

HUMAN RESOURCE DEVELOPMENT PRACTICES IN INFORMATION TECHNOLOGY INDUSTRY

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ABSTRACT:

Human resources play not only significant but also a crucial role in building and developing an organization. Development of human resources is needed for any organization also plays an important component for the success of organisation. This study has assessed the current state of Human Resource Development practice in IT sector. It has been carried out with secondary and primary data. The Primary data were collected with the help of structured questionnaire from the respondent at managerial level. The questionnaire helped us to understand the different aspect of HRD such as recruitment & selection, training & development, performance appraisal, career planning, team spirit and employee participation.

A number of HRD techniques have been developed in recent years to perform the above task based on certain principles. This will provide an understanding of the concept of HRD system, related mechanisms and the changing boundaries of HRD. The industries must realize that enlightened members, competent office bearers and employees are their own need and no one from outside may be expected to support activities to build such human resources for them. The goal of the study was to study the nature and extend of HRD practices in software industries and study the perception of employees about these HRD practices.

INTRODUCTION:

Human Resource Development is the part of human resource management that specifically deals with training and development of the employees in the organization. It includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities. Researches had systematically proven that HRD has created a greater impact in IT industry.

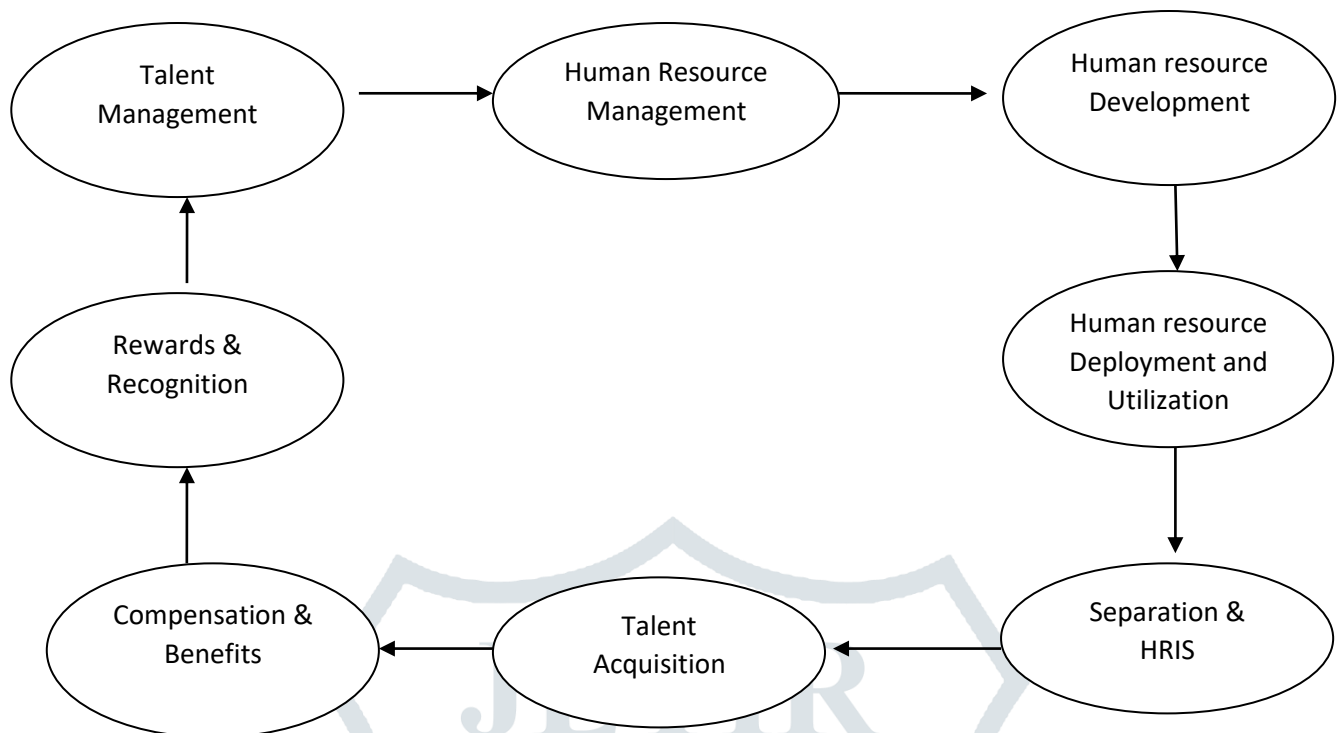
The human resource is the most valuable asset for any organisation. An organisation can achieve its objectives only with the cooperation of the people working in the organisation. Today, most of the companies are using the techniques of HRD to develop their employees for the achievement of organisational goals with individual satisfaction and growth. IT industries are considered to be one of the strong instruments to involve the available human resources as well as explore the potentials for employment generation. But conscious and well specified HRD principles in crucial areas like recruitment, placement, training, career progression, managerial grooming, etc., are lacking in most of the IT industry. Information Technology industry in initial years of its inception was dominated by the hardware components and today it occupies the major share and is the prime revenue getter. The IT Industry has been responsible for the phenomenal growth achieved by highly skilled human resources.

