



Effectiveness of HRIS in Banking Sector in Bangladesh: A Study on United Commercial Bank Ltd (UCBL)

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Abstract

Nowadays, most of the HR functions of banking sector are executed with the help of information technology (IT). The banking system plays a critical role in underpinning economic development. Against the background of Financial Sector Reform Policy in Bangladesh here United Commercial Bank Limited (UCBL) is one of the first generation private sector banks in Bangladesh having 170 branches with 4,988 employees in 42 districts. To maintain the huge amount of employees, they have introduced HRIS database system in their HR department.. This study has been done based on structured and semi- structured questionnaire with Likert's five scales to collect data through convenient sampling particularly on head office, UCBL. This study includes how HRD works by using HRIS, what are the possible divisions and work distribution in an HRD, how HRIS effect on recruitment process, training and development initiatives, compensation and benefits planning, personal appraisal management of UCBL. This study revealed that some essential features are not decorated with software like time attendance, succession planning, payroll management, leave management, welfare fund Management, final settlement, performance appraisal and transfer management though the bank uses HRIS. So, in most case employees and banks are not getting benefit by using HRIS software.

Key Words: Effectiveness, HRIS, HR Department, UCBL

Introduction

HRM helps human resources of an organization in performing different process thus leads to integration to overall strategy of an organization. Competitive advantage can be attained by applying Strategic approach to Human resources and thus getting benefit from the abilities of People. Human Resources (HR) and information technology are the two elements that many firms are learning to use as strategic weapons to compete (Dessler & Al Ariss (2013). Human resource information system (HRIS) allows HR-end users: HR professionals, functional level managers and employees to collect, store, maintain, analyze and disseminate the pertinent information regarding HR policies, functions and strategies intended for ensuring and securing firms' consistent performance. Many researchers in this field agree on its wide variety of uses including better internal communication (Batool, S.Q., Sajid, D.M.A. and Raza, D.S.H., 2012), knowledge sharing, employee self-services, real time information sharing, easy and quick access to the accurate information (Troshani, I., Jerram, C., Hill, S.R., Wiblen, S., Dery, K. and Grant, D. 2010 & 2011), while its application is at early stage in Bangladesh. Albeit researchers identify several benefits of this technology in performing HR functions. (Cappelli, P., 2001).

Human Resource Information System (HRIS) is a computerized system which is used to collect, store and analyse records of organization's Human resources consisting data related to employees, recruitment, facility, payroll, pharmacy, health management information system etc. The main advantage of this HRIS is that it provides guidelines for administration for decision making. HRIS is the integration of all HR systems and processes with use of technology to benefit the overall management of HR in an organization. It is used to Automate all routine and transactional activities relating to employees, potential employees from among job-applicants, Maintaining records of existing employees, Analyse attrition records, Keep track workforce deployment and staffing effectiveness, Keep track of compensation programmes to make salary forecasts and pay budget (Taskar, Raghuvanshi and Antony, 2018)

There are 62 scheduled commercial banks in Bangladesh (Dhaka Tribune, 4 March, 2020). The banking sector is now stuck in a quagmire of woes. All parameters of the banking sector indicate its persistent fragility with no sign of revival on the horizon. (The Daily Star, 4 March, 2020). The employees working in banking sector at 6,369.000 Person in Jun 2019 compare to previous year 5,741.000 Person was reported by Bangladesh bank (CEIC, March, 2020). Nowadays success of banking sector depends on employees and effective management of employees. Some banks have adopted HRIS database to effectively manage their HR department.

United Commercial Bank Limited (UCBL) is a profitable and earlier commercial bank in Bangladesh which started banking operations on 29 June 1983. This bank has introduced HRIS database and using it for long time. So this study is to find out the effectiveness of HRIS of UCBL as a case.

Rationale of the Study

Today, professionals in the Human Resources area are important elements in the success of any organization. Their jobs require a new level of sophistication that is unprecedented in Human Resource management. Not surprisingly, their status in the organization has also been elevated. Even the name has changed. UCBL has a well decorated

computer based HRM Division. UCBL implement the HRIS in their bank. The Human Resources Information System provides details on administration, payroll, recruitment, and training. This system is expected to deliver valuable results to Human Resources division and organization as a whole. It is an essential tool that aids management in making strategic decisions. HRIS as a whole mainly improves information sharing and communication between the company and the employees. HRIS made it easy for the human resources department to smoothly operate all components. With the accurate and objective tracking of compensation and benefits, employees' morale and motivation increases. The Human Resource Information System reduces cost and time spent on manual data consolidation. It allows the HR management managers to focus more on making decisions and projects rather than paperwork.

Statement of the Problem

Bangladesh is a democratic country with a presence of an uncountable number of both private and government corporations working in numerous business sectors in the form of large, small or medium companies. But sometimes lack of proper treatment of human is hampering the organization. HRIS is a system where UCBL can get proper information of every single employee. UCBL used it as their search engine to find information about an employee. They first keep information in file then posting it on system. They improve the system by automatically update employee retirement date, succession plan, leave date and other task. UCBL use HRIS as their search engine to find out the file. HRIS is not the final decision until the file has the same information. If there is a mistake in data entry it will suppress the whole procedure.

