

**A STUDY ON HUMAN RESOURCES INFORMATION SYSTEMS
OF
WIPRO LTD.**

Submitted in partial fulfilment of the requirements for the award of
MASTER OF BUSINESS ADMINISTRATION

By

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**SCHOOL OF MANAGEMENT STUDIES
SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **NANDHITHA BALASUBRAMANIAN 42410111** who carried out the Project Training “**A STUDY ON HRIS OF WIPRO PVT. LTD.**” under my supervision from October 2023 to December 2023.

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DECLARATION

I **NANDHITHA BALASUBRAMANIAN (42410111)** hereby declare that the Project Report entitled “A study on LinkedIn & Recruitment” done by me under the guidance of **Dr. T.R. Kalailakshmi** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

In the dynamic landscape of modern business, Human Resources Information Systems (HRIS) play a pivotal role in enhancing organizational efficiency and effectiveness. This study delves into the implementation and impact of HRIS at Wipro Ltd., a global leader in information technology services. The research aims to assess the awareness, user experience, training, and overall effectiveness of the HRIS within the organization.

The investigation includes an exploration of the HRIS implementation process, examining its objectives and timeline. Through a series of multiple-choice survey questions, employees at various levels within Wipro Ltd. provide insights into their experiences with the HRIS, highlighting its influence on daily work processes, user satisfaction, and perceived impact on organizational performance.

Additionally, the study evaluates data security and privacy concerns related to the HRIS, as well as its integration with other systems within Wipro Ltd. The findings of this research will contribute valuable information for understanding the current state of HRIS at Wipro Ltd. and identifying areas for potential improvement.

By shedding light on the strengths and challenges associated with the HRIS, this study aims to provide actionable recommendations for Wipro Ltd. to enhance the effectiveness of its HRIS, ultimately contributing to the ongoing evolution of human resources management within the organization.

CHAPTER- 1

INTRODUCTION

1.1. INTRODUCTION

In today's globalized world it is need to go as per the technology changes. Human Resource Information System is a software which helps in planning, controlling the HR cost. Also helps in achieve improved efficiency & quality in HR decision making. And for the improvement in employee & managerial productivity the study of Human Resource Information System is important. Human Resources are an organizational function that deals with issues such as recruitment and selection, training, appraisal, compensation and performance management of the employee. Human beings are also considered to be resources because it is the ability of humans that helps to change the gifts of nature into valuable resources The goals can be achieved through detail study of using the effective information system the company needs to implement Human Resource Information System. By automating human resource practices, HRIS saves time & money, effectively reallocates processes & thus provides competitive advantage and adds strategic value to the organization. HRIS is set of inter related components working together to collect, process & store information to support HR decision making, coordination and control in an organization. HRIS is an emerged term in this competitive age. Human Resources is an organizational function that deals with issues such as recruitment and selection, training, appraisal, compensation, and performance management of the employee.

The human resource information system provides details on administration, payroll, Recruitment, and training. This system is expected to deliver valuable results to the personnel Department. A Human Resource Information System is software containing a database that allows the entering, storage, and manipulation of data recording of employees. Human Resource Information System (HRIS) is a systematic way of storing data and information for Each individual employee to aid planning, decision making, and submitting of returns and Reports to the external agencies. It merges HRM as a discipline and it is basic HR Activities and processes with the information technology field. It can be used to maintain Details such as employee profiles, absence reports, and salary admin and various kinds of reports.

What is an HRIS?

The right HRIS will save your HR team valuable time, help them to work smarter and allow them to provide strategic guidance to your company's decision makers. Focus on finding HRIS solutions like Sapling, which will address your company's current needs, planned growth and future business objectives.

Benefits of an HRIS

As we discuss in our Digital HR Certificate Program, using an HRIS has several clear benefits. That is why companies of all sizes implement this tool to support their people operations. Centrally, the HRIS holds employee information. A wide range of employee data is then easily accessible, in one system.

Record-keeping

An HRIS is a record-keeping system that keeps track of changes to anything related to employees. The HRIS can be seen as the single source of truth when it comes to personnel data.

Compliance

Some data is collected and stored for compliance reasons. This includes material for the identification of employees in case of theft, fraud, or other misbehaviours, first contact information in case of accidents, citizens identification information for the tax office, and expiration dates for mandatory certification. All this information can be stored in the HRIS. It is essential that data is stored safely and securely, in line with GDPR regulations.

Efficiency

Having all this information stored in one place not only benefits accuracy but also saves time. Some companies still keep a lot of data about employees as physical paperwork. Finding the right folder, and locating the right sheet, can take up a lot of staff time.

1.2. INDUSTRY PROFILE FOR HRIS

Introduction:

The Human Resources Information Systems (HRIS) industry is a critical component of modern business management, facilitating the integration of technology with human resource functions. HRIS encompasses a wide range of software solutions and systems designed to streamline HR processes, improve decision-making, and enhance overall workforce management.

1. Overview of HRIS:

- Definition: HRIS refers to the software and systems used to manage and automate human resource functions, including employee data management, payroll, benefits administration, recruitment, and performance management.
- Evolution: The HRIS industry has evolved significantly, transitioning from manual record-keeping systems to sophisticated, cloud-based platforms that offer real-time analytics and advanced functionalities.

2. Market Dynamics:

- Market Size and Growth:

- The global HRIS market has experienced substantial growth in recent years, driven by the increasing need for organizations to optimize HR processes and enhance employee experiences.

- Factors such as globalization, regulatory compliance, and the focus on data-driven decision-making contribute to the expanding market.

- **Key Players:**

- Major players in the HRIS industry include multinational corporations such as SAP, Oracle, Workday, ADP, and IBM. These companies offer comprehensive HRIS solutions tailored to the diverse needs of organizations.

- **Trends and Innovations:**

- The industry is witnessing trends such as the integration of artificial intelligence (AI) for recruitment, employee engagement platforms, and the rise of mobile-friendly HRIS applications.

- Continuous innovations focus on improving user interfaces, analytics capabilities, and the integration of HRIS with other business systems.

3. Importance and Benefits of HRIS:

- **Efficiency and Automation:**

- HRIS significantly reduces manual workload by automating routine tasks such as payroll processing, time tracking, and benefits administration.

