

may result in fewer number of workers being employed per unit of output, as compared to previous levels.

A significant exercise in downsizing was undertaken by Tata Steel (Saiyadain, 2001).^{*} Tata Steel invested seven thousand crore rupees to bring about technological modernisation, in four phases. Given the enormous investment, it became necessary to reorient the work force to meet the new challenges. As on January 1, 1994, Tata Steel had 78,276 employees on its payroll. To best fit the number of employees with the requirements of new jobs, Tata Steel started the process of right-sizing, eventually bringing down the work force to 50,910, by October 1, 2000. This was accomplished by the “Early Separation Scheme”. According to this scheme, employees who became redundant as a result of this restructuring exercise were given the option of performing any duty, not necessarily that which they were originally hired for, or take pensions. Though the pension amount varied with the age and years of service of the employee, all up to the age of 60 were assured of a pension (basic plus dearness allowances). In addition, they were provided medical facilities at the company’s hospital/dispensary, a loan of Rs 2 lakh to start a business, and preference in the allotment of a kiosk in Jamshedpur area.

Human Resource Information System

One of the significant and emerging areas in human resource management is the Human Resource Information System (HRIS). Today organisations need accurate and timely information to take human resource decisions. The speed with which information is retrieved, processed, and analysed for decision-making accounts for the efficiency of an organisation. HRIS is systematic way of sorting data and information for each individual employee, to aid in planning, decision-making, and submitting reports to other departments. HRIS is defined as a composite of data base, computer applications, and hardware and software that are used to collect, record, store manage, deliver, and manipulate data for human resource management (Broderick and Boudreau, 1992).

Human resource departments require large amounts of detailed information, and much of the efforts of human resource professionals are devoted to obtaining this information. These requirements generally fall in the following five broad categories (Pattanaik and Verma, 1997):

- (a) Duties and responsibilities of every job in the organisation
- (b) Skills possessed by every employee
- (c) Future human resource needs of the organisation
- (d) Current productivity of human resources
- (e) Identification of training needs

Human resource management departments have historically been paper driven operations. However, given the spread and depth of information required today, HRIS has been strongly influenced by the growth of computer technology.

Computers have made it possible to retrieve and process data at a high speed,

^{*} Saiyadain, M.S. Modernization of Mind of Tata Steel. *Indian Journal of Industrial Relations*, 2001, 36 (3), 363–379