Scope of the Study

This report covers the UCBL HRIS. How they generate it and how they implement the HRIS in their HR Division. In HRIS include Employee personal info data base. In employee personal info data base contents name, family info, gender, join date, designation, contact address, education qualification, birth date, and salary info, career (promotion, transfer, and separation type).

To give this input in HRIS UCBL can get output like employee of a particular branch, employee for retirement, employee for transfer, employee for promotion, employee career status, employee salary process, designation wise/ gender wise/ age wise / location wise report. In this report also covers UCBL's management & organizational structure, HR functions performed by UCBL. To prepare this report I talk with the employee of HRD about HRIS on the job time.

Literature Review

Very few studies are found regarding the effectiveness of HRIS in banking sector in Bangladesh. Some studies are done in the world regarding this issue.

Taskar, Raghuwanshi and Antony (2018) studied on A Study of Development of Human Resource Information Systems HRIS and its Effectiveness in the Banking Sector of India and found that HRIS identifies vacancies, precisely investigate each and every job position, its job identification and provide training needs of organizations. The other works done by HRIS are; selecting the right person at the right time for training, estimating the effectiveness of Pre-service training & In-service training programs.

Faruk Bhuiyan, Mohammad Osman Gani (2015) this study was conducted in banks of Bangladesh and this paper concluded that HRIS provides the immediate access to the required information in an original form which promotes a common culture of sharing and updating employee's personal information among them.

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.

Kovach *et al.* conducted a study on providing business with rapid data access, information exchange and strategic advantage. They pointed out that HRIS gathers information faster at lower costs that required maintaining internal relation among employees and employers.

Further, another study conducted by Batool *et al.* on benefits and barriers of HRIS in accounts office. They found that HRIS allows HR people to access quickly to information and response on time.

Caroline Nyambura Mbugua (2011) this study which was conducted in the Kenya commercial bank states that the application of HRIS based learning process has equally resulted in positive developments and improvements for the organization by contributing to the organization being more productive, resulting in better communication/ feedback processes, increasing employees' preference for working for the company and creating a climate of high commitment among the employees and stakeholders.

Dr. Harman Preet Singh, Dr. Sunita Jindal, Sekh Abdul Samim (2011) this paper which was studied on developing countries to find out the impact of HRIS on banking industries states that in recent times, the financial as well as non-financial processes of banks have undergone significant transformation.

Study on the impact of information systems on the performance of HR department conducted by Sadiq, U., Khan, A. F. & Ikhlaq K. in 2012 on 18 HR managers from the various corporations operating in Lahore, Pakistan and suggested that HRIS can be positively used as a tool to achieve greater administrative efficiency by adding values in the department.

Nikhil Aswanth Kumar, Sanjana Brijball Parumasur (2013) this paper the definition of HRIS is clearly being stated that A Human Resource Information System (HRIS) uses a systemic procedure for maintaining, collecting, storing, retrieving, and validating data needed by an organization regarding their human resources, personnel activities and organizational characteristics. It can be said that HRIS is the link between Human Resource Management (HRM) activities and information technology.

Shammy Shiri (2012) in this paper it has been concluded that HRIS provides information and guidelines for the operation of HR functions, HRM is still a caretaker of employee records, however, the existence of an HRIS makes this information readily available and useful for managerial decision making.

Ama F. Karikari, Peter Agyekum Boateng, Evans O. N. D. Ocansey (2015) the study concludes that HRIS is an excellent tool for Human Resource Planning (HRP). It enhances the identification of unfilled positions accurately and analyzes each job position with its title in an organization.

Human Resource Information System (HRIS) of UCBL

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. Normally packaged as a data base, hundreds of companies sell some form of HRIS and every HRIS has different capabilities.

An effective HRIS provides information on just about anything the UCBL needs to track and analyze about their employees, former employees, and applicants. UCBL selects a Human Resources Information System and customize it to meet their needs.

Typically, the better The Human Resource Information Systems (HRIS) of UCBL provide overall management of all employee information, reporting and analysis of employee information, company-related documents such as employee handbooks, emergency evacuation procedures, and safety guidelines, benefits administration including enrollment, status changes, and personal information updating, complete integration with payroll and other company financial software and accounting systems, applicant tracking, resume management, attendance and PTO use, pay raises and history, pay grades and positions held, performance development plans, training received, disciplinary action received, personal employee information, and occasionally, management and key employee succession plans, high potential employee identification, and Applicant tracking, interviewing, and selection.

Reasons to use an HRIS by UCBL

There are some reasons to use HRIS database in bank like enables employees to do their own updates and address changes, frees hr staff for more strategic functions, data necessary for employee management, knowledge development, career growth and development, and equal treatment is facilitated and managers can access the information they need to legally, ethically, and effectively support the success of their reporting employees.

Enterprise Resource Planning (ERP) features of HRIS

The modern ERP features of customized HRIS database using in banking sector in Bangladesh. These features are office organizer, personal services, and human capital management.

Recruitment The process begins when the need to fill a position is identified and it ends with the receipt of résumés and completed application forms. The result is a pool of qualified job seekers from which the individual best matching the job requirements can be selected.

Job Reason Setup

In this portion job openings are identified through human resource planning or manager request. Why UCBL need to recruit its clearly written here. Under this, some sequential features are added like Requisition, requisition approval, requisition allocation, notice, candidate search, resume management system, joining confirmation, personal directory and personal information.