- Automated workflows enhance efficiency and accuracy, reducing the likelihood of errors.

- **Data-Driven Decision-Making:**

- HRIS provides real-time access to crucial HR metrics and analytics, enabling organizations to make informed decisions based on data rather than intuition.

- Data insights help in workforce planning, talent management, and identifying areas for improvement.

- **Compliance and Risk Management:**

- HRIS plays a crucial role in ensuring regulatory compliance by automating processes related to tax reporting, legal documentation, and other compliance requirements.

- Robust HRIS systems contribute to risk mitigation by maintaining accurate and up-to-date employee records.

4. Industry Challenges:

- **Integration Challenges:**

- Integrating HRIS with existing systems within organizations can be challenging, especially in large enterprises with complex IT infrastructures.

- Compatibility issues and data migration challenges may arise during the implementation phase.

- **Data Security Concerns:**

- As HRIS systems handle sensitive employee information, data security is a top concern. Ensuring the confidentiality and integrity of employee data is critical to building trust in the system.

- Resistance to Change:
 - Resistance from employees and stakeholders to adopt new HRIS technologies can pose challenges. Effective change management strategies are crucial for successful implementation.
- Emergence of Cloud-Based Solutions:
 - The shift towards cloud-based HRIS solutions is expected to continue, offering scalability, accessibility, and cost-effectiveness.
 - Cloud-based HRIS allows organizations to adapt quickly to technological advancements and industry changes.
- Focus on Employee Experience:
 - Future HRIS developments are likely to prioritize enhancing the overall employee experience, with features such as self-service portals, personalized dashboards, and mobile accessibility.
- Integration with Emerging Technologies:
 - Integration with emerging technologies like artificial intelligence, machine learning, and predictive analytics is expected to become more prevalent, further enhancing the capabilities of HRIS in areas such as talent acquisition and workforce planning.

Conclusion:

The HRIS industry is at the forefront of transforming traditional HR practices into dynamic, data-driven processes. As organizations recognize the importance of effective human resource management in achieving strategic objectives, the demand for innovative and comprehensive HRIS solutions continues to grow. Overcoming challenges such as integration complexities and ensuring data security will be paramount for the industry's sustained success. The evolving landscape presents opportunities for both established players and new entrants to contribute to the development of HRIS technologies that shape the future of workforce management.

Please note that the information provided here is a general outline, and you should supplement it with the most recent data, statistics, and industry developments based on your specific research.

1.3. COMPANY PROFILE



Wipro Limited is an Indian information technology, consulting and business process services company headquartered in Bangalore, India. In 2013, Wipro spun off its non-IT businesses into separate companies. The company was founded on 29 December 1945 in Amalner, Maharashtra by Mohamed Premji as "Western India Vegetal Products Limited", later shortened to "Wipro". It was initially established as a manufacturer of vegetable and refined oils in Amalner, Maharashtra, India, under the trade names Kisan, Tournesol and Camel. In 1966, after the death of Mohamed Premji, his son Azim Premji returned from Stanford University and assumed the position of chairman of Wipro at the age of 21. During the 1970s and 1980s, the company looked towards business opportunities new in the computer and IT industry. The industry was then in its infancy in India. On June 7, 1977, the company name changed from Western India Vegetal Products Limited to Wipro Products Limited.

Wipro Limited is an Indian information technology, consulting and business process services company headquartered in Bangalore, India. In 2013, Wipro spun off its non-IT businesses into separate companies. The company was founded on 29 December 1945 at Amalner, Maharashtra by Mohamed Premji under the name 'West India'. Wipro Limited is a leading information technology, consulting, and business process services company in the market. Wipro leverages the power of analytics, robotics, cloud and other emerging technologies. technology to help customers on six different continents adapt to today's digital trends and help them succeed. Wipro has over 1,60,000 dedicated employees working together and building a new and bold future. The amount of revenue that Wipro generated in fiscal year 2017 was \$848 billion. Wipro Limited (Wipro), founded on December 29, 1945, is a global provider of information technology (IT), consulting and business process services. It operates through two segments: IT Services and IT Products. The Company's IT Services business provides a wide range of IT services and IT services. The IT Products segment offers a wide range of third-party IT products, allowing it to provide IT systems integration services.

Wipro Enterprises (P) Limited consists of two main divisions:

1. Wipro Consumer Care and Lighting (WCCLG)

Lighting and Care Wipro Consumer Bright (WCCLG) is one of the fastest growing FMCG companies in India. The company has a strong brand presence in skin care and personal care products in Southeast Asia and the Middle East, in addition to significant market share in identified segments. Today, WCCLG has 8,300 employees worldwide, serving more than 40 countries. WCCLG business includes several product lines ranging from personal care (soap, toiletries), baby care, health care electrical equipment, lighting and model office furniture. -heat.

2. Wipro Infrastructure Engineering (WIN)

Wipro Infrastructure Engineering (WIN) is the world's largest independent manufacturer of hydraulic cylinders, supplying approximately 2 million cylinders for OEMs in different geographical areas. WIN has a global workforce of more than 1,700 dedicated and highly skilled people, and 14 state-of-the-art manufacturing facilities in India, Northern Europe, Eastern Europe, the United States, Brazil and China.



Azim H. Premji ,Founder Chairman of Wipro Pvt.Ltd.



Thierry Delaporte, CEO



Rishad Premji, Chairman of Wipro Pvt. Ltd.

1.4. WIPRO LIMITED VISION, MISSION, VALUES STATEMENTS

Wipro Limited Mission Statement

The Spirit of Wipro is the core of Wipro. These are our Values. It is about who we are. It is our character. It is reflected consistently in all our behaviour. The Spirit is deeply rooted in the unchanging essence of Wipro. But it also embraces what we must aspire to be. It is the indivisible synthesis of the four values. The Spirit is a beacon. It is what gives us direction and a clear sense of purpose. It energizes us and is the touchstone for all that we do.

Wipro Limited Vision Statement

Contribute for global e-society, where a wide range of information is being exchanged beyond time and space over global networks, which breaks down the boundaries among countries, regions, and cultures, allowing individuals to take part in various social activities in an impartial, secure way. Continuous effort to enhance people's lifestyle and quality by means of developing new technology in wireless communication.