Human resources are, therefore, considered to be the most valuable input and the organisation desires their work force to be developed to a world class level. It is now high time that HRD practices should get top most priority in the strategy for putting the economy on a high growth path. It is against this backdrop that there searchers have conducted an investigation for checking the degree of positivity in the implementation of HRD climate in IT sector.

HRD FRAMEWORK IN CVHS PVT LIMITED:

People are the essence of any organization. CVHS have the finest of employees who are valued as individuals and not just for their intellect and skills. It aspires to maximize people productivity, enhance employee engagement, create a collaborative and performance driven work culture. CVHS's culture also emphasizes learning and drives each employee to surpass his or her capabilities to 'build, innovate and excel' in any given field. It respects and encourages our employees to choose their own career paths within the broad outline of the organization. Through Internal Career Progression CVHS supports the lateral movement of its people across business units or functions, keeping in view the business needs. Continuous improvement and excellence in workforce related practices is a key objective of its workforce management. Practices and sub-practices aim at improving Organizational HR practices, capabilities, process centricity and results; thereby leading to overall improvement in HR effectiveness and towards organizational sustainability. CVHS has received "Most Valuable Recruiter" Award in November 2017 from Dr.NGP college, Coimbatore. All human resource endeavours continue to thrust CVHS core values and beliefs which are trust and faith, flexibility, inculcating a culture of openness, nurturing the talent of employees at the company level and concern for

individuals. "When values and principles are applied consistently, they become behavioral habits and this enables the fundamental transformations of people, of relationships and of organizations."-TATA group.



HRD Sub-Systems Practised by Indian Organizations

The following HRD sub-systems are generally practiced in Indian organizations:

1. HRD Departments:

HRD has been evolved as a separate function in early 90's. Separate HRD department is expected to contribute to the development of HRD processes. Rao and Abraham (1984) on the basis of his survey of 53 companies found that 30 per cent of them had maintained a separate HRD department. In other, 38 per cent the HRD function was operational as a part of the personnel department. Similarly, a study of 14 large public and private sector organizations by Rao (1986) indicated that only three of them did not have separate HRD departments. The same was confirmed by Jain (1996) in his study of major Public Sector Organizations in India. Further, Jain (2013) made a study of the Pharmaceutical firm and found that HRD department existed in that company. As per the information gathered from the web, it has been found that some of the pharmaceutical companies like Ranbaxy, Panacea, Abbott etc. also have separate HRD departments. It appears that HRD departments exist in almost all large public and private sector organizations. It also indicates that the top management believes in the development of its human resources as its assets.

2. Performance Appraisal:

Performance appraisal is probably one of the oldest yet most imperfect of managerial activities. It is a formal exercise which is necessary for all important decisions relating to such as placement and promotion, remuneration and reward. It also helps in long-term manpower planning organization development. Gordon, L. Simpson (2004), in his article 'Performance Appraisal- an Important Managerial Responsibility' viewed performance appraisal as a beneficial process in HRD. He opined that Performance Appraisal should be accepted as a normal management responsibility to review the performance of all employees and discuss its results with them regularly.