Personal information include following features like personal information (date of birth, nationality, ethnic race etc.), color picture, contact details, emergency contact(s), dependents, nominee, immigration details (passport & visa info), job information, payment details (pay grade & salary), employee reporting structure (assign supervisor), work experience, national id, education details, skills, confirmation date, assign languages and attachments etc.

Some others features also are transfer/ adjustment, increment, promotion, power of attorney, time attendance:

Time attendance Features are defining organization's customers and projects, create time sheets and administration, management of your own and your subordinates' time sheets, time & shift, roster policy, employee roster policy, roster process, monitoring & approval, attendance summery, fault attendance, manual attendance register, and roster status.

Leave features include in HRIS are defining leave types, view leave summary of all employees in one screen, defining days-off (weekends and specific holidays), apply for and assign continuous leave, receive auto notification e-mails after performing leave related operations .

UCBL HRIS include Policies, Application, Approval, Direct Apply and Approval, Leave Summery Leave Time Reference, Leave open, Manual Leave Register, Maternity Leave Process.

The Features of Payroll include in HRIS database system are payroll processing, payslips, salary statements, complete handling of PF / ESI / PT / IT (TDS), PF / ESI challenges & reports, loans & reimbursements, payroll arrears calculations, powerful full & final settlement module, extensive payroll reports, electronic bank transfer files for faster salary disbursement, excel import and export of payroll information and special features for large enterprises: batch processing, multi-user, multi-company, digital signatures, fine-grained security and more.

Features also set up in HRIS system are welfare fund, provident fund, final settlement, disciplinary management, appraisal management and training management.

Objectives of the Study

The main objective of this study is to discover the factual settings of how the HR division is conducted HRIS within the organization which affects the work activities and long term success of the business and their practices for the organization based on Human Resource management system.

The Specific Objectives are

- To gather comprehensive knowledge on overall banking functions of UCBL
- To identify the weakness and problem in successful/effective information management system.
- To understand the need and objective of Human Resource Information System
- To have an idea of the existing systems of HRIS practiced in UCBL.
- To evaluate the existing HRIS system effectiveness.

Methodology of the Study

Since the study is descriptive and explorative. So primary data is used and some secondary data from different sources has also been collected. Structured and semi- structure questionnaire is used to collect data.

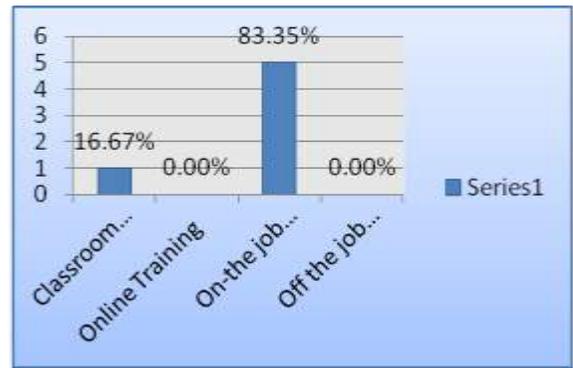
The main sources of Primary data are formal and informal interview through structured and semi-structured questionnaire with the HR specialist and personal observation of the HRIS process.

The secondary data has been collected from relevant books, newspapers, journals, monthly reports, published documents and office circular.

Population-There are only 12 employees working with HRIS in HR department of UCBL.

Sample and sampling-Six employees are taken and interviewed as samples who are particularly involved in HRM department, UCBL. Convenient sampling method is used to collect data.

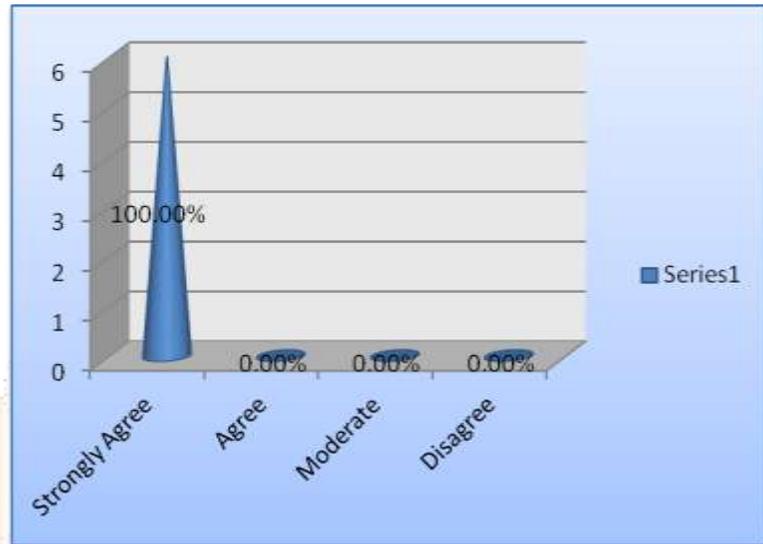
Analysis techniques-Likert's five scale and structured and semi-structured questionnaire are used to collect data. Percentage methods are used to analysis data.



Analysis and Interpretation of the Data

Employees of UCBL are aware about Human Resource Information System (HRIS). I went to 6 employees of United Commercial Bank Ltd. about the existence of the HRIS software.