Wipro Limited Values

- Be passionate about clients' success
- Be global and responsible
- Treat each person with respect
- Unyielding integrity in everything we do

Wipro Tagline

Wipro previously had a tagline "**Applying thought**" from (1998-2017) but now it has been retired.

In 2017 Wipro Launched New Logo for new brand identity and rearticulated "Spirit of Wipro" to underscore Wipro's commitment to transformation & evolving client expectation.

Wipro follow below principles

1. Be passionate about client's success
2. Be global and responsible
3. Treat each person with respect
4. Unyielding integrity in everything we do

SWOT ANALYSIS:



Strengths:

- Highly skilled workforce: Diverse skill base across all service lines, delivery capabilities and customer satisfaction.
- Commitment to further progress
- Research and development: technological cooperation with other software companies
- Low-cost advantage: ability to continuously reduce service costs (Wipro Ltd and al., 2009).
- The company has no commitments to investors
- Annual net profit improved over the past 2 years
- The company has low debt
- Net profit grew with profit margin (QoQ) is increasing
- Efficiency in managing assets to generate profits ROA has improved over the past 2 years
- Using capital effectively to generate profits. RoCE improves over the past 2 years
- High Piotroski Score – Companies with strong financial resources

Weaknesses:

- Not a proactive company: Huge but underdeveloped domestic market
- Small player in global market: No exposure to standard work
- Limited sector: Wipro offers the number of services is very limited (Wipro Ltd et al., 2009).
- Promoters reduce their participation
- Decreased net cash flows: Companies are unable to generate net cash flows

Opportunities:

- Large global market: The company has entered the global market, so this is the biggest opportunity for the company. Huge potential in the domestic market (Wipro Ltd et al., 2009).
- Companies whose share prices are up 10% in three months, with net income growth increasing.
- Brokers that have improved their recommendations or price targets over the past three months. 30-day SMA and current price are higher.
- High momentum (technical score above 50).
- Volume shockers.
- Stock near 52-week high with high volume.

Threats:

- Competition from Indian companies in the domestic market.
- Presence of large companies in the global market.
- Exchange rates: This can be a threat to the company when the company earns profit due to high exchange rate and if this rate happens in future, it can lead to a big problem for the company (Wipro Ltd et al., 2009).
- Indian stocks may be affected by Brexit (withdrawal from the EU).
- Companies with high market capitalization, lower public share ownership.
- Stocks are highly valued according to the trend line Valuation points • Increasing trend of non-industry earnings.

The high cost of human capital: due to high attrition rate in the IT industry, recruiting people can be very costly. This can affect the profitability of the firm (Wipro Ltd., 2017). Stiff competition. The level of competition in the IT market is very high. As a result, firms will always compete for the buyers. It requires a unique differentiation strategy to penetrate the market (Sharma, 2011). Exchange rate: due to economic changes, exchange rates are affected either. For example, high exchange rates impact negatively on the firm's profits and vice versa.

1.5 NEEDS OF STUDY

- It was found that there is very little time allotted in handling information in respect of the HR function, may be because of time required to handle the abundant information.
- There is a lack of information about human resources in the industry at all levels.
- HRIS would help achieve “equality” in areas like promotion, transfer, nomination, etc.

- HRIS helps settle employees' dues in time, in respect of provident fund, retirement, gratuity, L T C. and earned leave compensation, etc.

1.6. OBJECTIVES OF STUDY

- To study the human resource information system in Wipro Pvt. Ltd.
- To find out the problems areas of Human Resource Information System in Wipro Pvt. Ltd.
- To study the need and importance of the human resource information system in Wipro Pvt. Ltd.
- To find out the requirements for implementation of the human resource information system in Wipro Pvt. Ltd.

1.7. SCOPE OF THE STUDY

- The area of study is limited to the existing system of Wipro Pvt. Ltd.
- The respondent of the study was 10, users of existing Human Resource Information System.
- To understand how the Human Resource Information System is used in Wipro Pvt. Ltd.

1.8. LIMITATIONS

- The Human Resource Information System refers to the strategy practiced by the management to boost up then involvement and productivity among the employee group.
- Human resource information system is one of the toughest things to implement in a work culture as you need to think of creative ideas that can make the working experience fun and encouraging and at the same time productive.
- This study is restricted to Wipro infrastructure employees.
- The results may vary according to the perceptions and opinions of the respondents. The research was confined only to the limited period due to inadequacy of time as the duration of this project was only one month.
- The responses were dependent on the attitude, opinion and sharing mentality of the employees.

CHAPTER-2

REVIEW OF LITERATURE

1. **Broderick and Boudreau, 1992; Ruël et al., 2004). Ruël et al. (2004)** added a fourth dimension to it i.e. allowing integration of HR functions. These could be set as HRIS goals and taken as the basic reasons for adoption of HRIS in any organization. Over the past two decades, there have been a number of studies on HRIS. These studies have focused on the type of applications that are predominant in HRIS (DeSanctis, 1986; Broderick and Boudreau, 1992; Martinsons, 1994), the contexts necessary for the successful implementation of HRIS (Yeh, 1997) as well as the conditions that support successful HRIS (Haines and Petit, 1997).
2. **Martinsons (1994)** clarified the usage of HRIS as per the sophistication. He described the use of HRIS for administrative purpose i.e. in employee recordkeeping, payroll, payroll benefits etc. in
3. HR as —unsophisticatedll (Martinsons, 1994). Studies have concluded that HRIS has been mostly used for these HR activities. Automation, streamlining administrative tasks, deletion of repetitive activities and the subsequent effects of these applications help HRIS to achieve the basic purpose of cost and time reduction, process automation and efficiency gains (Ball, 2001; Ruël et al., 2004; Ngai and Wat, 2006; Hussain et al., 2007; Altarawneh and Al-Shqairat, 2010).
4. **Ball (2001) and Martinsons (1994) regarded** the use of HRIS in domains of training and development, recruitment and selection in addition to HR planning and performance as being ‘sophisticated’. Here, it is claimed that what plays into the improvement of employee services are: the availability of data regardless of time, minimizing data duplication as well as the betterment and streamlining of HR functions. Therefore, introducing web based HRIS shifts HR activities to managers and employees through self-service technology.
5. **Marler (2009) points** out that the integration of HRIS applications supports the implementation of HR policies and therefore achieves the organization’s strategic goals. Similarly, Kossek and her colleagues argued that a corporate human resources information system can theoretically and practically get the HR department involved as a strategic business partner.
6. **Ruel et al. (2004)** went further in support of HRIS implementation to the extent that they claimed that such global presence forces organizations to use HRIS and imagining HR in multiplant companies without web based HRIS applications is like a myth Many studies have been carried out on various applications of HRIS .
7. **Lin (1997)** confirmed that there are other factors which play role in support of HRIS implementation and effectiveness, among which he mentions: higher HIRS level, usage by top managers as well as usage by HR staff and their experience. As far as the effectiveness of HRIS is concerned, the most powerful contributors are: training, support of the information systems department, the involvement of human resources leaders in addition to HR staff computer literacy. Moreover,

support for decision making, timeliness, comprehensiveness and accuracy can enhance system effectiveness.

