

Think India Journal

ISSN: 0971-1260 Vol-22, Special Issue-21

National Conference on

**Recent Advances in Commerce, Management
and Computer Science (NRCACMC-2020)** sponsored

by

Department of Commerce, VEL TECH RangaSanku Arts College,
Avadi, Chennai-62

Held on 4th January 2020



Hr Praxis Stratagem in It Sector –An Analysis with Reference To Bangalore City

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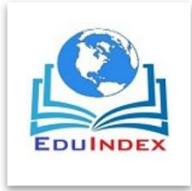
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Abstract

Any concern leads to be a successful one in their prevailing sector. Their competitive advantage could be generated from human resources (HR) and organization performance is influenced by a set of effective HRM Praxis. India's Info-tech industry is one of the wealth and job creating sector, which has grown to US \$ 3 trillion, employing millions of professionals worldwide. With a global explosion in market-opportunities in the IT sector, the shortage of manpower both in numbers and skills is a prime challenge for HR professionals. The need of organizations for people and people for organizations will be more difficult to satisfy in the today's competitive business environment. Best HR practices will help the organization in bringing about radical improvement rather than incremental ones. The current study is an attempt to study and analyse the HR practices in the IT sector by taking a sample size of 150 employees from various IT companies. Data were collected through cluster sampling method through structured questionnaire. This study aims to identify the best HR practices prevailing in IT sector. Hence this paper has made an attempt to highlight the areas of HRM which need to be go through for a best business environment.

Keywords: HR praxis, Info-Tech sector, practice, Environment support, better, organizational climate.



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Introduction

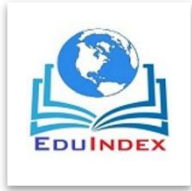
The Information Technology (IT) industry in India have the distinction of advancing the country into the new-age economy. India today is the world leader in information technology and business outsourcing -perceptible is the transformation since liberalization. Indian IT companies have globally established their superiority in terms of cost advantage, availability of skilled manpower and the quality of services. They have been enhancing their global service delivery capabilities through a combination of organic and inorganic growth initiatives. The strong demand for electronic hardware and software in India has been empowered by a variety of scribes including the high growth rate of the economic conditions, emergence of a vast domestic market catering to the new generation of young consumers, a thriving middle class populace with increasing disposable incomes and a relatively low-cost work force having advanced technical skills. The Indian IT sector has also built a strong reputation for its high standards of software development ability, service quality and information security in the foreign market- which has been acknowledged globally and has helped enhance buyer confidence. The industry continues its drive to set global benchmarks in quality and information security through a combination of provider and industry-level initiatives and strengthening the overall frameworks, creating greater awareness and facilitating wider adoption of standards and best practices.

Objectives of the study

- 1.To understand the practical HR convenance in Info-Tech organizations.
2. To know the implementation and the overall effectiveness of these convenance.
3. To identify the best HR practices and suggest some strategies for their continuous improvements

Limitations of the study

This study aims to analyses the HR praxis only in the IT sector with limited sample size. Also, it is limited to Bangalore city only. It can be further continued as a longitudinal study by



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comparing the HR practices across various sectors. The study can yield unique results which can be further utilized for benchmarking projects.

Research Methodology

The research methodology depicts the research process and serves as guidance for the research to carry out this study

Research Design	Descriptive Research
Study area	Bangalore City
Study Population	Employees working in various IT organizations
Sample Size	120 Employees
Sampling method	Cluster Sampling
Nature of data	Both Primary and Secondary
Sources of Primary data	Survey method through Questionnaire
Sources of Secondary Data	Journals, Previous Research reports, Magazines & Websites
Statistical tools	Measures of Central tendency- Mean, Standard deviation, variance, skewness, kurtosis, range, One-tailed t-test and ANOVA

The following praxis are considered as variables for the analysis

- Recruitment and Selection(RAS)
- Training and Development(TAD)
- Performance Appraisal(PA)
- Compensation and Fringe benefits(CFB)
- Work environment and Job Satisfaction(WEJS)
- Employee wellness (EW)
- Career progression and Retention (CPR)