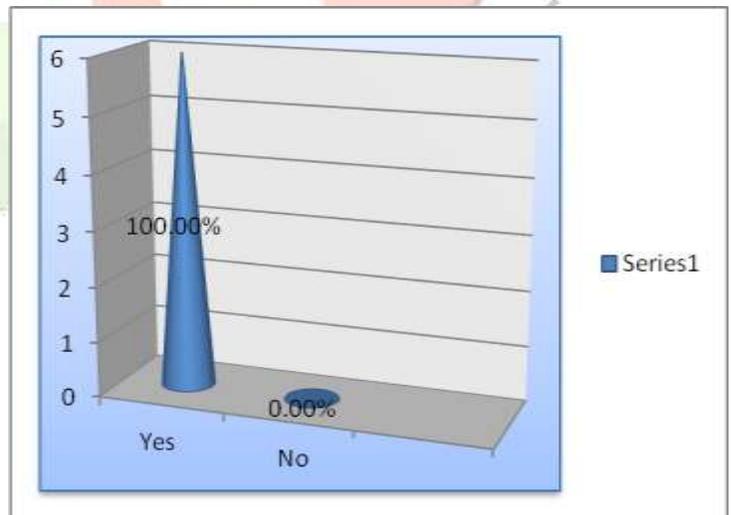
Analysis- After analyzing the first question, it can be said 100% employee under HR department knows about the existence of the HRIS software in the company.



Training for using HRIS

UCBL provide training how to use HRIS software. In conversation I am talk with 6 employees that did they get any sort of training on using HRIS.

All the 100% employees get the training on HRIS. It's important to give training. For proper implementation of HRIS training must.



Type of Training

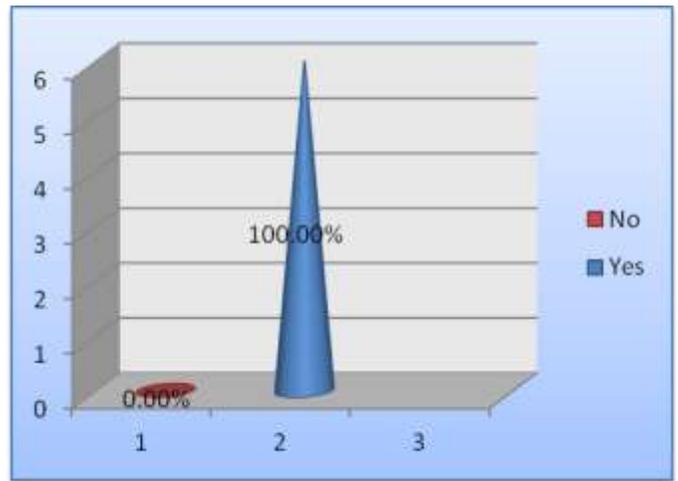
UCBL provide different training program on HRIS such as classroom training, online training, on the job training, off the job training.

In 6 employees, 83.5% of them are getting on the job training and rest 16.67% get classroom training.

HRIS Feature

In UCBL HR division try to make HRIS features more usable. When asking about HRIS features employee give mixed feedback.

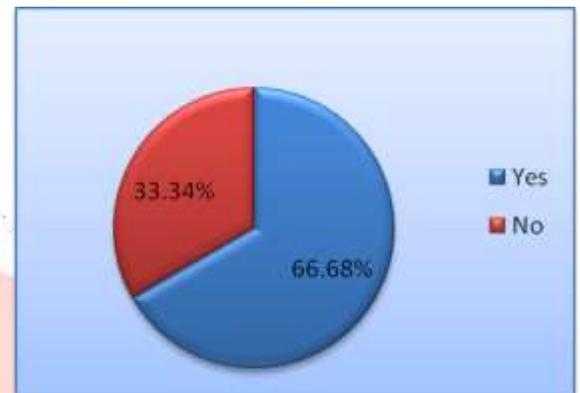
66.68% employees think that HRIS features are fully documented, but 33.34% of them are thinking that it is not fully documented.



Performance of HRIS software

Employee talk about the overall service of the HRIS software they used. Employee used HRIS more or less but all are need this.

About 66.68% of them are satisfied to use the HRIS software but 33.34% of them are dissatisfied. UCBL need to make HRIS more updated and usable.

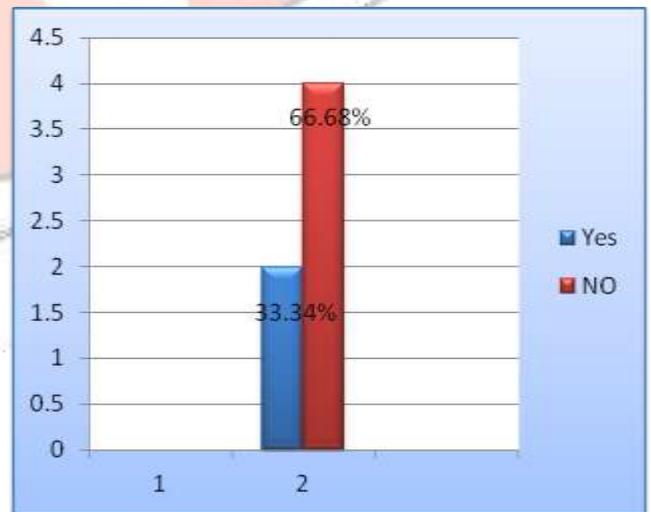


Personal Directory of Employee

Personal directory include employee personal information, contact information , transfer info. This is the most usable part of HRIS.