8. **Teo attempted to identify** the relative use of HRIS applications and its impact in Singaporean organizations. In doing so, he surveyed 500 firms, 110 of which provided usable responses which correspond to (22.2 %) of the population. The results indicated that the majority of the users do not discern the potentials of HRIS applications as only few respondents were using HRIS applications to improve their competitiveness.
9. **Hussain et al., (2007) carried** out a survey on the human resource information usage and impact which involved the 40 HR UK organizations, stating that the HRIS usage enables the HR professional to improve strategic planning. With increasing functionality and affordability, HRIS can be used widely in organizations of all sizes. However, discrepancies remain between differently sized companies and the impact of HRIS between the general professional and HR professional.
10. **Overman (1992) presented** the potential advantages of HRIS which include faster information processing, greater accuracy, improved planning, program development, and enhanced employee communications.
11. **Dileep (2010) postulated** that HRIS is an integration of HRM and information systems through which HRIS helps HR managers perform HR functions in a more effective and systematic way using technology. According to some researchers, implementing HRIS would reduce HR costs by automating information and reducing the number of needed HR employees. It also helps employees to control their own personal information and allows managers to access relevant information and data.
12. **Wazu and Desouza (2003); (Ball 2001).** Ideally speaking, an appropriate implementation of HRIS applications would lead to less people needed to perform administrative tasks such as keeping records. Meanwhile, more time would become available so that HR managers can assist their employees by providing data on a strategic level. Many of these researchers believe that the future will be bright for HRIS as it creates new paths for human resources and for the organizations that effectively use HRIS. HRIS also provides 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 provides 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).
13. **In their 2002, HRIS survey, Watson Wyatt found** that the top four metrics used in formal business cases supporting HRIS were improved productivity within HR organization, cost reductions, return on investment, and enhanced employee communications. HRIS contribute to cost reductions, quality/customer satisfaction, and innovation (Broderick and Boudreau, 1992).

14. **Sadri and Chatterjee (2003)** computerized HRIS function enable, faster decision making, development, planning, and administration of HR because data is much easier to store, update, classify, and analyze.
15. **David et al. (2010)** analyzed the main traits of efficient firms and the main sources of firm's efficiency through samples of Catalan firms. Firms' efficiency shows a significant improvement when advanced ICT uses are combined with human resource practices. Furthermore, the two sides of the equation are unequivocal. While it may be possible to pinpoint many of the relevant costs (e.g., software and hardware), it is a lot more difficult to identify the intangible benefits which can be derived from implementing HRIS systems (Boateng, 2007).
16. **Altarawneh and Al-Shqairat (2010)** proposed that quick response and access to information were the major pros. On the other side, they considered the cultural and financial barriers as restricting cons.
17. **Batool et al. (2012)** indicated that quick response and easy access to information are the benefits; they also added reducing manpower to the list. On the disadvantages, they considered lack of funds and lack of trained staff as the greatest barriers taking Accounts Office, Azad Jammu and Kashmir Community Development Programs as case studies. Here, I find it very much useful to quote Bhaskar (2011: 15) who postulated that: —In the current fast-paced global competitive business environment, the efficient and effective management of human capital is an immense challenge to the human resources departments. Information systems contribute to improve the organizational performance, and enhance the competencies of human resources professionals.
18. **Russel and Michael (1988)** and **Thomas and Anne (1997)** agreed that the integrations of information systems with human resources departments could lead different organizations to acquire competencies in HR management.
19. **Lederer (1984)** highlighted why he regards the accuracy and timeliness of HRIS as the most important aspect of the application process; he justified his view by showing the importance of operating, controlling, and planning of HR activities.
20. **Kovach et al. (2002)** listed several administrative and strategic pros; meanwhile, we prefer to mention here the five reasons why companies should use HRIS as pointed out by Beckers and Bsat (2002). These were because HRIS can: (1) increase competitiveness by improving HR operations; (2) produce a greater number and variety of HR-related reports; (3) shift the focus of HR from the processing of transactions to strategic HRM; (4) make employees part of HRIS; and finally (5) reengineer the entire HR function of companies.
21. **Sadri and Chatterjee (2003)** argued that the computerization of functions through applying HRIS led to faster decision making of matters related to the development, planning and administration of HR; this was justified by claiming that data became easily stored, updated, classified and analyzed not to mention the role that HRIS plays in strengthening the organization's character.

