

EXECUTIVE SUMMARY

Information plays a vital role in everything we do in our day-to-day life. Information being available on the right time is crucial to make correct and precise decisions. Human Resource is the backbone of any company and having employees who are equipped with proper information via the Human Resource Department is as important as chasing for profits and returns. This Management Field Research Project examined the unavailability of timely information to make on-time decisions at the Human Resource Department of Wurth Lanka (PVT) LTD, which is a trading company that is a fully owned subsidiary of Wurth International, Germany. Competing in a dynamic market environment, it is critical that the company possess information timely to make decisions. Hence this project focused on reducing the unavailability of timely information to make on-time decisions at the Human Resource Department of Wurth Lanka (PVT) LTD with the use of both qualitative and quantitative methods to capture information. The main limitations of this project were the inability to generalize the findings of the project to other companies due to the unique setting of the company's structure, lack of data from the industry relating to this topic in the local context, company restrictions in disclosing sensitive data and the restrictions from the pandemic situation to explore more to get industrial exposure.

A detailed discussion on the company profile was provided and a SWOT analysis was carried out to understand where the company stands. Due to its significance, the unavailability of timely information to make on-time decisions in the Human Resource Department was selected as the focus area of this project. Both qualitative and quantitative data were used to justify and explain the selected problem. An Ishikawa Diagram was drawn after critically analyzing the data collected to build up an overall picture of the problem. Brainstorming sessions, interviews, focus group discussions and exit interviews were used to arrive at the root causes of the drawn diagram.

An extensive literature review was carried out to gather an understanding of the theoretical background to the selected problem. Literature supporting each of the root causes identified was analyzed to understand the solutions proposed by the literature to overcome the unavailability of timely information to make on-time decisions. The literature review was built up with the aid of peer-reviewed ranked journal articles, internet sources, printed journals and published books. As per the findings of the literature review a study framework was developed and three project components were identified namely, "Human Resource

Information System”, “Human Resource Department Planning” and “Analytical Skills”. The techniques utilized to develop solutions were identified through the literature review.

The overall project objective is to reduce the timely unavailability of HR information from 100% to 30% within 12 months of the project commencement. Sub objectives were developed for each of the identified components. To identify the original situation, the current situation of each of the project components was studied. Lost and misplaced vital documents due to the improper manual filing system, manual processes in the HR department leading to duplication, improper recruitment planning, improper succession planning, an improper mechanism to balance the workload of the HR department employees, and inability to handle bulk data were presented with evidence in the current situation. The specified techniques derived from the literature review were used to develop solutions for each of the discussed components. The resource allocation to develop each solution was carried out indicating their individual roles and responsibilities. The cost of the project was estimated at LKR 1,248,775.

Savings from the hit to the company cash flow, savings from legal cases and fines, savings from not building additional archive space, and savings from employee resignation costs were identified as direct tangible benefits while savings from automation of the HR process was identified as the indirect tangible benefit of the project. The overall benefit/cost ratio of the project is 9.1 indicating the importance of implementing the project. Furthermore, improved efficiency of the HR department, timely availability of information, improved employee satisfaction, precision and accuracy of the information managed, improved response time during data handling at HR department were identified as outcomes of this project.

With the help of a literature review, the solutions were developed, and the findings were validated. The recommended timeframe for the implementation of the proposed solutions were within a period of six to twelve months. Further recommendations on the best practices, success factors, and effective management of resistance were highlighted along with recommendations for each component’s solution implementation. These recommendations are vital for the success of the project and are suggested to frequently refer to during the implementation of the solutions proposed by the project.