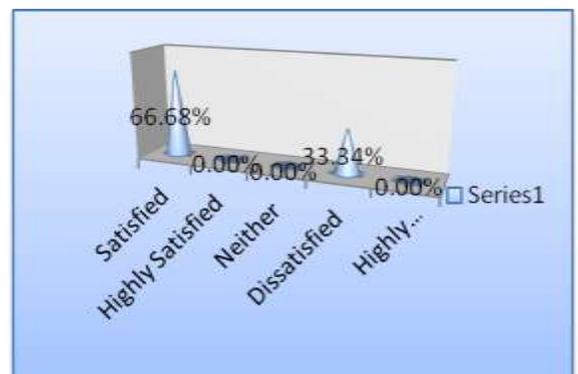
100% employees think that personal directory is effective for HR.

It is used for a search engine to HR staff.

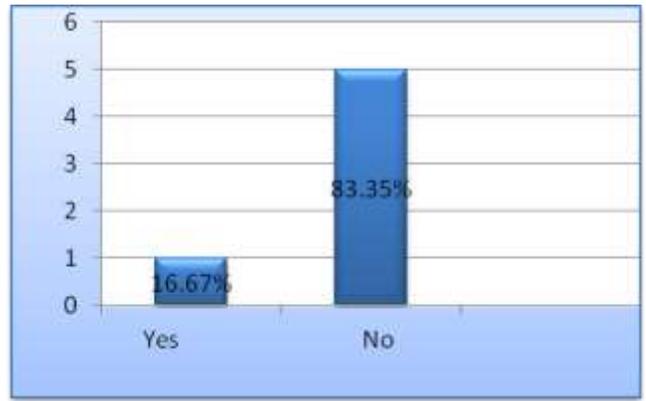


Time Attendance

UCBL want to strictly follow the time attendance system of HRIS. It is help HR to track the employee when they entry and leave. How many days one employee absent it s automatically identify by time attendance system.

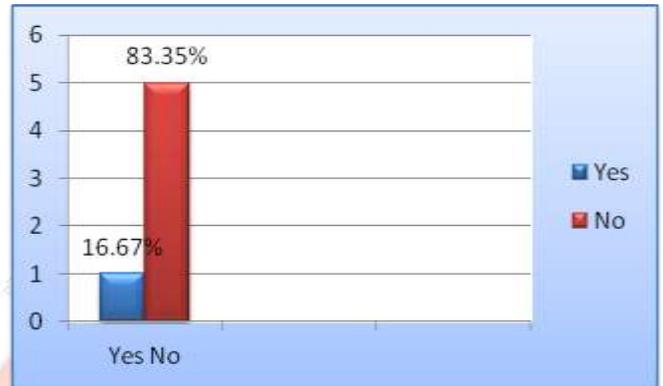


66.68% of them say that time attendance system is not updated and 33.34of them say its okay. UCBL need to upgrade the time attendance management in HRIS.



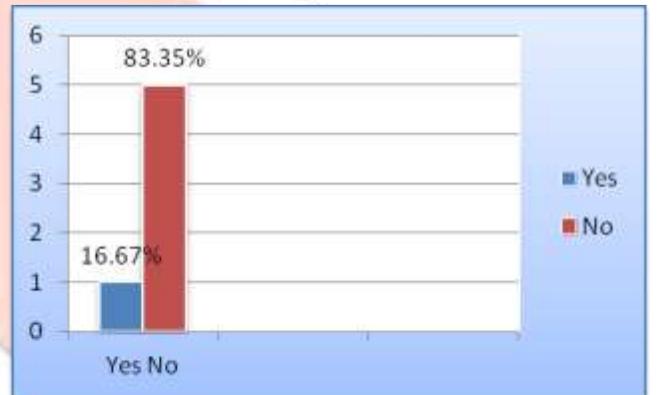
Leave Management

Leave management is a continuous process. Employee takes leave in different purpose. HRIS help leave management by providing information about the employees leave balance. Out of 6, 66.68% employee think there is no problem using HRIS in leave management. But 33.34% of them think it will be more updated. Sometimes it quiet difficult to use.



Payroll management

For payroll management UCBL use HRIS. There is an automatic setup in payroll option. To fill up the employee information, then select the salary grade and click on the payroll setup button. It automatically set the employees designation wise payroll.

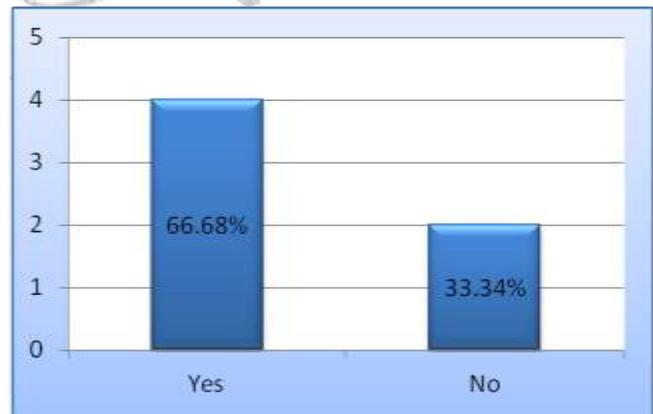


Out of 6, 83.35% employees think that the present software of HRIS is not enough. 16.67% employee its quiet enough. So need to upgrade the system for payroll management.

Performance Appraisal

UCBL performance appraisal based on performance every year employee makes.

