



Unit:1

Introduction to HRM

Meaning & Definition of HRM:

HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees. The term human resources was first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for the organization, in aggregate.

HRM is employee management with an emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI).

Human Resource Management (HRM) is that part of management process which develops and manages the human element of the enterprise considering their resourcefulness in terms of total knowledge, skills, creative abilities, talents, aptitudes and potentialities for effectively contributing to the organisational objectives.

Human resource management is often referred as personnel management.

Features of HRM:

- i. Concerned with Human Element
- ii. Integral Part of Management
- iii. Pervasive Function
- iv. Wide Range of Activities
- v. Development of Human Resources
- vi. Motivation of Human Resources
- vii. Continuous Function
- viii. Service or Staff Function
- ix. Multi-Disciplinary Approach

Objectives of HRM:

- i. Organizational Objectives
- ii. Functional Objectives
- iii. Personal Objectives
- iv. Societal Objectives



Scope of HRM:

The Human Resources Management Model developed by the American Society for Training and Development (ASTD) integrates the nine areas or scope of human resource management.

These areas include the following:

- i. Training and Development.
- ii. Organisation Development.
- iii. Organisation /Job Design.
- iv. Human Resource Planning.
- v. Selection and Staffing.
- vi. Personnel Research and Information System.
- vii. Compensation/Benefits.



- viii. Employee Assistance
- ix. Union/Labour Relations.

According to the Indian Institute of Personnel Management (IIPM), the scope of HRM is described below:

- i. Personnel Aspect
- ii. Welfare Aspect
- iii. Industrial Relations Aspect

Importance of HRM:

1. It helps in managing, preparing and completing all personnel policies or programs.
2. Through a systematic and scientific process, HR supplies the best, skilled and required workforce to the business and organization.
3. It increases the benefits of any organization through training and development of human resources.
4. Change management is one of the main and necessary factors of organization to develop and compete in the market. So the HR Managers prepare and train a workforce for change management.
5. HRM motivates people and encourages them to enable short & long term goals of companies and organizations.
6. It helps in cost reduction through innovative and experimental values in an organization.
7. For the workers' safety, health and future benefits, HR plays important roles.
8. Workers' career management and reward system with best compensation, all are the responsibilities of HR Managers, through which they can get the best work and energies from them.

Principles of HRM:

- i. Principle of Scientific Selection
- ii. Principle of Effective Communication
- iii. Principle of Maximum Individual Development



- iv. Principle of High Morale
- v. Principle of Team Spirit
- vi. Principle of Dignity of Labour
- vii. Principle of Joint Management
- viii. Principle of Contribution to National Prosperity
- ix. Principle of Fair Reward
- x. Principle of Effective utilisation of Human Resources

Functions of HRM / HR Manager:

- Human Resource Management functions can be classified into the following three categories.
- Managerial Functions,
- Operative Functions
- Advisory Functions

Challenges of HRM:

The following are the broad categories of Human Resource Management challenges in today's competitive world.

1. Environmental Challenges
2. Organizational Challenges
3. Individual Challenges



Unit 2 :

Job Analysis & Planning for Human Resources

Job Analysis:

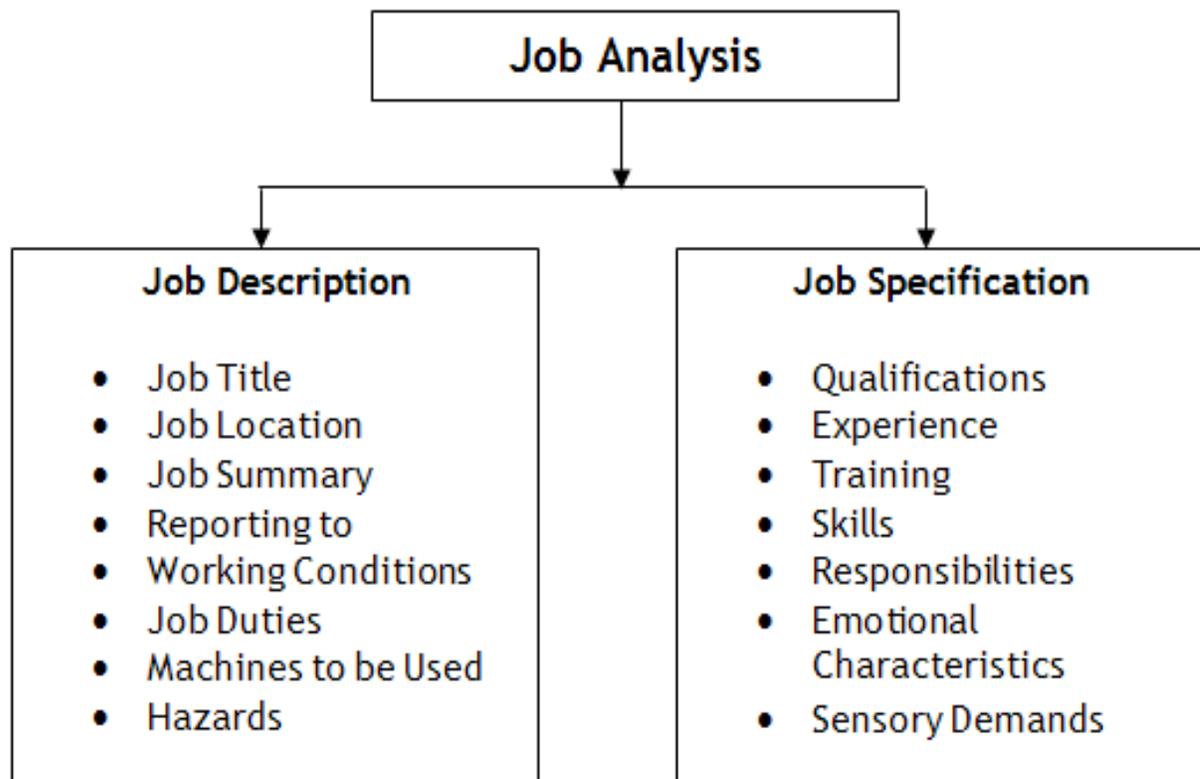
Meaning & Definition:

- Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job.
- Job analysis defines the jobs within the organization and the behaviors necessary to perform these jobs.
- Job Analysis is a systematic exploration, study, and recording of a specific job's responsibilities, duties, skills, accountabilities, work environment, and ability requirements.
- **Objectives:**
 - Organizational structure and design: By clarifying job requirements and interrelationships among jobs, responsibilities at all levels can be specified, promoting efficiency and minimizing overlap or duplication.
 - Human resource planning
 - Job analysis is the foundation of forecasting the needs for human resources and plans for such activities as training, transfer, or promotion.
 - Job analysis information is incorporated into a human resource information system.
 - Work simplification
 - Job analysis provides information related to the job, and this data can be used to make the process or job simple.
 - Work simplification means dividing the job into small parts, i.e., different operations in a product line or process, improving production or job performance.
 - Setting up of standards.
 - Standard means minimum acceptable qualities or results or performance or rewards regarding a particular job.



- Job analysis provides information about the job, and the standard of each can be established using this information.
- Support for personnel activities
- Job analysis supports various personnel activities like recruitment, selection, placement, training and development, wage administration, performance appraisal, etc.
- **Benefits:**
- **Workforce planning** -- An effective job analysis can work in tandem with an organization's future-casting. By identifying the duties and KSAPCs for various job titles, HR professionals can match the needs of their organization with the talent of their current and future workforce.
- **Succession planning** -- A strategy of workforce planning, HR professionals can use job analysis results to help fill key roles within their organization, now and in the future.
- **Training** -- By basing training procedures on the findings of a job analysis, organizations are better equipped to identify the gaps or distances between the current workforce or a newly-hired workforce and the KSAPCs needed the first day of the job. HR professionals can consequently create job-specific or group/employee-specific training procedures.
- **Employee development** -- Using the results of a job analysis, organizations may identify any gaps on an individual level and assist employees with their career management.
- **Compensation** -- With an effective job analysis, organizations can ensure that job titles requiring similar duties and KSAPCs are being compensated similarly.