22. **Kettley and Reilly reported (2003)** that the potential benefits of HRIS can be divided into three areas: Operational efficiency – Reducing overhead costs, enhancing the accuracy of data, eliminating the costs of printing and disseminating information, minimizing IT infrastructure costs by moving towards a common HR service platform and enhancing the ability to distribute HR information and services globally Relational impact – Change the nature of the relationship between HR, line managers and employees.
23. Research on human resource information system is of recent origin in India. There are many studies in other countries like UK and US. An attempt is made hereunder to brief the different studies that are made in India and abroad.
24. **Usman Sadiq, Ahmad Fareed Khan, Khurram Ikhlq and Bahaudin G. Mujtaba (2012)** analysed the Impact of Information Systems on the Performance of Human Resources Department and concluded that HRIS is positively used as a tool to achieve greater administrative efficiency by adding value in the department.
25. **Mohammad Al-Tarawneh, Haroon Tarawneh (2012)** studied the effect of applying Human Resources Information System in corporate performance in the banking sector in Jordanian firms and found that there is a significant effect between the quality of the output of human resources information system and institutional performance; between motives and corporate performance; between training and organizational performance in the banking sector in the Jordanian firm.
26. **Manar Al-Qatawneh ,Bandar Abutayeh Fawwaz A and Al Hammad (2012)** analysed the effect of the implementation of Human Resource Information Systems on job related decisions in commercial banks in Jordan and concluded that all Human Resource Information System implementations have a positive effect on the quality of job related decisions.
27. **Dr. Shikha N. Khera and Ms. Karishma Gulati (2012)** made a research on Human Resource Information System and its impact on Human Resource Planning: A perceptual analysis of Information Technology companies and concluded that HRIS identifies occupied and unoccupied positions in an organization very effectively and accurately.
28. **K P Tripathi (2011)** analyzed the role of Management Information System (MIS) in Human Resource and developed an MIS model to keep the control on working of the staff at various levels. The system has been tested in Birla Corporation Ltd and it helped in taking effective decisions concerned with human resource in attendance recording and capturing.
29. **Huub Ruël, Rodrigo Magalhães, Charles C. Chiemeke (2011)** made a research on Human Resource Information Systems: An Integrated Research Agenda that aimed at setting an agenda for HRIS research from an integrative perspective.

30. **Bader Yousef Obeidat (2012)** analysed the relationship between Human Resource Information System (HRIS) functions and Human Resource Management (HRM) Functionalities and it was found that performance development, knowledge management, and records and compliance as dimensions of human resources information systems have a relationship with human resources functionalities.
31. **According to Carole Tansley and Sue Newell (2009)** before HRIS design HR managers and IS managers had to prepare agenda which includes theoretical, practical, real oriented and easy learning processes.
32. **John Edwards (2008)** suggested that HRMS lifts the HR activities fast, in respect of streamline processes, reduces errors, collects more data, improves budgeting, simplified access, enhance distribution, reduce duplication, improve security, better hires easier compliance and enhances the employee morale.
33. **Jim Spoor.al.et. (2008)** asserted strongly that working in Employee Self Service (ESS), updates the employee and policy manuals, product brochures, organizational charts, phone numbers and in future HRIS can be used as personal digital assistants, pocket PCs, and web enabled phones.
34. **Mary Ipe (2008)** studies suggested that HRIS sub modules like recruitment, employee self service are useful to organizations.
35. **Al Doran (2007)** identified HRIS usage in request for proposal (RFP) module which generates daily activities reports, response data reports, number of copies etc.
36. **Asoke and Sathiyarayan (2007)** in their case study analyzed the issues faced by an organization while implementing technology in HR. Organization needed application oriented programs like HR portal SAP HR Module that integrates all areas of business. Employee Self Service (ESS) Module and HR Portal will have come like single gateway to customized and personalized information on one single place.
37. **Brijesh Kapil (2007)** explained about IT impact on recruitment process among 1200 scientists in Ranbaxy Laboratories and concluded that HRIS acts as a wonderful decision making tool.
38. **Dipankar Sarkar (2007)** identified the IT usage in HR the major objectives have been to find ways to reduce human costs and calculate human resource returns meaningfully, through a maze of indirect costs and long term benefits.

39. **Ellen Vebber (2007)** studied Children's Memorial Hospital in Chicago, one of the nation's leading pediatric hospitals with more than 5,000 employees. It was found that manual loading of all information into HRIS system, creates a great risk of input errors.
40. **Joseph Rasquinha (2007)** concluded that all HR consultants felt that implementation of HRIS enables to get more profit, like fast, effective and efficient work.
41. **Stuart Maguire and Tom Redman, (2007)** examined the inherent weaknesses in the approaches that most organizations use to develop and implement information system in their organizations. It examined the role of information system development in human resources management practices.
42. **Steven Phillip Brown (2007)** in his humble attempt identified issues raised in human resource with information technology, issues like new technology, data security, new updates and new legal policies.
43. **Thompson.S.H.Teo (2007)** examined the relationship between innovation, organizational and environmental characteristics, for adoption of HRIS. The results indicated that organization size has a significant relationship with the extent of HRIS adoption. In a study **Tim Smedley (2007)** from Canfield School of Management report, studied 10 UK organizations to study the impact and advantage of HR and Technology. The study concluded that HRIS empowers the line managers performance in improving the quality of information, reducing administrative burden etc.
44. **Vincent Kiarie (2007)** conducted a study on the HRIS usage in Africa. He stated that an HRIS database makes it easier to streamline collaborative work and shape the HRH (Human Resource for Health) policy in the developing countries.
45. **Ngai and Wat (2006)** conducted a survey on the implementation of HRIS in Hong Kong. The researcher examined the use and applications of HRIS.
46. **Chartered Institution of Personnel & Development (2006)** found that technology is supporting the HR activities and processes.
47. **Florkowski.Gary.W (2006)** evaluated the diffusion of eight information technologies that are transforming HR service-delivery in North America and Europe. According to them such information technologies include HR functional applications, integrated HR suits, HR intranets, HR extranets, and HR portals.
48. **Hussain et al. (2006)** made a study on 450 organizations in UK firms which confirmed that HRIS is playing a big role in development of professional status of HR professionals.
49. **Jose Fernandez (2006)** conducted survey in Spanish firms to identify the use of HRIS in selection and recruitment processes and found that HRIS is adding competitive value to the firm as a whole and to the HRM department in particular.