Out of 6 employees, 83.35% of them think HRIS not effective for performance Appraisal management and rest 16.67% of them think it is quiet effective in current system.



Welfare Fund

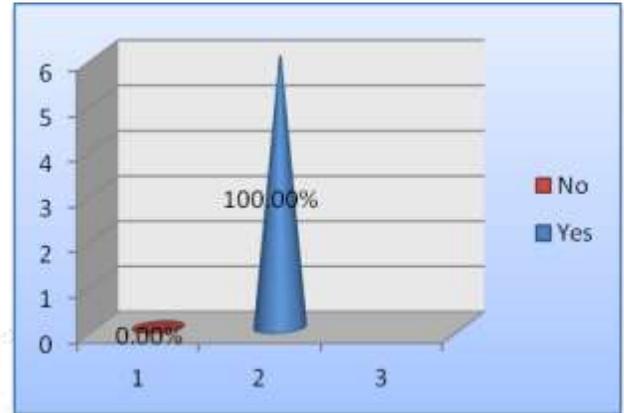
To find how many employees used HRIS for welfare Fund management. Out of 6, 50% employee directly used the welfare Fund in HRIS, and 50% of them not using it.



Final Settlement

To find out how many employees use HRIS for final settlement. It is a critical work in HR.

Out of 6 employees, 83.35% of them are not using HRIS for final settlement and only 16.67% employee doing this. in HRIS.



Succession Planning

For succession planning UCBL did not doing it in HRIS. Employee has no idea about it.

About 100% employees not use HRIS in succession planning. Software has feature on succession planning but UCBL HR did not use it.

Findings

The author found that the bank uses the HRIS in their HR division. But some of the parts of HRIS are not used. It is also found some problem the bank faces in HRIS which are mentioned below.

- United Commercial Bank Ltd. followed the all HR function in their organization. They also have some succession planning. But in their HRIS software there is no succession planning. By using HRIS, there is no way to do succession planning.
- In ERP software of UCBL there is no time attendance features. UCBL need to upgrade the system in terms of time Attendance.
- In UCBL HRIS payroll management part is not decorated. There is a limitation of work in HRIS for payroll. Mostly payroll management is done manually.
- United Commercial Bank Ltd. doing their leave management manually. They take little help from HRIS to search the designation of the employee, Leave balance, file number. But they do not follow full procedure by HRIS. In HRIS they include name who allow getting the leave.

- UCBL manually doing welfare fund Management. By using HRIS they only provide the notice. There is a full option in ERP software but they doing it in paper document.
- In final settlement HRIS use only to know info about employee joining date. Others work they do in manual paper.
- UCBL use modern software but the bank doing their performance appraisal in manually. They follow the traditional method of evaluation by the paper and previous year's performance record in personal file.
- Although they have access in transfer management but they using a small part of HRIS to do transfer. Check only the changing designation, previous posting, new posting and other doing by paper based form.

Limitations of the Study

- Time shortage is a big constrains because it is very difficult to prepare report and concentrate on official work by doing regular 10am to 6pm office.
- Due to conservatism in sharing data due to high information Security of the organization, any statistical data or other relevant data cannot be included since survey is quite restricted.
- Confidential data will be difficult to collect because of their secrecy that is not revealed.
- Certain market complaints data are approximate figures due to the company privacy policy.
- Sufficient books, publications, facts and figures are not available. This constrict narrowed the scope of accurate analysis if this limitations were not been there, the report would have been more useful and attractive.
- The accuracy level of the collected Primary data is not confirmed.
- Lack of enough cooperation due to high workload.

Recommendations:

UCBL should concern with the above factors. To through research on UCBL HRIS the author has some recommendation for those findings.

- For Succession Planning, at first they must know about the importance of succession planning .If they doing it through HRIS it will make the work easier. If UCBL input the data of employee in a way that employee's age wise they easily know who when retired. They setup a reminder which shown that who will retired after 3 months. If this activity doing properly then HR staff have opportunity to prepare one who can replace that employee.

- For Time Attendance, UCBL HR implements a system where an employee entry directly connects with HRIS. Automatically count the attendance as well as in performance appraisal sheet. They active of the task of roster policy, employee roster policy, roster process, monitoring & approval, attendance summery, fault attendance, manual attendance register, and roster status.
- For Payroll Management, UCBL HR should fill up the portion of HRIS software. After that system automatically update the payroll feature.
- For Welfare Management, UCBL should do the welfare fund in HRIS. It is reducing their time. They put the information of employee who are applicable for getting welfare. They should follow the welfare fund apply, Welfare fund approve, Welfare Benefit part.
- For Final Settlement, UCBL should apply the HRIS ERP software feature such as final settle rule, final settle statement.
- For Appraisal Management, UCBL should apply the HRIS feature, question setup, form setup, create assignment, assignment and final refine.