Job Analysis Components:



Job Description

- Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipment to be used by a prospective worker and hazards involved in it.

Purpose of Job Description

- ✓ The main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job.
- ✓ It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening.
- ✓ It gives recruiting staff a clear view what kind of candidate is required by a particular department or division to perform a specific task or job.



- ✓ It also clarifies who will report to whom.

Job Specification

- Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.
- **Purpose of Job Specification**
 - ✓ Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not.
 - ✓ It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
 - ✓ Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
 - ✓ It helps in selecting the most appropriate candidate for a particular job.

Job Evaluation:

- It is a process of evaluating and determining the value of the job for an organisation. The idea is evaluate a certain job against other jobs in the organisation so that a fair compensation system against various bands or levels can be established. Organizations consist of many jobs, and all jobs are important, but all are not equally important. The relative importance of jobs is not the same. Few jobs are more important than others in terms of relative worth. The objective of job evaluation is to price the of rather than the man.
- **Purpose of Job Evaluation**
 - ✓ Analysing and preparing a job description.
 - ✓ Getting the acceptance from employees once explained them the aim and use of the job evaluation process.
 - ✓ Know about the experienced employees, HR experts, and union representatives.



- ✓ Organisation of jobs accordingly weight age and monetary values.

➤ **Human Resource Planning(HRP)/ Manpower Planning**

Meaning

- Human resources planning is the important managerial function.
- It ensures the right type of people, in the right number, at the right time and place, who are trained and motivated to do the right kind of work at the right time, there is generally a shortage of suitable persons.

According to E.W. Vetter, human resource planning is “the process by which a management determines how an organisation should make from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kind of people at the right places, at the right time to do things which result in both the organisation and the individual receiving the maximum long range benefit.

Features:

- Well Defined Objectives
- Determining Human Resource Needs
- Keeping Manpower Inventory
- Adjusting Demand and Supply
- Creating Proper Work Environment

Objectives:

- Provide Information
- Effective Utilisation of Human Resource
- Economic Development
- Determine Manpower Gap
- To Forecast Human Resource Requirements
- Analyse Current Workforce
- Effective Management of Change



Process:

- Step 1. Analyzing Organisational Plan
- Step 2. Forecasting Demand for Human Resources
- Step 3. Forecasting Supply of Human Resources
- Step 4. Identifying Human Resource Gap
- Step 5: Future Course of Action
- Step 6: Controlling

Factors Influencing the Estimation of Human Resource:

1. Employment
2. Technical changes in society
3. Organizational changes
4. Economic factors
5. Social factors
6. Technological factors
7. Legal factors
8. Environmental factors
9. Labor market

Limitations of HRP:

1. Lack of Accuracy
2. Absence of Support
3. Numbers game

Unit 3

Career Planning, Employee Morale & Job Satisfaction

□ Career Planning:

❖ Meaning & Definition:

Career planning is an individual's lifelong process of establishing personal career objectives and acting in a manner intended to bring them about. The term 'career' denotes all the jobs that are held during one's working life. It is viewed as a sequence of positions held by an individual during the course of his lifetime. Edwin B. Flippo defined a career as a sequence of separate but related work activities that provide continuity, order and meaning in a person's life.

- Career planning is the systematic process by which one selects career goals and the path to these goals.
- From the organisation's viewpoint, it means helping the employees to plan their career in terms of their capacities within the context of organisation's needs.





