

# Enhancing Organizational Efficiency: A Comprehensive Analysis of Human Resource Information System at RELIANCE COMMUNICATION LTD.

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## ABSTRACT

This research paper presents a comprehensive analysis of the Human Resource Information System (HRIS) implemented at Reliance Communication Ltd., focusing on its role in enhancing organizational efficiency. The study explores how HRIS tools—particularly SAP-HR and Employee Self Service (ESS)—support core HR functions such as payroll management, employee lifecycle tracking, performance management, and training C development. Primary and secondary data were collected through questionnaires, observations, and interviews with HR professionals at the company's Lucknow office. The findings reveal that HRIS significantly improves data management, streamlines administrative processes, enhances decision-making, and fosters a positive work environment.

Despite these benefits, challenges such as a shortage of trained personnel and initial system implementation difficulties persist. The study concludes that with proper training and system optimization, HRIS can be a strategic asset to the organization. Recommendations include ongoing employee training, system data cleanup, and integration of additional reporting features to improve usability and impact.

## INTRODUCTION

This study dives into the real-world application of HRIS within Reliance Communication Ltd., one of India's major telecommunications players under the broader Reliance Group. As a company that deals with a large and diverse workforce, managing human resources efficiently is not just important—it's essential. To meet this demand, Reliance Communication has adopted SAP-based HRIS tools, including Employee Self-Service (ESS), to simplify and streamline their HR processes.

The motivation behind choosing this topic comes from the increasing role technology plays in human resource management. No longer is HR limited to just hiring and firing. Modern HR departments are expected to drive employee engagement, support company culture, contribute to strategic decisions, and ensure compliance with ever-changing labour laws—all while being cost-effective. It's a tall order, and HRIS systems are proving to be valuable allies in meeting these expectations.

This research seeks to understand how HRIS is functioning within Reliance Communication—how well it's being used, what benefits it's bringing, and where the gaps still exist. It also looks at the level of employee awareness and satisfaction with the system, especially among the HR personnel who

interact with it daily. Through a combination of surveys, interviews, and direct observation, this study paints a clearer picture of the impact and potential of HRIS in a real corporate setting.

The findings from this research are meant to not just evaluate the effectiveness of HRIS at Reliance Communication but also provide insights and recommendations that can help improve its use and encourage other companies to invest in similar systems. In the end, it's about making HR smarter, faster, and more human—through technology.

## RESEARCH METHODOLOGY

The research methodology for this study, titled "Enhancing Organizational Efficiency: A Comprehensive Analysis of Human Resource Information System at RELIANCE COMMUNICATION LTD.", adopted a mixed-method approach, integrating both primary and secondary data collection to provide a holistic understanding of HRIS implementation and its impact.

**1. Research Design** The study is an industrial research report, suggesting an applied research approach focused on a real-

world organizational context. The research design is descriptive and analytical, aiming to describe the current state of HRIS usage at Reliance Communication and analyse its effects on organizational efficiency.