Conclusions

United Commercial Bank Limited is one of the best banks in terms of net worth with 170 branches and 4,988 employees. UCBL is one of the leading private banks in Bangladesh who uses HRIS software in their organization. UCBL is a progressive bank can face problem to keeping track of their huge human resources requirements. Even a relatively small workforce can present a number of logistical problems, particularly when it comes to the administration of things like benefits, sick leave, promotions and so on. Thankfully, technology has provided a potential answer: HRIS, or Human Resources Information Systems. HRIS packages provide businesses with a means by which they can keep track of their human resources needs, and fulfill those needs in a cost and time efficient manner. HRIS systems are, in essence, large databases. Depending on the size and nature of the organization, HRIS system might consist of a single database or a number of interconnected ones. These databases will store basic employee information (such as personal details, company role, salary etc), as well as information regarding benefits administration, payroll and an almost limitless range of other aspects of human resources. To improves UCBL information sharing and communication between the company and the employees. HRIS made it easy for the human resources department to smoothly operate all components. Banking industry in Bangladesh is large compare to its economy. So competition is intensive among banking companies. The introduction of HRIS for managing HR department efficiently will give some companies competitive advantage. This study will also contribute to the banking sector in Bangladesh to make their HR system effective. The problems found in this study will help UCBL and others bank to overcome through proper initiative.

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Appendix

QUESTIONNAIRE for the study of HRIS implementation in UCBL

Name of the Employee: _____

Designation of the Employee: _____

Experience In HR: _____

1. Which Software (HRIS) do you use in UCBL?

- SAP
- ORACLE
- PEOPLE SOFT
- SYNESIS SYNERGY ERP
- Others. Mention, if any_____.

2. When was the present software installed in the UCBL?

- Not aware
- Less than 1 year
- 1-2 years
- 2-3 years
- More than 3 years.

3. When did you start using this software?

- Less than 6 months ago
- 6 months-1 year
- 1-2 years
- 2-3 years
- More than 3 years

4. Did the UCBL provide any sort of assistance/training to you?

- Yes
- No

5. If training is not provided at present, do you expect the management to provide adequate training about HRIS?

- Yes
- No

6. If yes, then which type of assistance/training was provided?

- Classroom Training
- Online Training
- On- the-Job Training
- Off- the- Job Training

Others. Mention if any _____

7. Did the software companies provide any sort of assistance/training to the users? If yes, then which type of assistance/training was provided?

Classroom Training

Online Training

On-the-Job Training

Others. Mention, if any, _____

8. According to you, how will you rate the following features of HRIS in your concern?

(VL- Very Low, L- Low, M-Medium, H -. High, VH- Very High)

Features	VL	L	M	H	VH
User-friendliness					
Security					
Consistency					
Efficiency					
Reliability					
Stability					
Clarity					
Accuracy					
Maintainability					