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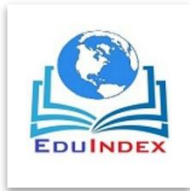
- Employee Engagement (EE)
- Knowledge Management(KM)
- Entertainment at workplace (EW)
- Talent Management(TM)

Table no. 1

Table showing descriptive statistics for all the variables

	RAS	TAD	PA	CFB	WEJS	EW	CPR	EE	KM	EAW	TM
N	150	150	150	150	150	150	150	150	150	150	150
Mean	3.84	3.76	3.47	3.45	3.99	3.77	3.71	3.86	3.99	3.55	3.86
Median	3.87	3.82	3.48	3.30	4.08	3.78	3.70	3.79	4.06	3.56	3.79
Mode	3.72	3.68	3.49	4.30	4.96	3.69	3.58	3.79	4.00	3.75	3.76
Std. Deviation	.47	.55	.45	.73	.65	.55	.43	.58	.59	.69	.65
Variance	.205	.279	.193	.529	.442	.296	.179	.339	.279	.419	.408
Skewness	-.311	-.267	-.364	.126	-.171	.059	-.333	.460	.256	.163	-.739
Std. Error of Skewness	.166	.166	.166	.166	.164	.165	.166	.166	.165	.165	.166
Kurtosis	-.558	.117	-.119	-.951	-.803	-.173	1.170	.211	.041	-.435	.695
Std. Error of Kurtosis	.328	.328	.328	.328	.328	.330	.328	.328	.328	.328	.328
Range	2.03	2.86	2.15	2.89	2.65	2.38	2.23	2.52	2.15	2.72	3.00

The table-1 shows the combined mean values and other descriptive statistics for all the variables. From the above table it is evident that the combined mean of the variables PA and CFB is less than 3.5. All the other variables have a mean value of more than 3.5. This indicates that most of the employees are quite happy with the practices related to Recruitment and Selection, Training



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and Development, Work environment, Entertainment at workplace, Employee Engagement and Wellness, Knowledge management and Talent management. The mean values of other variables are in between 3.96 to 3.5. The higher mean value of a variable indicates fairly good HR practice, where as the lower values indicate that there is need to relook into them.

Skewness measures

Skewness measures the extent to which the values are scattered in the distribution. Skewness may be positive or negative. In the above table we can see that the difference between mean and median is not very high in most of the cases and hence the amount of asymmetry is not very high. As the value of skewness is between +1 and -1, it can be used for psychometric purposes.

Kurtosis

Kurtosis is peaked - ness of the distribution curve. The negative value of Kurtosis indicates that the curve is more flat and similarly a positive value of kurtosis indicates that the curve is more peaked. If the value is tending more towards zero, it indicates that the curve is more.

T-Test

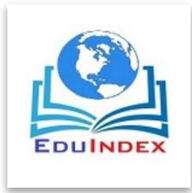
1.Null Hypothesis: There is no significant difference in the mean opinion between gender and career process and retention among IT employees

Table 2

t- test output identified between gender and the variable CPR

Factors		t	df	Sig.
CPR	Equal variances assumed	1.194	215	.235
	Equal variances not assumed	1.548	191	.124

Results: One tailed ‘t’ test for the above hypothesis was done at 95% significance level. The ‘t’ value of 0.114 for the hypothesis statement is not statistically significant. Hence the hypothesis statement is rejected.



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Discussions: The level of confidence is set at 95% and hence the level of significance would be 0.05. Since the p value of 0.235 is greater than the significance value, 0.05 the hypothesis is rejected. Hence from the above analysis, it can be inferred that there is no gender discrimination when it comes to career progression or retention of an employee. This can also be understood by the mean values which are given in the group statistics. All employees irrespective of the gender are considered equally. This implies that an employee who has right skills and attitude can progress in the organization. This is healthy sign and indicates a good HR practice followed in the IT organizations. The above point can also be further strengthened by various schemes which they provide for women during their maternity period. Work from home options, flexible time, facilities within the campus to take care of small children and so on. Promotional opportunities are provided equally to both male and female employees thus giving no scope for bias and prejudice.

