby the HOD's used to carry out appraisal through hardcopies; submit it to the GM for endorsement and then was given to HR department [16]. The HR department would then enter the same data in the Microsoft excel and file the documents. Whenever, there were any staff issues or performance issues, the HR team would have to go through the staff personal files and refer excel sheet which was bit a hassle and time consuming. But now, whenever appraisal documents are needed, it can easily be accessed through the system because everything is now captured in the system which is much easy and takes less time [17].

Furthermore, the other advantage of performance appraisal being captured in the training database is that the HR team, GM and HOD's can easily gauge which employee needs training, where is the performance gap or why a particular staff is not able to perform. Accordingly, five dimensions of use of are in training and development function was identified for detailed analysis.

TRAINING DIMENSIONS

Dimension 1: Training Needs Analysis

At Hotel X, Training Needs Analysis is done in the year end appraisal whereby, both appraisal and training needs analysis are carried out simultaneously. As per the requirement of the organization, all employees are interviewed one on one by their HOD's. Upon completion of the interview, all details are given to HR department to capture it in the system. The analysis is done according to departmental, organizational, and individual basis. Previously, TNA was carried out manually through hard copies, where HR team would go to each property and carry out

one by one interview with the employees. And then the data was manually entered in the Microsoft Excel. The TNA processes used to take almost a month to complete but now, it is much easier and fast (Figure 2) [18].

Figure 2: Training needs analysis.
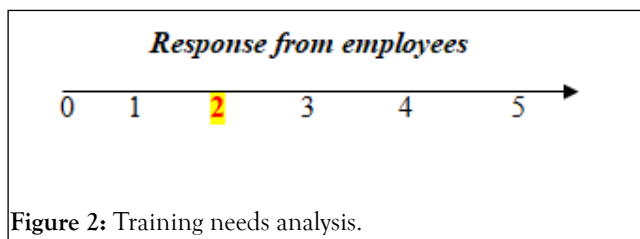
Justification

Training Needs Analysis is rated as 2 because even though it is officially carried out once in a year, the information from TNA is occasionally being used based on the business needs to operate well. The I.T mechanism that is used by Hotel X to compile TNA is Microsoft word; excel sheet and is being captured in the training database system. To make this process smoother, Hotel X can fully integrate this process to IS by digitalizing its process. Hotel X can implement a digital platform whereby a link will be sent out by the Training department. Hence, a webpage will open up with all the questionnaires for the respected HOD's to fill out the questionnaires for its employees in a digital mode. It will automatically be analyzed in the system into three categories i.e. departmental, organizational and individual. Finally, the TNA can be electronically approved by the hotel manager [19].

Dimension 2: Training Plan

The yearly training plan is compiled from the TNA report at the starting of the current year. The required or needed training programs are being developed and appropriately incorporated in the plan such as structured trainings, on- boarding programs, internal events, and employee development sessions, tailor made programs and team building programs.

Upon approval of the training plan by National Training Productivity Centre of the country, it is then captured in the training database and rolled out in the organization. In the previous years, training plan was prepared but was not stored safely. It was stored in laptops, hard drives and due to improper system in the past, many has gone missing. Ever since this system is in place, all training plans are atomized and stored safely in the system i.e. few old training plans and new plan (Figure 3).
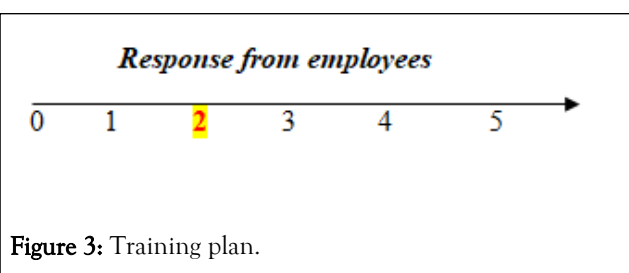

Figure 3: Training plan.