- 50. Sandeep (2006)** studied the HRIS and its implementation in nine organizations in India and suggested that the problems of proper knowledge and consideration of HR department as unimportant could be solved with proper planning, implementation and monitoring. **Stuart**
51. **Maguire (2006)** found that information system failure is often associated with lack of attention to softer management practices such as culture change, organization development and user involvement.
52. **Steven Landberg (2006)** identified that Insurance and Financial Services Business are highly dependent on human capital for their success in their roles as financial intermediaries. HRIS and outsourcing are alternatives to lower transaction processing costs; the highest long term returns are possible via technology enablement of talent management processes.
53. **Aston Beadles (2005)** in their research work on usage of HRIS in public sector held that HRIS contributed organization's a valuable information, decreased costs, improved communication and time spent on mundane activities, paved way for more strategic role in the organization.
54. **Laila Marouf (2005)** made a study in 30 Kuwait corporate companies. The researcher selected five IT operations and found that the organizations widely used tools like web applications, system development and database management.
55. **Tanya Bondarouk. et.al (2005)** suggested that before implementation of the reward system into human resource department, organizations have to provide adequate training for the employees regarding HRIS.
56. **Thomas.W.Ferratt (2005)** studied 106 organizations and found that if organizations implement information technology into their human resource practices, such organizations find employee turnover to a large extent.
57. **Buckley et.al (2004)** in their study explained about the role of HRIS in US Universities. All universities were found to be doing their activities like enrolments of the students, applicants' details, hire professional performance scores and performance rating of the students with HRIS. Researcher found that HRIS can reduce employee turnover, staffing costs, and increase the hiring processes efficiency.
58. **Gasco.Llopis and Gonzalez (2004)**, investigated that IT is useful in the designing of flexible training model and success of organization was dependent on the training policy.
59. **Ordenez de Pablos (2004)** the study built a causal model and tested it with a sample of firms from Spanish manufacturing industry. It provided a conceptual framework to establish a link between HRMS strategic organizational resources and the creation of a sustained competitive advantage of organization through the creation and development of knowledge-based resources.

60. **Al Doran (2003)** in his study stated that HR managers need to realize the value of the security of personnel information of employees.
61. **Anthony.M.Toensed (2003)** found that HRM in IT provides clear picture about the HR issues. Implementation of IT in HRM shows the future challenges and opportunities being faced by the HR professionals.
62. **Gardner et al., (2003)** tried to study IT influence on HR professionals and they suggested that HR professionals need more training for effective use of HRIS.
63. **Mayfield (2003)** proposed human resource information systems (HRIS) model. This model is based on general systems theory. The model addresses all major HRIS components and offers information on how these facets interact to support each other and larger organizational outcomes. These model units consist of organizational vision, strategic integration, personnel development, communication and integration, records and compliance, knowledge management, forecasting and planning.
64. **Penny Bassett (2003)** made study on HRIS advantages. He found that HRIS is largely restricted and useful in administrative concern and basically acts as a payroll system and works like electronic filing cabinet.
65. **Sunita Shukla (2016)** In their research article they pointed out that to meet the unique need of the organization, retention policies to be kept in mind. The researcher has concluded that employee friendly policies and systems and other innovative methods of employee welfare programs are must to retain the employees and minimize attrition. In her research she pointed out that transparent and fair appraisal system is the first rank and need to be looked into (**Yongqiang 2015**) in their survey the influence of collectivist human resource management practices on teamlevel identification collecting empirical data from firms in different regions of China, we found that the collectivism-oriented HRM approach has a positive effect on employees' team-level relational identification. This paper revealed that the frontline employees who have high job engagement and organizational commitment and normative commitment. On the other hand, high employees' job engagement also meaningfully affects the employees' continuance commitment in the work place. The researcher revealed that there is an inter-relationship between organizational outcomes and job factors. Here the author says the firm need to improve beyond the routine administration of engagement survey and need to implant engagement in HRM policies and practices viz., Personnel selection, socialization, performance management and Training and Development. This paper examined about the employee engagement is the level of commitment that employees feel toward their organization as well as the level of the employee's discretionary effort and their willingness to go the extra mile for their company. Engaged employees are more passionate about their work and willing to help each other. Leaders must also enable employees to channel their efforts productively.
66. Here the researcher focusses on investigating the influence of employee engagement strategies on organization citizenship behavior within the Retail Banking Industry. Meanwhile, the results of the paper are the employee engagement will enhance the outcome of organizational citizenship behavior of employees and behavioral transformation, which may affect on the employee's

engagement strategies which includes working conditions, home life balance and wellness among others.

67. The author conducted an internal and external review of how our people feel and developed a plan to address key areas of employee engagement, and found how the employees are approach positively about the working culture. Through the proper communication the positive work culture will be promote and helps organization growth in advance.

CHAPTER-3

RESEARCH METHODOLOGY

3.1. RESEARCH METHODOLOGY

Research in common parlance refers to the search for knowledge. It can be also defined as a scientific and systematic search for pertinent information on specific topic. Infact, search is an art of scientific investigation. In simple terms, research means, 'a careful investigation or enquiry especially through search for new facts in any branch of knowledge.'

"The procedures by which researcher goes about their work of describing, explaining, and predicting phenomenon are called methodology. Methods comprise the procedures used for generating, collecting, and evaluating data. All this means that it is necessary for the researcher to design his methodology for his problem as the same may differ from problem to problem".

Two types of data will be used:

1) Primary data:

It comprises of the data which is collect through the questionnaires filled by the respondents.

2) Secondary data:

The Secondary data for the research have been collected from various sources which include Websites, Journals, books, articles and from the usage of the internet facility

3.2. RESEARCH DESIGN

Descriptive statistics are used to describe the basic features of data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. Descriptive statistics help us to simplify large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary. Sampling Plan: The sample size taken for the study -58 Tools for Data Collection and Analysis of Data Data collection is defined as the procedure of collecting, measuring and analysing accurate insights for research using standard validated techniques. A researcher can evaluate their hypothesis on the basis of collected data. In most cases, data collection is the primary and most important step for research, irrespective of the field of research. The approach of data collection is different for different fields of study, depending on the required information.

3.3. SOURCES OF DATA

Research will be done to study the process of rewards and recognition on employee motivation. And the specific objectives were to identify the most effective means of rewards and recognition, to study the behavioural differences between appreciated and no appreciated employees, to understand the extent to which motivation enhances employee's performance, to identify if the motivation influences individual and organizational growth and to study if rewards and recognition results in emotional conflicts between employees.

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The Secondary data for the research have been collected from various sources which include Websites, Journals, books, articles and from the usage of the internet facility.

3.4. HYPOTHESIS

A hypothesis is a specific, testable statement or proposition that serves as a tentative explanation for a phenomenon or a relationship observed in a research study. It is a crucial component of the scientific method and is used to guide the research process. A hypothesis typically predicts the outcome of an experiment or the relationship between variables in a study.