3. Potential Appraisal:

In most Indian organizations, Pareek and Rao (1981), admit that most organizations use performance appraisal form to collect data on the potential of the employee. But past performance is not necessarily an indication of future potential. In fact, the identification of an individual's potential is probably the most difficult aspect of performance assessment. The researchers on the basis of various studies made in MNCs and other pharmaceutical companies as well as public sector organizations found that these organizations also do not use Potential Appraisal as a HRD sub-system in their organizations. Potentials are, however, examined on the basis of Performance Appraisals, job descriptions and employees' disclosures.

4. Feedback and Counselling:

Counselling helps to strengthen the superior-subordinate relationships and enables employees to recognize their strengths and weaknesses. In many organizations the counselling is used to provide feedback in a threatening way or warn them not to repeat unsatisfactory behaviour on their part. This is not right. Giving feedback, giving warnings, enforcing norms etc. are part of a manager's job but Counselling helps an employee to recognize their potentials and prepares him for his own development. The survey by Rao and Abraham (1986) indicate that 41 out of the 53 (that is, 80 per cent) companies surveyed, require their executives to counsel their subordinates, The high percentage of organizations requiring their executives to counsel their subordinates is a very deceptive indicator of the practice of counselling. They pointed out that these organizations do not really have performance counselling. Rather, a sizeable number of organizations use counselling for more than one purpose. Contrarily, the research made by the researcher, indicates that many of the companies are now using this sub-system more effectively to improve employee performance and attain organizational goals.

5. Training:

Training is the most important sub-system of HRD as it directly contributes to the development of human resources. Therefore, it is also the most widely used HRD mechanism in the country. Some organizations use training and HRD synonymously. Training is, therefore, essential because of the changes in technology, managerial and behavioural dimensions. Training needs are to be identified from the other subsystems of HRD such as performance appraisal, performance analysis and counselling and potential appraisal. In an article 'a critical look at Training in Industry, D'Souza (1986) contends that the return of investment on training is very poor, because people are sent for training in many industries as 'fringe benefits' and very little is being done to make use of the learning once people return from a training programme. Similar conclusions were arrived at by Rao and Abraham (1986) in a study of HRD climate of 42 organizations. The respondents replied in negative to the questions of utilizing opportunity to try out what they have learned, and sponsoring employees on the basis of "genuine training needs'. Again, a query from the various organizations by the researcher revealed that they are providing training to their employees for improving their performance, updating their skills and to take up new responsibilities at the time of promotions. But the respondents were of the opinion that analyzing the employees need for training and providing them opportunity to apply the new skills are not properly followed. It can be stated that the training, although, widely practiced sub-system of HRD needs to be integrated and implemented properly.

6. Career Planning And Development:

Career advancement is the prime motivating factor for most managers. They want to know where they would be going in the organization after three, five, 10 years from their joining. A meaningful career planning system should be based on potential appraisal. Career planning and development can become an effective tool for development of the employee and a key factor in the HRD system (Philip, 1987). In fact, both performance appraisal and career development have potential for developing human resources. Employee potential can be increased by linking them together to meet the needs of both individual employees and the organization. It is, therefore, apparent that the organizations willing to upgrade the competencies of their human resources must pay attention to the development of these sub-systems.

7. Rewards:

Rewards play an important role in setting up a development oriented climate because it acts as motivating force for those who are good performers. Singh (1983) says that salary is not enough to produce an adequate impact on enhancement of performance, reduction of absenteeism and retaining of skilled employees. To attract competent persons from outside, it is also increasingly felt that reward systems should help attracting the individuals with requisite the knowledge, ability and talents and retain productive employees in the organization as precious assets. The rewards should be adopted as HRD sub-system in every organization. The rewards in the form of appreciation letters, citations and higher responsibilities can make positive impact. Almost all the pharmaceutical organizations, organizations in public and private sector (Jain, 1996) and small and medium sized firms of scientific goods industry give rewards to their employees for their good performance.