❖ **Need of Career Planning :**

1. To provide suitable promotional opportunities to the employees who are really deserve for it.
2. To attract competent capable, skilled trained candidate toward the company and to retain them in the organisation.
3. To improve and increase motivation and morale among the employees.
4. To enable the employees to develop themselves and keep them ready to meet the various future challenges.
5. To correct employee placement if there are errors in placement of some employees

❖ **Objectives of Career Planning:**

- i. **To Anticipate Future Vacancies:** The future vacancies that may arise due to retirement, resignation, death, etc., at managerial level are anticipated by career planning. Therefore, it provides a fairly reliable guide for manpower forecasting. A forward career plan is of great help to avoid dislocation in managerial positions.
- ii. **To Develop an Awareness:** To Develop an Awareness of Each Employee's Uniqueness Career planning maps out careers of employees suitable to their ability and their willingness to be trained and developed for higher positions.
- iii. **To Improve Employee Morale and Motivation:** Career planning improves employee morale and motivation by closely matching skills to job requirements and by providing opportunities for promotion.
- iv. **To Attract and to Retain the Right Type of Employees:** The main objective of career planning is hard working and talented employees. Workforce becomes more stable in the event of low employee turnover. The fact that the organisation provides opportunity for promotion and career growth wins more loyalty of employees. This helps to reduce the cost of hiring new people. Moreover, a unique corporate culture can develop and thrive, when people grow inside the organisation.
- v. **To Facilitate Expansion and Growth of Enterprise:** Career planning plays a vital role in facilitation of expansion and growth of the enterprise. The employees who are required to fill job vacancies in future, can be identified and developed in time.
- vi. **Process of Career Planning:**

The steps in the career planning process are:



Step 1. Self-Appraisal:

Step 2. Identify Opportunities

Step 3. Set Goals:

Step 4. Prepare Plans

Step 5. Implement Plans

Requisites for Making Career Planning Effective:

- ✓ Top management support
- ✓ Growth and expansion
- ✓ Clear goals
- ✓ Proper selection
- ✓ Motivated and hardworking staff
- ✓ Proper age balance

❖ Morale:

Meaning & Definition:

- “Morale” a French word means “condition with respect to discipline and confidence pride, fixing of purpose, faith in the course fought for”.
- It has been defined in many ways but all definitions revolve around the attitude towards work for the accomplishment of organizational goals. Thus morale is intimately connected with organization.
- If the morale of employees/ workers is high, not only the production/ output is increased and maintained but the workers feel satisfied and contented.
- Morale also generates confidence in workers and keep their spirit very high and competitive.



- In nut shell morale is the degree of enthusiasm and willingness with which the members of a group work to perform their assignments. Thus morale is an indicator of attitudes of workers towards their jobs, superiors and environment.
- **Characteristics of morale:**

(i) Morale is a state of mental health which is closely associated with loyalty, egoism and enthusiasm.

(ii) Morale is a densification of group interest, interest of organisation, fellow workers and requirements of the job.

(iii) Morale is the subjective feeling of the employees.

(iv) Morale affects behaviour, performance and discipline.

(v) Morale can be assessing in the form of productivity, employee discipline, absenteeism and turnover.

(vi) Morale is an index of good industrial relations.

❖ **Importance of morale:**

- i. Higher productivity is the result of the positive attitude of the workers. High morale for this the management should know the impact of its policies and practices on the attitude of the workers.
- ii. According to Dale Yoder, “if workers appear to full enthusiastic and optimized about the group activities and mission and friendly to each other, they are described as having good or high morale. If they are dissatisfied irritated, critical, restless and pessimistic, there reactions are described as evidence of poor or low morale.”
- iii. The success or failure of the organisation very much depends upon the morale of its employee. As per opinion of Keith Davis, “Never under estimate the power of a woman and the same certainly must be said about morale never under estimate the power of morale.”
- iv. The high morale is important because it assists management to solve many labour related problems such as – labor turnover, absenteeism, indiscipline and grievance, etc.
- v. Government has introduced many labour welfare and social security measures to improve the morale of industrial workers.

❖ Factors Influencing the Morale of Employees in a Work Organisation

The factors affecting morale of employees in a work organisation can be logically grouped under the following two categories:

A. External and

B. Internal

A. External Factors (Exogenous Factors):

- These are the factors external to the Organisation. These comprise of the personality of the individual Employee, his psychological make-up, level of intelligence, his physical health, family background and relations with social groups and friends.
- Every human being is unique just like fingerprints. When an individual comes to the work place he carries all these factors with him.
- These factors influence his perceptions, attitudes that, in turn, affect the morale. Since these are external factors that are outside the control of managers, managers can do very little to change, control or influence them.