## 2. Data Collection Methods

- **Primary Data Collection:** This involved gathering original data directly from the employees of Reliance Communication, Lucknow.
  - **Questionnaire Survey:** A structured questionnaire was the primary tool for collecting quantitative and some qualitative data.
    - **Questionnaire Structure:** The questionnaire included both closed-ended questions (for quantitative data analysis) and two open-ended questions (for qualitative insights).
    - **Questionnaire Content:**
      - **Demographic Information:** The questionnaire likely included basic demographic details of the respondents, although the provided text only explicitly shows fields for Name, Age, Sex, DOJ (Date of Joining), Department, Designation, and Duration of service in the "ANNEXURE QUESTIONNAIRE".
      - **Employee Motivation for Joining Reliance:** Initial questions explored the main reasons employees joined Reliance Communication, offering options like "Big name," "Salary," "Fringe benefits," and "Better career opportunities".
      - **Job Satisfaction/Quality of Work Life:** Respondents were asked to rate their feelings about their job in Reliance Communication, specifically regarding the quality of work life, with options like "Good," "Average," "Satisfactory," and "Not well".
      - **HRIS Awareness and Interest:** Questions assessed employee awareness of HRIS ("Yes" or "No") and the main reasons for their interest in HRIS or related software (e.g., "Reduce HR/administrative expenses," "Streamline HR process," "Improve access to HR information," "Enhance HR productivity and strategic decision-making").
      - **HRIS Implementation and Necessity:** Questions probed whether it was their first HRIS implementation and if they believed HRIS was necessary for effective HR management.
      - **HRIS Functionality and Impact:** Specific questions explored which HR functions HRIS helps most (e.g., "Recruitment," "Organizational management," "Employee Lifecycle," "Time and Leave administration," "Payroll administration"). Further questions assessed if SAP-HR could regularize attendance and provide a platform for leave management, if HRIS helps achieve organizational goals and objectives, and if it impacts maintaining management within the organization. The necessity of HRIS for auditing was also inquired.
      - **Training and Satisfaction with HRIS:** Questions addressed the perceived need for more trained people to operate HRIS in Reliance and overall satisfaction with HRIS after its application, offering options like "Satisfied (fully)," "Unsatisfied (fully)," "Satisfied (partially)," and "Unsatisfied (partially)". The study also inquired about the positive attitude HRIS fosters during training periods.
      - **Suggestions for Improvement:** Open-ended questions provided an opportunity for respondents to offer suggestions and recommendations for improving HRIS.
  - **Observation:** The researcher utilized observation as a supplementary method. Given that employees often had limited time to provide detailed information about HRIS, the researcher relied on personal observations made during the interview process. This allowed for gathering contextual information and non-verbal cues that might not have been captured solely through questionnaires.
  - **Random Interview:** Informal, "random interviews" were conducted during the training period. This was not a formal, structured interview process but rather opportunistic conversations. The researcher specifically mentioned asking "Fauzia, Remaya and Amrit sir" about their HRIS usage at Reliance Communication. This method provided anecdotal evidence and deeper qualitative insights from key individuals.
- **Secondary Data Collection:** This involved leveraging existing information and literature.
  - **Extensive Literature Review:** A significant portion of the research involved reviewing existing literature

on HRIS. This included academic studies and research papers on HRIS applications, implementation, effectiveness, advantages, and disadvantages. This review helped in developing the conceptual framework, identifying research gaps, and interpreting the findings within a broader academic context.

○ **Company Documents:** The bibliography lists "Employee handbook - Reliance Communication" and "HR-SAP Manual - Reliance Communication" as book references, indicating that internal company documents were consulted to understand the specific HR and HRIS practices at Reliance.

○ **Websites:** Various websites were used for information gathering, including [www.ril.com](http://www.ril.com), [www.corporateinformation.com](http://www.corporateinformation.com), [www.google.com](http://www.google.com), [www.msn.com](http://www.msn.com), and [www.relianceinfo.com](http://www.relianceinfo.com). This likely provided general company information, industry trends, and potentially data related to HRIS.

**3. Sampling Design and Plan** The study's focus was specifically on the HR department at Reliance Communication, Lucknow, as HRIS is primarily used by HR personnel. The data was collected from the "total No. of people in the HR circle in the Reliance Communication, Lucknow". This indicates a census approach or a very high coverage within the HR department, given the statement "There are less than 50 employees in reliance communication in HR circle".

**4. Data Analysis and Interpretation** Following data collection, the data was analysed.

- **Quantitative Analysis:** The data from the questionnaires were primarily analysed by computing percentages for each question.
- **Visual Representation:** The analysed data was then presented visually in pie charts to facilitate understanding and interpretation. Examples of these charts are provided for "Reasons to Join Reliance," "Feelings about Reliance," "Awareness about H.R.I.S.," "Reasons for Interest in H.R.I.S.," "Necessity of H.R.I.S. in HRM," "HRIS Helps Most," and "Satisfaction Through HRIS".
- **Qualitative Analysis:** The open-ended questions and insights from observations and random interviews would have been analysed thematically to identify common suggestions and strong areas of HRIS.

## FINDINGS

The analysis of the collected data revealed several key findings regarding HRIS at Reliance Communication Ltd.:

- **Reasons for Joining Reliance:** The primary reason employees joined Reliance Communication was its "Big Name" (61%), followed by salary (21%), better career opportunities (14%), and fringe benefits (4%).
- **Employee Feelings about Reliance:** A significant portion of employees (44%) were "Satisfied" with the environment, while 21% had "Good" feelings, and 35% considered their feelings "Average." No employees rated their feelings as "Not well."
- **HRIS Awareness:** The awareness level of HRIS within Reliance Communication was high, with 83% of employees being aware of it.
- **Reasons for Interest in HRIS:** Employees' primary interest in HRIS or HR software was to "Reduce HR/administrative expenses" (40%), followed by "Streamline HR process" (35%).
- **HRIS Implementation Experience:** Most employees (62%) stated that this was not their first HRIS implementation, indicating prior use of systems like MS Excel for data collection.
- **Necessity of HRIS:** 62% of employees considered HRIS "very necessary" for effective HR management.
- **HRIS's Most Helpful Function:** HRIS was perceived to be most helpful in "Payroll administration" (50%), followed by "Employee lifecycle" (30%), "Organizational management" (15%), and "Time and leave administration" (5%). Notably, no one felt it helped in recruitment.
- **Personal Records and Attendance:** HRIS supports maintaining personal records for every employee. A significant majority (80%) believed that SAP-HR could regularize attendance and provide a proper platform for leave management.

- **Impact on Goals and Management:** 75% of employees believed HRIS helps the organization achieve its goals and objectives. Similarly, 75% considered that HRIS has a strong impact on the organization for maintaining management.
- **HRIS for Audit:** 55% of employees stated that HRIS is necessary for auditing.
- **Need for Trained Personnel:** A substantial 85% of employees thought that HRIS requires more trained people to operate SAP effectively.
- **Impact on Employee Attitude during Training:** 75% of employees believed that HRIS helps provide a positive attitude towards employees during their training period.
- **Overall Satisfaction with HRIS:** 65% of employees were satisfied with HRIS in the organization. However, 25% were not satisfied, and 10% were average.
- **Limited SAP Expertise:** Within the HR circle at Reliance Communication, with less than 50 employees, only 3 people possessed effective SAP HR operational knowledge.

## RECOMMENDATIONS

The report puts forth several recommendations to enhance the effectiveness of HRIS at Reliance Communication:

- **Address Missing and Erroneous Information:**
  - Allocate dedicated analysts in both payroll and HR to review reports highlighting data- integrity issues.
  - Task departments with correcting missing or erroneous data in the system.
  - This "data-cleanup" effort will immediately benefit users by improving existing data quality.
  - It is important to acknowledge that past transactional data cannot be "cleaned up" (e.g., providing action codes for previous personnel transactions).
- **Incorporate New Data Elements:**
  - Dedicated analysts should be responsible for implementing new data elements based on established priorities.
  - They should also advise on the collection methods (self-reported, departmental input, system-derived) and frequency (annual, periodic) for these new elements.
  - While some data can be integrated into the "hire process," others may be better handled on a regular basis.
- **Provide New Web Reports, Queries, or Applications:**
  - Conduct upfront analysis and review to shorten development time and determine the best way to provide usable data to central offices and departmental personnel.
  - Recognize that data can be provided in various ways, each with pros and cons.
  - Seek campus feedback on the most useful timing and presentation of data.
  - Given the confidential nature of personnel data, significant discussion on data security and access controls is crucial.
  - Analysis of new requirements should consider existing or planned delivery and collection mechanisms like the Dimensional Data Warehouse and UCLA Portal.
- **Increase Trained Personnel for HRIS Operations:**
  - It is crucial for Reliance Communication to have more efficient people operating automated computer systems like SAP, ESS, and ERP to maximize their advantages.
  - If recruiting new personnel is not feasible, existing HR department staff should receive proper training on these systems *before* their introduction or operation. This addresses the identified limitation of limited SAP HR operational knowledge within the HR department.

## CONCLUSION

Based on the analysis of the collected data, the report concludes the following:

- Human Resources (HR) are crucial for organizational success, encompassing motivation, retention, training, and task execution for managing and developing resources. Human Resource Management (HRM) effectively manages employees and related matters for their well-being, contributing to the broader organizational good.
- HRIS, as a database system, significantly aids in better human resource management, including HR development (HRD) and related aspects.
- The study gathered HRIS information requirements into 15 distinct data groupings, categorized by importance and ease of implementation. These data elements were verified by a focus group for relevance to campus departments.
- The findings suggest a need for a three-pronged approach to address the development of an HRIS, considering existing problems.
- Despite a high level of HRIS awareness among employees, there's a clear indication that a significant portion of the HR staff at Reliance Communication (especially regarding SAP) is not fully proficient in operating the system, leading to sub-optimal utilization of its potential.
- While employees recognize the necessity and benefits of HRIS in areas like payroll administration and maintaining records, there's a perceived gap in its contribution to recruitment.
- Overall satisfaction with HRIS is good, but a notable percentage of employees are not fully satisfied, suggesting areas for improvement.

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