Justification

Training plan is rated as 2 because it is an occasional assessment/monitoring guide whereby yearly training programs are planned or put into place. The information technology related mechanism that is used to compile the training plan is simply Microsoft Word and the file is stored in the training database. The training plan is integrated into performance review and is also being used into entire organization to achieve its strategic management objectives. Hotel X can fully integrate this process to IS by digitalizing this process. Therefore, instead of using Microsoft word they could probably add a feature in their training software whereby they could directly develop the training plan in the software. This would eliminate manual process and time wastage [20].

Dimension 3: Training calendar

Once the training plan is ready, training department releases the training calendar as per the month stating the relevant training that would take place along with the expected participants. All employees concerned are urged to attend those training and improve on their performance. Training calendar is basically extracted from the training plan for each month, neatly filtered into excel sheet and is then forwarded via email to relevant properties concerned. In addition, there was no appropriate training software in the past at hotel X. Everything was manually handled and only emails was used to notify about upcoming trainings (Figure 4).
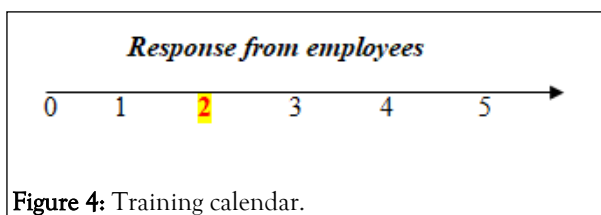

Figure 4: Training calendar.

Justification

Training calendar is rated as 2 because the I.T mechanism that is used to prepare training calendar is Microsoft excel and email exchange. Hotel X can fully integrate this process to IS by adding a feature in its training software whereby they could prepare the training calendar by using training software. Once the training calendar is ready, it can be sent out to everyone for the whole year and instead of sending out every month. An automatic reminder notification could be set up by the IT department.

Dimension 4: Training Records

Once a particular training is completed, the training department would capture those training details accurately in the employee training database such as training name and date, hours spent on training, etc. Through this system, the employees training, and skills are tracked whereby, the training team gauges whether the training had made any impact on staffs performance, behavior or attitude. Previously, the training records were entered manually in the Microsoft Excel sheet which was not reliable. But now, all training details are maintained in the

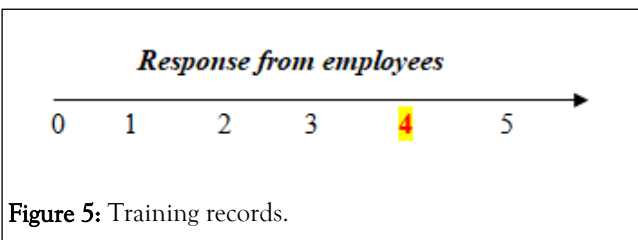training software for each employee in the organization (Figure 5).

Figure 5: Training records.

Justification

Training records is rated as 4 because it is done on a regular basis whereby training records are captured for all participants. The I.T mechanism used to capture training records are training database system/ training software. It is captured by both softcopy as well as hardcopy for compliance purpose [21].

Dimension 5: Training expenditure report

All expenses incurred in training such as meal expenses, training material, etc. are being captured in the training database straight after the training concludes. At the end of each month, the training expenditure report is being generated by the training team to measure expense incurred in a month. Previously, the training expense record were manually maintained in the excel sheet and manually documented in the file whereby we cannot say that it was 100% correct/ reliable (Figure 6).
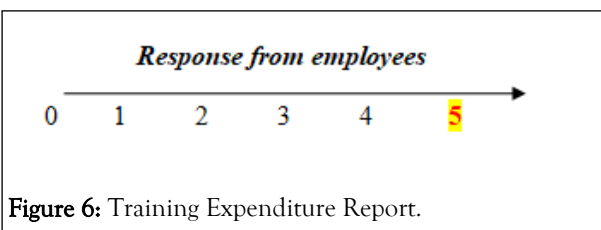

Figure 6: Training Expenditure Report.