But it cannot be denied that external factors also influence morale of employees.

B. Internal Factors (Endogenous Factors):

These are the factors that come under the domain of control of management. These include:

➤ Organisational Goals:

- Perhaps the single most important factor that can have profound influence on the morale of employees is the Organisational objectives.
- If the goals set by management are worthwhile, valid and useful, then workers develop a positive feeling toward the job and the Organisation.
- Allowing workers participation in setting goals enhances morale of the employees to a larger extent.

➤ Organisational Structure:

- Structure is another influential factor of morale. In a sound structure where lines of authority are clearly specified; and responsibility is precisely defined and where there is candid communication among the people, morale tends to be high.



- Further, if the structure of the Organisation is such that employees associate with management at least now and then, helps remove the sense of isolation and misunderstanding among employees, about the Organisation serves to build morale. Normally, in decentralized structures morale will be high.
- Nature of Work:
 - Perhaps the biggest factor that affects morale of employee is the nature of the task he confronts.
 - If he is asked to do time and again the dull, monotonous and repetitive jobs, he might feel depressed adversely affecting his morale.
 - On the other hand, if an employee is asked to do some challenging tasks his morale may be high.
- Working Conditions:
 - Morale is also a direct function of the conditions in the place of work. Morale will be generally high when employees are placed in a clean, safe, comfortable and pleasant environment.
 - The surrounding milieu must be congenial for work and this necessitates the attention of management on such aspects like decoration of work place (building), floor covering, free from noise and dust, availability of ample space to do the job etc.
- Compensation:
 - Morale of the employees is also influenced by the compensation schemes in the Organisation. Inadequate compensation leads to low morale and low job satisfaction and may also result in low productivity.
 - Organisations cannot afford to ignore the financial and non-financial rewards to the employees.
 - Organisations generally come out with such schemes of compensation that high employee morale will be maintained.
- Group:
 - Each individual has a unique storehouse of perceptions, attitudes, and beliefs about the work environment, organisations and people.

- Social forces and work groups also exert strong influence on these individual perceptions and attitudes and to this extent the morale of individual employees will also be affected.
- Top management should realize the importance of work groups in maintaining high morale in individual employees and as such should not promote conflicts between group goals Organisational goals.

❖ **Types of Morale:**

- ❑ **High Morale:** High morale exists when employee's attitude is congruent with group objectives and organisational objectives.

- **Advantages of High Morale:**

- ✓ Team spirit
- ✓ Enthusiasm
- ✓ Zest
- ✓ Loyalty
- ✓ Dependability

- ✓ Decrease in frustration

- **Signs of High Morale:**

- ✓ A tendency for the group to hold together not merely as a result of external pressures but rather through internal cohesiveness.

A lack of tendency of its members to divide into subgroups.

- ❑ **Low Morale:**

- Low morale exists when employee does not have enthusiasm, zeal for his work and his attitude is detrimental to the group and organisational objectives.