In a research context, a hypothesis often takes the form of an "if-then" statement. There are two main types of hypotheses:

1. **Null Hypothesis (H₀):**

- The null hypothesis suggests that there is no significant difference or relationship between variables. It often represents the default or status quo assumption. Researchers aim to either reject or fail to reject the null hypothesis based on the evidence gathered during the study.

2. **Alternative Hypothesis (H₁ or H_a):**

- The alternative hypothesis proposes a specific difference, effect, or relationship between variables. It is what the researcher is trying to support or demonstrate through the research study.

For example:

Null Hypothesis (H0): There is no significant difference in employee satisfaction before and after the implementation of the HRIS at Wipro Ltd.

Alternative Hypothesis (H1): There is a significant increase in employee satisfaction after the implementation of the HRIS at Wipro Ltd.

HYPOTHESIS FRAMED:

The process of hypothesis testing involves collecting data, analysing it, and then deciding whether the evidence supports rejecting the null hypothesis in Favor of the alternative hypothesis. It is a critical step in scientific inquiry, helping researchers draw meaningful conclusions from their investigations.

H1: Higher Utilization of HRIS job analysis process in an organization improves the efficiency and effectiveness of HR planning.

H0: Higher Utilization of HRIS job analysis process in an organization does not improve the efficiency and effectiveness of HR plan.

CHAPTER- 4

DATA ANALYSIS & INTERPRETATION

4.1. DATA ANALYSIS:

Que.1

1.What is your current role/job position at your organisation?

59 responses

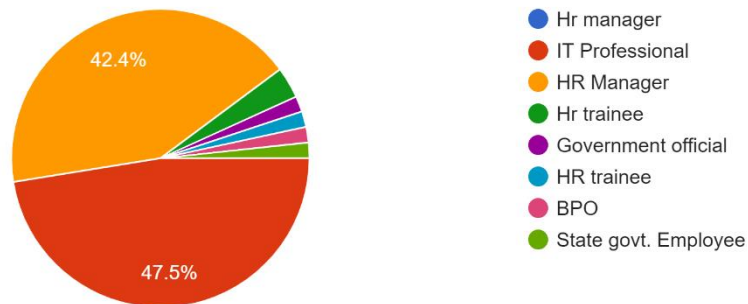


TABLE:

OPTIONS	%	COUNT
HR MANAGER	42.4	25
IT PROFESSIONAL	47.5	28
OTHERS		6

Interpretation: Above is a pie diagram that explains 42.4% of the respondents are Hr Managers, 47.5% are IT Professionals and the remaining are from other backgrounds who attended the recruitment process at Wipro ltd.

Que.2

2. The major factor that made you to apply for the organisation you are working for?

59 responses

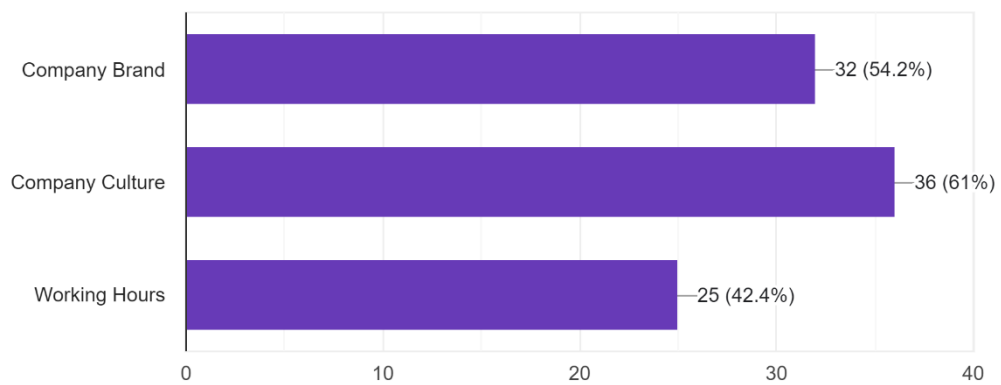


Table:

OPTIONS	%	COUNT
COMPANY BRAND	54.2	32
COMPANY CULTURE	36	36
WORKING HOURS	42.4	25

Interpretation:

54.2% of the respondents have chosen Wipro for its brand value, 36% for the work culture at Wipro and 42.4% have opted for the working hours they provide.

Que.3

3.Happy with the recruitment process carried out in your organisation ?

59 responses

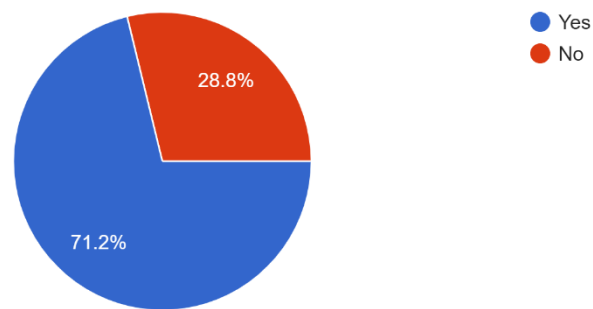


Table:

OPTIONS	%	COUNT
YES	71.2	42
NO	28.8	17

Interpretation: 71.2% of respondents are happy with recruitment process as well as 28.8% of respondents are not satisfied with recruitment process.

Que.4

4. Your feel about the interview panel at your organisation?

59 responses

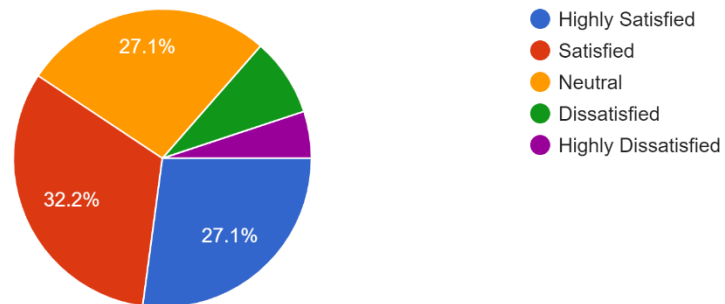


Table:

OPTIONS	%	COUNT
HIGHLY SATISFIED	27.1	16
SATISFIED	32.2	19
NEUTRAL	27.1	16
DISSATISFIED	8.5	5
HIGHLY DISSATISGFIED	5.1	3

Interpretation: Only 27.1% of respondents feel Excellent about interview panel, 32.2% of employees feel good and 5.1% are very much dissatisfied with the interview panel at Wipro ltd.