Justification

The training expenditure report is rated as 5 because it is captured on a fully integrated system. The I.T mechanism used to capture training expense is training software/database system. E.g. all cost incurred along with a copy of dockets or invoices are electronically captured in the system. Hardcopies are also done to track records however, that is only for compliance purpose as per the law of Fiji.

TRAINING WEB/RADAR CHART

Based on the above rating for each dimension, a web/radar chart was prepared as shown in the Figure 1.

Procedure used to create Training Web/ Radar Chart

In order to come up with the Training web chart, the following processes were used, The information gathered through interviews and survey questionnaire were analyzed and then discussion took place whereby evidence of each training components was shown and explained. Moreover, after

considering the given evidence with the explanations, the ratings were given to each training components through a consultation process. Finally, once the rating was done, the justification for the rating was established and the training web chart was created.

DISCUSSION

The consultation process revealed that in general, the management information system has really changed the way Hotel X used to operate in the past years and due to these changes, the people of the organization has benefitted a lot. Some of the benefits of MIS towards personal training management is that it had developed employees' skills, enhanced their productivity level and quality of work, employee's morale had improved, employees are happy because of the developments that had been given to them.

The organization has established an "Education Centre" which is a fully-fledged education/ training center located at its flagship (largest) hotel and mini versions are in other sister properties.

It is principally an electronic learning system via computer based supported by intranet and internet that involves employees being engaged in interactive learning's. In this electronic learning system, it contains certain training modules, PowerPoint Presentations, videos, relevant documents, quiz, assessments, company events information's, etc. In addition, the organization has a mini library in place that contains resources such as Standard Operating Procedures, Departmental Operating Procedures, company policies, training materials such as relevant training program books, articles, hand- outs, etc.

In terms of internet/ electronic learning, it has webinar training session, online training programs such as customer service online virtual training. This is given to a set of employees to login through their account and electronically attend training sessions. The employees will then be tested electronically where they must answer questions after each session of the training modules. Once a particular set of employees have finished their training modules, they will be issued with the training certificates and then a different set of employees will be given the same E-Learning access to do their training and the cycle continues.

Furthermore, such knowledge-based system initiative does not hamper work or productivity of employees in anyway because employees are permitted to do this at their spare time which is outside working hours or during breaks. Moreover, it was seen that those employees who are ambitious and seriously want to develop themselves in order achieve success. They have taken this internet/ electronic learning initiative seriously and have done really well. In addition, it was also observed that certain employee's literacy level and performance has improved after undergoing the e- learning initiative. The aim of this study was to explore the impact of management information system on personal training management of a hotel industry in Fiji.

The findings had revealed a set of coherent changes and challenges that were faced in the past pre adaption of advanced

information systems. It was seen that the changes are recent, and the HR function is growing into a more elevated sphere of influence by the modern technology that is increasingly infiltrating the corporate level.

The traditional method of training and development functions was time consuming and was difficult to maintain data. The evidence suggests that the adaption of new system in the organization resulted in positive changes towards both organization and employees. Hence, the new system is more user friendly, easy to maintain data in proper database and easy to operate.

CONCLUSION

This study shows that management information system is a very helpful tool to take strategic planning decisions. The analysis on impact on the training function has proved the worth of MIS for analysis and makes a better business decision. By implementing a proper information system at a workplace, the quality of work and business process will eventually bring a lot of positive changes which will take the business towards prosperity as seen in the findings. Further, the "Radar Chart" indicates the perception of employees, who in turn expect much better returns out of the MIS. This proposes the capability of the "Radar system" to be used as a benchmark or an "Atals" to compare approaches of different but similar organization who are using IS in Human Resource Management.

CONFLICT OF INTEREST STATEMENT

There are no actual or potential conflicts of interest, including any financial, personal or other relationships, with other people or organizations since beginning of the submitted work that could inappropriately influence, or be perceived to influence, our work.

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