8. Organization Development:

Organizations are like individuals and families. They need people who can solve their problems. They need to develop a system where people learn to organize themselves to cope with the demands of a changing environment. Pareek (1975) defines OD as a planned effort, initiated by process specialist(s) to help an organization develop its diagnostic skills, coping capabilities, linkage strategies in the form of temporary and semi permanent systems, and a culture of mutuality. Organization development is a long-range effort to introduce planned change which helps in increasing organizational effectiveness. Rao and Abraham (1986) in their survey of 53 organizations reported that 44 per cent of them seem to have some OD activity actually going on and most of them seem to focus on 'team building' and 'role clarity' exercises. Other OD activities include interpersonal sensitivity, personal growth and stress management. The respondents agreed that OD is helpful in increasing individual and organizational efficiency and productivity. Many MNCs are also found to be using OD interventions for conflict management, role negotiations, increasing team spirit etc. On the whole, there is an encouraging upward trend in using OD in Indian organizations. Team development and other OD activities mentioned above will bring about a change of culture-healthy and development-oriented, which may nurture development of human resources.

INSTRUMENTS OF HUMAN RESOURCE DEVELOPMENT:**Fig. 1.5 Instruments of Human Resource Development**

All activities of human resource management are aimed towards development of human resources. There are many ways of human resource development which include training and development of employees and executives, career planning and development and conducting workshops for that, development of technology, job enrichment, various job experiences, team building, leadership development, building up of better subordinate-supervisor relationship.

Human resource development programmes are set up by the organisations to develop their employees and executives to carry on with the supervisory and managerial responsibilities. Growth of modern technology, new business and industrial dynamism, need for highly skilled and competent staff have made it necessary to have well trained and developed staff to meet the challenges of modern times.

Human resource development programmes are set up by the organisations to develop their employees and executives to carry on with the supervisory and managerial responsibilities. Growth of modern technology, new business and industrial dynamism, need for highly skilled and competent staff have made it necessary to have well trained and developed staff to meet the challenges of modern times.

There is a feeling among the employees that the introduction of new technology will take away their job. It is the responsibility of the human resource manager to eliminate this feeling from their mind and reassure them that nothing of the sort will happen.

Once this fear is removed they will readily accept the new technology and develop themselves to suit the requirements of changing times. Organisations need the committed efforts from the employees. Give them a chance to make choice of new automation. It will build up their confidence.

While providing training to the staff certain aspects must be taken into consideration.

They are:

1. Encourage the persons who wanted to do something new. Encouraging such enthusiasts will motivate others.
2. Avoid paper work.
3. Don't conflict with egos rather protect them? To avoid clash of ego choose executives trainers for training executives, employee trainer for employee training, engineering trainer for engineers, and supervisory trainer for supervisor.

Training programmes must be designed by the top managers after going through the requirements. Don't allow executives, supervisors, engineers or employees to design training for them. Determine the need for it and then design. The object of the training should be such that the employee should be able to use the knowledge in day today's work. There is a wide scope for human resource development. Organisations provide training to newly employed is known as orientation training. Everyone needs training for his development whether he is new or old. The types of training include many.

To name a few are, leadership training, development of interpersonal skills, training for trainer, team building, listening, reading and writing skills, decision making and problem solving skills, training for operating computers other machines, word processing, training in respect of safety, quality improvement product knowledge, marketing and purchasing, negotiation skills, training for time management, stress management, employee counselling, strategic planning, reengineering, avoiding smoking, drugs and other such materials, performance appraisal, delegation of authority, change management, motivation etc.

The main purpose of various training is the all round development of the human resources of the organisation to take on expanded responsibilities. Organisations are designing in house training and development programmes for their employees and executives. If the need arise they take the help of external agencies.

Training and development programmes must be integrated with the organisation's strategy. For providing better customer services and building up of relationship with suppliers and other agencies the organisation has to make efforts to train and develop such other people who are not its employees. This is because of the development of network organisations and joint ventures.

It has to build up long-term relationship. Large organisations spent quite substantial amount on training and development. There is a close relationship between human resource planning and human resource development. Human resource planning helps in identifying the number of persons required and the jobs they have to do and the skills they required to do the jobs.

Integrating Strategies:

Human resource development and management has become all the more important in modern times. Its importance's have been realized by the business and industrial corporations and now giving recognition to it. More and more attention is being paid to human resource development as they see their development with human resource development. They are formulating human resource strategies and integrating them with those of other departments and of the corporate.

All this is done because every corporate wants to be rated high in quality of management, quality of product, innovation, investment, financial stability and in attracting the best human resources available in the country.