- **Signs of Low Morale :**

- ✓ High rate of absenteeism
- ✓ Tardiness
- ✓ High labour turnover



- ✓ Strikes and sabotage
- ✓ Lack of pride in work
- ✓ Wastage and spoilage
- **Causes of low employee morale**
 - ✓ Lack of Communication & Clear Instruction: When employees don't know exactly what they should be doing for a certain task, they'll feel unstable and unsure. A lack of effective communication isolates team members and closes off the open flow of ideas.
 - ✓ Lack of Trust: Trust is important for a positive company culture. If your employees don't trust you, they won't feel invested in the business. Build a culture of trust. Say what you mean and follow through. Which goes hand in hand with.
 - ✓ Dishonesty: When team members or leaders are dishonest, employees don't trust them. If there is no trust, there is no effective teamwork.
 - ✓ No Team Bonding: When employees don't feel connected to their coworkers, they don't feel connected to the business as a whole.
 - ✓ Lack of Praise or Thanks: Saying thank you, or recognizing a team member's good work, can go a long way. When you rarely say thank you or "great job!" employees may start to feel like their work doesn't matter, and morale goes down.
 - ✓ Lack of Training: It's one thing to have independence within your position, but when we feel as if we are floundering and without guidance, our morale sinks. Make sure you train your employees adequately and that they feel there is a support system behind them.
 - ✓ Lack of Acceptance for Responsibility: When the boss, or the team, doesn't accept responsibility for their actions (especially their mistakes), it pushes employees away. Blameless team members might be afraid that the blame will unfairly shift to them. It creates a dishonest environment, one in which it's difficult to work together.
 - ✓ Disrespect: When employees don't feel respected, they don't like being at work- period.

❖ Job Satisfaction

Meaning & Definition:

- The level of contentment (satisfaction) employees feel with their job.
- A positive emotional response you experience when doing your job or when you are present at work.
- Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.

Importance/Advantages of Job Satisfaction

- Increased productivity levels :
 - Retain quality and expert employees
 - Positive word of mouth
 - Innovation
 - Positive work environment
 - Competitive advantage
 - Safety of the confidential data
 - Growth and glory of the firm



Unit 4

HRM in Changing Environment & Trends in HRM

Work force Diversity

❖ Meaning

- Workforce diversity means the heterogeneous composition of employees of an organization in terms of age, gender, language, ethnic origin, education, marital status, race, religion, sexual orientation, ethnicity, physical abilities and ideologies etc.
- It can also simply mean people who have different personalities and will approach situations differently, such as both introverts and extroverts. Ideally, an organization will build a workforce consisting of all of the above, as well as match its strategy for having diverse employees with its overall organizational goals and values.
- Workforce diversity also means the varied personal characteristics that make the work force of an organization heterogeneous.

❖ How Does Workforce Diversity Impact a Business?

- Improves Company Performance: Improving diversity in the workplace is crucial to improving performance. People who feel respected and at ease will outperform people who are stressed and disrespected.
- Improved Employee Engagement and Retention: Employees who feel appreciated and empowered remain more loyal than those who are treated shabbily. A diverse and inclusive workplace delivers that.
- Improved Public Perception of Your Brand: If a company is public with its diversity strategy, then it will build its image among aware people, which will help it grow.
- Employees From Diverse Backgrounds Bring Creativity, New Ideas, and Perspectives Because of Their Cultural Experiences: A stagnant workplace results in poor results. Stagnation foments discontent. A vibrant, creative workplace builds camaraderie and esprit de corps.
- Creates a Better Understanding of Target Demographics and What Drives Them: Members of a diverse workplace understand what people of similar backgrounds as they have want in both the products and services they buy and the companies from which they buy them.

- **Factors Increasing Workforce Diversity**

- ✓ Expansion of the services sector
- ✓ Globalization of markets
- ✓ Requirement of teamwork for successful implementation of business strategies
- ✓ Mergers and alliances
- ✓ Changing labour market
- ✓ Constitution and government laws

Strategies for Managing Workforce Diversity:

Individual Strategies:

- i. Understanding the cultural background of others;
- ii. Belief that all cultures are good;
- iii. Perceive from other's perspective;
- iv. Approach of 'no-winning-over' other's culture;
- v. Clear communication.

Group Strategies to Cultural Diversity:

- . Knowledge sharing
- ii. Advising and cautioning
- iii. Cultural Exchange through Socialization programs

Organizational Strategies to Cultural Diversity:

- Organizations can formulate effective strategies to manage cultural diversity at work place, in addition to the strategies adapted by individuals and groups.
- a. Recruitment and Selection Strategies
 - b. Organizational Policies and Practices
 - c. Cultural Training
 - d. Breaking the Glass-Ceilings
 - e. Formal Socialization Programs



- f. Structuring Work Teams
- g. Use of Counselors
- h. Communication
- i. Special Benefits and Facilities for women and Old People.