9. What is the role played by HRIS in your organization for work and decision making?

More routine operational level use

More medium level decision making or policy determination role

Strategic use of HRIS for long-term planning

10. Are all the features and utilities of HRIS fully documented?

Yes

No

11. Is HRIS integrated with all functions of HR department?

Yes

No

12. How would you rate the overall service of the HRIS?

Satisfied

Highly Satisfied

Neither

Dissatisfied

Highly Dissatisfied

13. Do you think HRIS effective for Recruitment?

Yes

No

14. Do you think HRIS is effective for update the Personal directory of Employee?

Yes

No

15. Are you satisfied to maintain the Time attendance by HRIS?

Yes

No

16. Is there any problem to using HRIS for Leave management?

Yes

No

17. Do you think that the present software of HRIS is enough for Payroll management?

Yes

No

18. Do you think HRIS is effective for Provident fund management?

Yes

No

19. Are you use the HRIS for welfare fund?

Yes

No

20. Are you doing the Final settlement by using HRIS?

Yes

No

21. Is HRIS effective to take Disciplinary action?

- Yes
- No

22. Did you get any advantages of HRIS for Appraisal management?

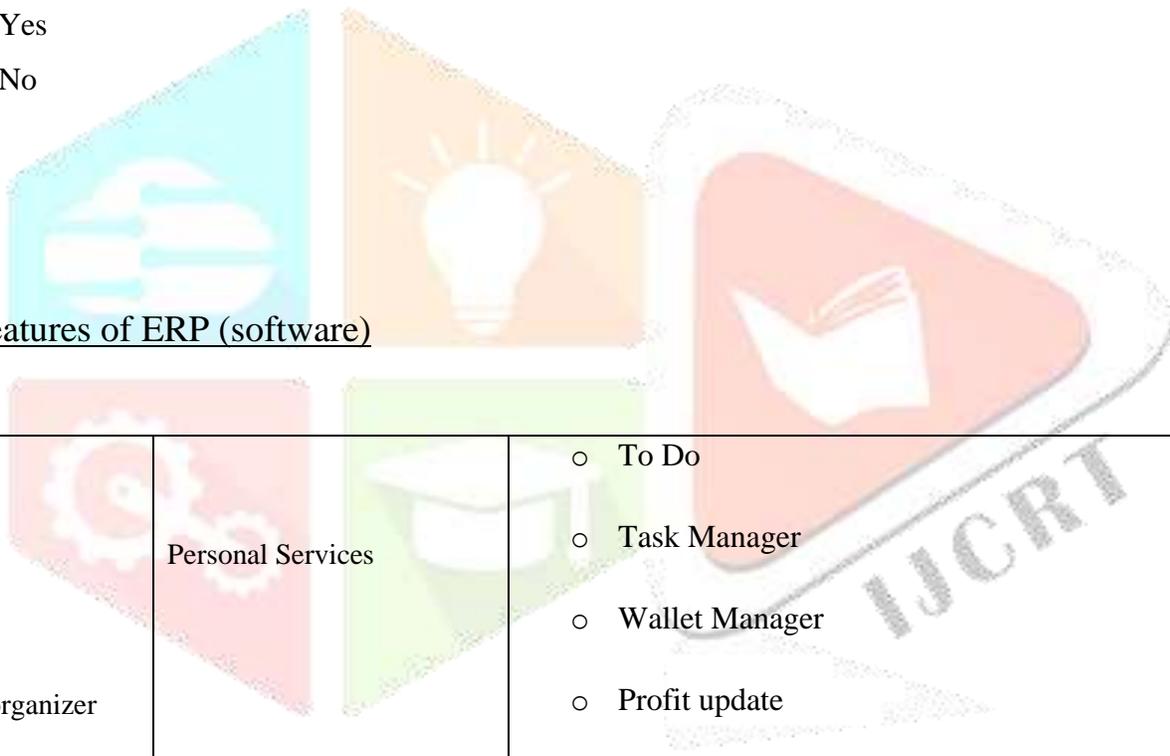
- Yes
- No

23. Do you think HRIS is effective for Training management?

- Yes
- No

24. Do you use Succession Planning in HRIS?

- Yes
- No



HRIS features of ERP (software)

Office organizer	Personal Services	<ul style="list-style-type: none"> ○ To Do ○ Task Manager ○ Wallet Manager ○ Profit update ○ My Templates ○ Requisition ○ Personal Information Display
	Corporate Services	<ul style="list-style-type: none"> ○ Office Notice ○ Office Directory ○ E- Library ○ Meeting Manager

		<ul style="list-style-type: none"> ○ Activity Management ○ Requisition Approval
	<p>Communication</p>	<ul style="list-style-type: none"> ○ Company ○ Contact ○ Notice Viewer
<p>Human Capital Management</p>	<p>HR Configuration</p>	<ul style="list-style-type: none"> ○ Configuration
	<p>Recruitment</p>	<ul style="list-style-type: none"> ○ Job Reason Setup ○ Requisition ○ Requisition Approval ○ Requisition Allocation ○ Notice ○ Candidate Search ○ Interview ○ Candidate Selection ○ Joining Confirmation
	<p>Personal Directory</p>	<ul style="list-style-type: none"> ○ Job Group ○ Organogram ○ Resume ○ Personal Info ○ Transfer/ Adjustment ○ Increment ○ Promotion

		<ul style="list-style-type: none"> ○ Power of Attorney ○ Bills ○ Bills payment
	Time Attendance	<ul style="list-style-type: none"> ○ Time & Shift ○ Roster Policy ○ Employee Roster Policy ○ Roster Process ○ Monitoring & Approval ○ Attendance Summery ○ Fault Attendance ○ Manual Attendance Register ○ Roster Status
	Leave Management	<ul style="list-style-type: none"> ○ Policies ○ Application ○ Approval ○ Direct Apply and Approval ○ Leave Summery Leave Time Reference ○ Leave open ○ Manual Leave Register ○ Maternity Leave Process

Payroll		<ul style="list-style-type: none">○ Rules Setup○ Employee Wise Payment○ Salary Formula Setup○ Loan/ Advance○ Assignment OT○ Special Allowance/ Dedication○ Salary Process○ Salary Adjustment○ Pay Salary○ Manual Salary Entry
Provident Fund		<ul style="list-style-type: none">○ Nature○ Chart of Accounts○ Configuration○ Period○ Bank Information○ General Statement○ Financial Statement○ Loan Policy○ Accounts Voucher○ Un posted Voucher○ Contribution Ledger○ Profit Distribution○ Loan Issue○ Accounts Voucher

		<ul style="list-style-type: none"> ○ Un posted Voucher ○ Contribution Ledger ○ Profit Distribution ○ Loan Issue ○ Final Settlement ○ Contribution ○ Distribution ○ Provident Fund Apply ○ Provident Fund Approve
	<p>Welfare Fund</p>	<ul style="list-style-type: none"> ○ Nature ○ Chart of Accounts ○ Configuration ○ Period ○ Bank Information ○ General Statement ○ Financial Statement ○ Loan Policy ○ Accounts Voucher ○ Un posted Voucher ○ Contribution Ledger ○ Profit Distribution

		<ul style="list-style-type: none">○ Loan Issue○ Final Settlement○ Welfare Fund Apply
--	--	--



		<ul style="list-style-type: none"> ○ Welfare Fund Approve Fund Approve ○ Benefit Rule Setup ○ Welfare Benefit
	Final Settlement	<ul style="list-style-type: none"> ○ Final Settle Rule ○ Final Settle Statement
	Disciplinary Management	<ul style="list-style-type: none"> ○ Warning ○ Increment Held ○ Suspension ○ Show Cause
	Appraisal Management	<ul style="list-style-type: none"> ○ Question Setup ○ Form Setup ○ Create Assignment ○ Assignment ○ Final Refines
	Training Management	<ul style="list-style-type: none"> ○ Training Setup ○ Training Institute ○ Training Information ○ Training Schedule ○ Training Participation ○ Training Management
	Succession Planning	<ul style="list-style-type: none"> ○ Setup
System Setting	Setting	<ul style="list-style-type: none"> ○ Business Unit
Synergy Analytics	Dynamic Report Generation	<ul style="list-style-type: none"> ○ Dynamic Report Generation

○ Customer Report