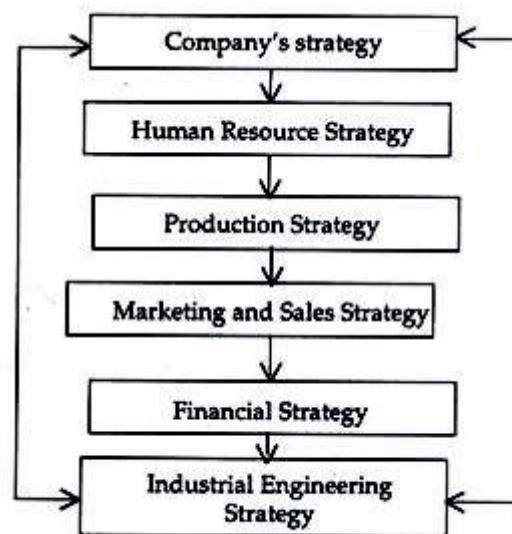


Fig. 1.6

The strategies of all functional departments and of human resource department are fixed in unification with the corporate strategy. A case is taken that the strategies do not deviate from the corporate strategy. Every decision is taken in view of the corporate strategy. Formulating human resource strategy is not that simple. It is not an easy process. Many thoughts come and go during its formulation. Certain decisions become imminent because they support strategy Formulation of strategy are very dynamic in nature.

It has to change as per changes in external and internal environment. Once the corporate strategy stabilizes the human resource strategy is to be formulated in the light of corporate strategy. Strategy is made to fulfil the needs of future which is uncertain. It is therefore necessary that strategy remains flexible. Rigidity in this respect cannot be adopted because changes in future will have to be accommodated.

Strategy in respect of human resources practices for example human resources forecasting, their acquisition, placement, pattern of motivation, maintenance, safety and health, their separation in the form of retirement, termination or death are to be made in the light of organisational strategy with the scope for accommodating changes brought in by the changing technology, demographics, social and economic, political, industrial and business competition. The human resource executives must be involved in formulation of HR strategy. The formulation of human resource strategy should consider entire human resources of the organisation.

OBJECTIVES OF STUDY:

1. To establish a standardized measure to evaluate Human Resource Development Practices irrespective of gender basis and work environment in IT sector.
2. To find out employees performance in IT industry.
3. To measure the perceptions of IT sector employees in respect of application of HRD in their organization.
4. To open new gateway for future researchers.

REVIEW OF LITERATURE:

The present study entitled 'Human Resource Development Practices in Information Technology' deals with human resource development practices being followed in Indian information technology industry. This chapter deals with the review of some of the latest studies on human resource development covering, its various aspects and sub-systems.

Human Resources Development (HRD) as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement” (Kelly: 2001).

In the words of M.N. Khan “HRD is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business undertakings” (Khan:1987).

According to Pareek, U: 1991, “HRD is a new systematic approach to proactively deal with issues, related to individual employees and teams, and organizations and HRD believes that individual in an organization have ultimate potential for growth & development & that their potential can be developed & multiplied through appropriate & systematic efforts. Everyone in the Organization will have to take self responsibility for growth & optimization of performance.

Monappa, A. (1990) in his study described a series of strategic initiatives to improve human resource development in BEL – a public sector electronics unit. The industrial relation scene at BEL had been highly volatile during the period 1954 - 61. The report of a diagnostic survey, which had been conducted in 1983, showed that 49 percent of executives felt that the management had low concern for achieving the goals of the organisation. The appointment of a human resource development manager in 1984 was indicative of a new thrust in people’s development. Other diagnostic survey was commissioned in 1987 in order to assess the impact of the strategies for BEL as a whole. The management of BEL – constituted the following bipartite committees: - (1) Work committee (2) Canteen managing committee (3) Labour welfare fund committee (4) Death relief funds committee. Three significant welfare measures undertaken by company for its employees included – the children’s creche, the company bus service and the retirement ceremony. Thus, a variety of strategies were initiated by top management in order to enhance the commitment of the employees to the future of the company.