Que.5

5. You're thinking about recruitment & selection procedure in your company?

59 responses

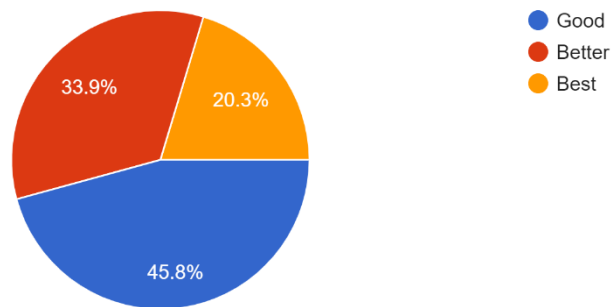


Table:

OPTIONS	%	COUNT
GOOD	45.8	27
BETTER	33.9	20
BEST	20.3	12

Interpretation: 45.8% of managers feel good, 33.9% feel that the recruitment process is better and 20.3% feel that it's the best.

Que.6

6. Does evaluation help you in polishing and skill & performance area?

59 responses

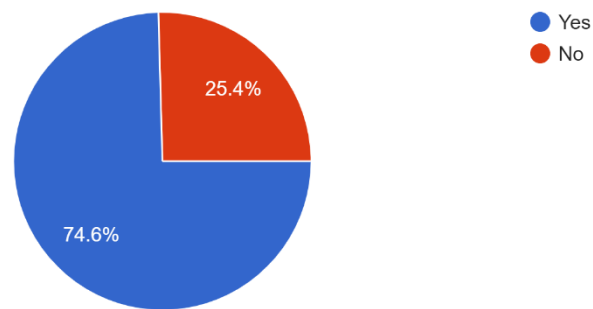


Table:

OPTIONS	%	COUNT
YES	74.6	15
NO	25.4	44

Interpretation: 74.6% of the respondents feel that the evaluation helps in further development of skills and 25.4% feels that it is of no use.

CHAPTER-5

FINDINGS, SUGGESTIONS & CONCLUSION

5.1. FINDINGS

1. User Satisfaction:

- Finding: Most respondents expressed overall satisfaction with the HRIS at Wipro Ltd., citing user-friendly interfaces and improved efficiency in HR processes.

2. Training Effectiveness:

- Finding: While a significant portion of employees received training during HRIS implementation, there is room for improvement in ensuring ongoing training and support to enhance user proficiency.

3. Integration Challenges:

- Finding: Some respondents reported challenges with the seamless integration of the HRIS with other systems within Wipro Ltd., impacting the overall efficiency of cross-functional processes.

4. Data Security Concerns:

- Finding: A notable percentage of employees expressed concerns about the level of data security and privacy in the HRIS, indicating a need for reassurance and potential improvements in this area.

5. Limited Qualitative Insights:

- Finding: The study's reliance on multiple-choice survey questions provided valuable quantitative data, but there is a need for additional qualitative insights to capture the depth of user experiences and challenges.

5.2. SUGGESTIONS

1. It is suggested that facilities such as food, transport and night allowance should be provided for better business operations.
2. Must follow a perfect recruitment process.
3. R.H. The manager's tour must be included in the interview panel.
4. For new employees to integrate quickly and work effectively, an induction process must be followed.
5. The human resources manager must be involved in setting salaries.
6. A general competency test must be conducted for each interviewee, regardless of their experience and title.
7. A complaint body and feedback system must be implemented for the growth of the organization.

5.3. CONCLUSION:

In conclusion, the study on Human Resources Information Systems at Wipro Ltd. provides valuable insights into the organization's HRIS implementation. While most employees express satisfaction with the system, identified challenges in training, integration, and data security present opportunities for improvement. The organization is encouraged to prioritize ongoing training initiatives, address integration issues, and enhance communication regarding data security measures. Additionally, qualitative research methods should be employed to gain a deeper understanding of user experiences. By implementing these suggestions, Wipro Ltd. can further optimize the effectiveness of its HRIS, ensuring it continues to meet the evolving needs of the organization and its workforce.

“To win in the marketplace you must first win in the workplace.”

Communication is an important factor for the development of Wipro. It is main factor that leads to Job, colleagues, Supervisor, Company, Rewards and Recognition, Opportunity, Team work, Immediate Supervisor, Communication. So, the Wipro should maintain Department which is important factor for creating Human Resource Information System. From the study it is found that Retention and Productivity is one of the most important factors for Human resource information system. Job, Colleagues, Supervisor, Department, Company, Rewards and Recognition, Opportunity, Team work, Immediate Supervisor and Communication leads to employee engagement and Retention. So, the company must take interest in these factors for enhance the productivity.

“The only way to do great work is to love what you do.”

Thus, the Human Resource Information System is the important driver towards the organizational success. Unless the employee engaged in company, there may not get Productivity and Retention in the organization. Only if there is Human Resource Information System in company can sustain in the current competitive business era.

CHAPTER- 6

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CHAPTER-7

ANEXTURE

7.1. QUESTIONNAIRE

1. What is your current role/job position at your organisation?
 - Hr manager
 - IT professional
 - Other

2. The major factor that made you to apply for the organisation you are working for?
 - Company Brand
 - Company Culture
 - Working Hours
 - Other

3. Happy with the recruitment process carried out in your organisation?
 - Yes
 - No

4. Your feel about the interview panel at your organisation?
 - Highly Satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Highly Dissatisfied

5. You're thinking about recruitment & selection procedure in your company?
 - Good
 - Better
 - Best

6. Does evaluation help you in polishing and skill & performance area?
 - Yes
 - No

7. What is your current role/job position at Wipro Ltd?

- A. HR Manager
- B. IT Professional
- C. Other (please specify)

8. How would you rate your familiarity with the term "Human Resources Information System (HRIS)"?

- A. Very Familiar
- B. Somewhat Familiar
- C. Not Familiar

9. Has Wipro Ltd implemented an HRIS?

- A. Yes
- B. No

10. How would you rate your overall experience with the HRIS at Wipro Ltd?

- A. Excellent
- B. Good
- C. Average
- D. Below Average
- E. Poor