2. Null Hypothesis: There is no significant variance between experience and growth of an employee in the organization.

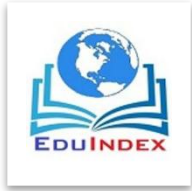
Table no.3

Results from ANOVA between Experience and the variable CPR

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.588	3	2.529	17.285	0.000
Within Groups	31.296	214	0.146		
Total	38.884	217			

Results: The hypothesis is tested with the help of ANOVA tool. The hypothesis is accepted at 99% significance level.

Discussions: The hypothesis is tested 99% significance level and from the above table it can be seen that the F value is lesser than 0.05 and hence the hypothesis is accepted. This infers that there is variation in the experience and growth of the employees. This implies that higher experience does not necessarily lead to higher growth or improvement in career. It suggests that



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experience may not be the key factor for career progression, but there could be other factors such as skill, expertise, commitment and so on which may play an important role in career growth. It also signifies that the independent variable is not causing a significant variation in the dependent variable. Hence experience of the employee is independent of growth in the organization.

Findings and suggestions

The above study it indicates that there are a variety of innovative HR praxis by the IT companies. The combined mean values of all the practices considered for the above study indicates a fairly good practice among the organizations.

Compensation and fringe benefits:

Compensation has a lower mean value when compared to other variables. It is more on the neutral plane thus not assisting any statistical implication. The reason for this could be the recession. Though most of the organizations are out of the recession, salaries were noted for a long period. This may be an important reason for the opinion of the employees with respect to Compensation and fringe benefits.

Performance Appraisal:

The mean value for Performance appraisal is slightly low. This indicates that there is a need to have more clarity on the appraisal system. Moreover the organizations must ensure that they have a potential appraisal system which is blend with the regular appraisal system. Potential appraisal helps the organization in succession planning and identifying employees to occupy senior positions. It also assists in deploying workforce in optimal teams in the right time, at the right place and with the right skills. It is important to create a workforce who understands the objectives, strategy and their contribution in executing a company's vision.

Employment Wellness:

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The Equal employment opportunity act is fully adhered to in the IT industry. According to this act, there should be no discrimination with respect to age, race, gender, religion etc of the employees. Employees in the organization grow irrespective of their gender.

Career progression:

It can be seen both among men and women. It is only the skill and expertise that is taken into account and not the gender of the individual. This is an indicator of a good practice in the IT sector. This would motivate the women employees to be more productive.

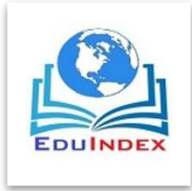
Employee Engagement: An "engaged employee" is one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that furthers their organization's interests. It is a positive attitude held by the employees towards the organization and its values. The study here indicates that women are more engaged when compared to the male employees. As organizations globalize and become more dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an organizational identity.

Best HR practices and its output:

Analyzing the HR practices time and again is the key to develop clearly defined measures of competency and performance in human resource. Organizations need to match HR policies and practices with long- term business strategies required to compete in the global market place. It is critical to generate employee commitment and retention over the long-term. HR practices which are incremental and collaborative and provide the opportunity to employees to make decisions affecting their work and to share in the rewards of their creative efforts.

Conclusion:

Human Resource is life and blood of software companies as competent talent are the source for competitive advantage in these industries. Human resource is the main asset for any successful organization. Even a slight change in the employee productivity in software companies have a significant impact on shareholder returns. It is also important to develop



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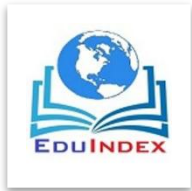
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employees as assets by giving them increasingly challenging tasks, allowing them to become more influential and derive intrinsic benefits. Effort could also be made to keep an ongoing dialog with employees to understand what motivates them and adjust their development plans to help them achieve their goals inside the organization. Therefore, one of the goals of HRM has to be to move decision making rights from managers to lower levels. This will help make decisions by tapping into a much larger knowledge base and simultaneously develop problem solving skills down the line. It is also important that firms stay committed to HRM practices though it may not show immediate visible results. There is increasing body of evidence that HRM improves employee productivity. But the advantages of using HRM practices can go beyond employee productivity and performance. An emotionally committed employee is a loyal employee.

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ISSN 0973-7529 ISBN 978-93-80544-00-7. www.bvicam.ac.in

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