Pillai, Prakash R. (2000) makes an attempt to study, ‘Influence of HRD Climate on the Learning Orientation of Bank Employees.’ It is an attempt to analyse the influence of the human resource development climate existing in banks on the learning orientation of the employees. The objectives of this study are to find the extent of influence of human resource development climate on the learning orientation of its employees, to study the perception of OCTAPACE and human resource development sub-systems in the banks among different types of learners, to study how do the bank employees with different learning orientation perceive the general climate existing in their organisations. A total of 300 respondents are selected by the stratified random sampling method. A questionnaire is used for collecting data. Learning orientation is measured by using a seven-point Likert-scale. The findings of the study show that about 57 percent of respondents perceive the learning and development climate existing in banks as moderate. Nearly 30 percent respondents consider that the human resource development climate as good. Only 13 percent respondents discard it. More than two third of the respondents who consider that human resource development climate as poor, have been found to have resistance for learning orientation. The association between the human resource development climate and the learning orientation is found to be significant at the 0.01 level by the chi-square test. Again, 53 percent of the respondents say that the general climate existing in their organisations as moderate. About 21 percent respondents consider it as poor. The chisquare test is significant at 0.01 levels which show that the perception of employees regarding the commitment of the top management in the effective implementation of the human resource development initiatives is positively related with the learning orientation of the employees. Further 60 percent of respondents consider that OCTAPACE factors existing in their organisations as moderate. Near about 30 percent of respondents consider it good whereas only 10 percent consider it poor. About 48 percent of the 40 respondents consider that the functioning of various sub-systems of human resource development in the banks as moderately good, 36 percent consider it as good and only 16 percent consider it as poor. The chi-square test shows the positive relation between the HRD mechanisms and the level of learning orientation.

In India, it Larsen and Toubro ltd was the first company to design and implement this concept in 1975 among the private sector companies with an objective of facilitating growth of employees, especially people at the lower levels. Among the public sector government company, it was BHEL which introduced this concept in 1980 (Rao: 2005). The development of human resources in UK and USA was largely voluntary. But in India, it emerged because of governmental interventions and compulsions. It focuses the developmental aspects of human resources with a pragmatic and a flexible approach. The intended purpose of HRD efforts is to gain a competitive advantage in the market place through a superior workforce (Pattanayak: 2005).

Paul, A.K. and R.N. Anantharaman (2002) studied the, ‘Impact of HRM Practices on Competence of Software Professionals in India: An Analytical Study’. The companies based in Bangalore and Chennai had been chosen for study. A total of 1200 employees from 45 different software companies were approached from whom 410 employees from 35 companies responded, thereby yielding a responses rate of 34 percent. The 370 responses from 34 companies were useful for analysis. Competence was measured, by using the questionnaire with the 23-items. Internal consistency was tested by using Cronbach’s alpha and was found to be significant at 0.72. The human resource management practices were measured using a five-point Likert-scale. Findings of the study are – the overall mean score for sense of competence was 19.75 (SD=2.93) for five item instrument, indicating moderate level of sense of competence. Regression analysis was performed to test the relationship between the sense of competence and human resource management practices. The study shows that there was a positive and moderate correlation between human resource management practices and a sense of competence. Incentive, performance appraisal and selection process made a significant impact on sense of competence. However, induction training, work environment, compensation and career development did not show significant level of relationship. Results show that age, sex, marital status, educational qualification, work experience and tenure with the organisation did not show any significant difference in the sense of competence.

RESEARCH METHODOLOGY:

The success of IT sector is basically due to skilled, efficient and energetic human resource in Indian information technology sector. In India, the other reason for the growth of information technology industry is the availability of English language 178 proficient labour class. The present study attempts to explore the practices of human resource development in various information technology organisations. The employees of **Connected Value Health Solutions Pvt Ltd.**, are asked to fill out the questionnaire. Through detail questionnaire the human resource development practices in information technology organisations, have been estimated.

Primary data:

Primary data is collected personally by observation and collected with Questionnaires, Communication with respondents, Telephone survey etc.

Secondary data:

Secondary data is collected by the various sources like magazines, Journals, Internet, and Newspapers etc. **Statistical Tools:**

After collecting data, I used chi-square test for HRD on training. Data on employee development ,managing HRD implementation and tuning it to organization goals has been analysed by calculating percentage scores, standard deviation, chi square test and correlation analysis.