National Strategies:

- **National strategies towards management of cultural diversity include:**

- i. Legislative Approach towards equal employment opportunities
- ii. Efforts of the cultural Associations/societies
- iii. Efforts of the Diplomatic Missions.

❖ **Technological Changes & HRM:**

- ❖ Technology has driven transformation in the business world many times over.
- ❖ In the 21st century, the explosion of computing devices and the pervasiveness of Internet has increased that impact of technology exponentially.
- ❖ Now no business can even think of functioning without the use of computer technology. This impact is seen in nearly all areas of business, including human resources, where technology continues to have a significant impact on HR practices.
- ❖ Whether it is recruitment, communication with different stakeholders, performance measurement, or data security, technology is transforming each and every area of HR function as we knew it.
- ❖ As companies continue to adopt cloud computing and automation, time is being used more effectively than before.
- ❖ The increase in the use of automation tools and cloud solutions is freeing up human resources from doing mundane tasks and shifting their role to strategy building and execution.
- ❖ The use of technology in easing time-consuming tasks such as tracking employee attendance, work performance and patterns now allows HRs to focus on increasing engagement with employees, productivity and aligning the human side of the organization with business goals.



- ❖ Recruiting Transformed by the Internet
- ❖ Ease of Communication
- ❖ Data Analysis of Employee Performance
- ❖ Security Practices
- ❖ International HRM:
 - International human resource management can be defined as the set of activities involved in hiring, managing performance, compensation, training and relations with employees hired to manage internal operations of a company, with a view to ensure the success of their international business and strategies.
 - International human resource management differs from domestic human resource management primarily in terms of the complexity associated with managing people across national boundaries.

International human resource management differs from domestic human resource management primarily in terms of the complexity associated with managing people across national boundaries.

❖ OBJECTIVES OF I-HRM:

- ✓ To reduce the risk of international human resource.
- ✓ It has helped a lot in reducing the risk in the business by using a proper standard recruitment and selection process.
- ✓ To avoid cultural risks.
- ✓ International HRM has helped a lot in overcoming the inter-continental culture by making people from different parts of world work under the same roof.
- ✓ To manage diversifies human capital.
- ✓ Due to IHRM human capital is diversified and hence the risk involved has lessen down to a great extent.

❖ e-HRM:

- Technology has increased and access made readily available of HR information; improved communication; improved the speed at which HRM transactions and



information are gathered; and reduced costs making it easier to administer HRM functions, such as recruitment, training, and performance management.

- Survey evidence showed that firms using technology, and especially information technology, are listed in the Fortune 500 firms.
- The majority of these firms have invested in computer applications designed to aid HRM through computerized employee records, payroll, and compensation and benefits administrations.
- What emerged, as a common trend, was that such investments led to more efficient information management of HRM.
- A unified data model provides a single, accurate view of HR activities ranging from recruitment, employment, training, performance management, compensation management and real time management.

The system of applications of information technology (IT) in HRM is referred to as human resource management information system (HRIS) or human resource module.

❖ **Human Resource Information System (HRIS):**

- The HRIS is a system that is used to collect and store data on an organization's employees.
- In most cases, an HRIS encompasses the basic functionalities needed for end-to-end Human Resources Management (HRM). It is a system for recruitment, performance management, learning & development, and more.
- A human resources information system (HRIS) is a software solution that maintains, manages, and processes detailed employee information and human resources-related policies and procedures.
- As an interactive system of information management, the HRIS standardizes human resources (HR) tasks and processes while facilitating accurate record keeping and reporting.
- Essentially, an HRIS is a “two-way street” in which information about employees is delivered into the organization and, conversely, back out to employees.
- By eliminating paper-based and manual HR-related processes, an HRIS offers more seamless, streamlined, and efficient interactions between employees and the companies

they work for while freeing HR professionals to perform more strategic and high-value work.

- A typical HRIS will include basic features that assist with recruiting and talent acquisition, compensation, organizational management, and absence management (such as vacation, sick leave, and personal time off). Additional features can be layered on to meet business needs.