1. Percentage Scores:

In the present study mean scores have been converted into percentage scores. . The percentage score indicates the degree to which a particular task exists in the organisation.

Question:

When the grading scale mode is set to "percentage". Calculate a final percentage for the Total score. Points scored is divided by possible points to calculate a final total.

	Development Team	BPO Team	Testing Team	Points Scored	Points Possible
Task	1/3	1/3	1/3		
Possible Points	10	10	20		
Average	100	100	90		
Person	10	10	18	38	40

Solution:

Points Scored = 10 + 10 + 18 = 38

Possible Points = 10 + 10 + 20 = 40

Total Average = Points Scored / Possible Points = 38 / 40 = 95%

Interpretation:

Notice that the average is 95% because Assignment 3 has twice as many possible points as the other assignments.

2. Standard Deviation:

Standard deviation is the square root of variance.

Standard deviation method is applied to know the nature of the variations in responses. It is used in human resource development climate to measure the variations in responses of different employees in information technology industry. The formula of standard deviation is as following

$$S^2 = \frac{\sum(x_i - \bar{x})^2}{n-1}$$

$\sum F(x - \bar{x})^2$ = Squares of deviation multiplied with their respective frequencies.

$n-1$ = Sum of frequency-1

Question:

Employees actively participated in the development activity are given below:

Task	1	2	3	4	5
No of participation	37	22	16	9	16

Find Standard deviation.

Solution:

x	xi	(xi-x)	(xi-x) ²
37	20	17	289
22	20	2	4
16	20	-4	16
9	20	-11	121
16	20	-4	16
		Total	446

$$S^2 = \frac{\sum(xi-x)^2}{n-1}$$

$$S^2 = 446/4=111.5$$

$$\sqrt{S^2}=\sqrt{111.5}=10.55$$

Intpretation:

From the result, the nature of participation of employees on the given task is 10.55.

3. Chi-Square Test:

Chi-square test is also known as test of goodness of fit. Chi-square is a non - parametric test and is important in social sciences research. It is used to find out if difference between the observed distribution of data among categories and expected distribution is significant. It is denoted by Chi-square test (χ^2) = $\sum (O-E)^2$

E

O= Observed value of frequency

E = Expected value of frequency

n -1 = Degree of freedom.

Chi – square Test Hypothesis:

Data Analysis:

Out of total 100 employees, 58 are male and 42 are female. Both has different opinion on the relationship between gender and development program given by the organisation.

Ho: There is no relationship between gender and development program.

H1: There is relationship between Gender and development program

Respondents of Gender * Respondents of development program.

		Respondents of development program					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Respondents of gender	Male	23	15	11	9	0	58
	Female	14	7	5	0	16	42
Total		37	22	16	9	16	100

$$X^2 = \frac{\sum(O-E)^2}{E}$$

$$X^2 = 5.75 < 9.488$$

Interpretation:

Since $5.75 < 9.488$ we accept the H_0 (Null Hypothesis). There is no relationship between the Gender and development programs.

4. Correlation analysis:

Correlation coefficients are used in statistics to measure how strong a relationship is between two variables. There are several types of correlation coefficient: Pearson's correlation (also called Pearson's R) is a **correlation coefficient** commonly used in linear regression. If you're starting out in statistics, you'll probably learn about Pearson's R first. In fact, when anyone refers to **the** correlation coefficient, they are usually talking about Pearson's..

Correlation between sets of data is a measure of how well they are related. The most common measure of correlation in stats is the Pearson Correlation. The full name is the **Pearson Product Moment Correlation (PPMC)**. It shows the linear relationship between two sets of data.

There are several types of correlation coefficient formulas.

One of the most commonly used formulas in stats is Pearson's correlation coefficient formula. If you're taking a basic stats class, this is the one you'll probably use:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Example:

Pearson correlation is used in thousands of real life situations. For example, scientists in China wanted to know if there was a relationship between how weedy rice populations are different genetically. The goal was to find out the evolutionary potential of the rice. Pearson's correlation between the two groups was analyzed. It showed a positive Pearson Product Moment correlation of between 0.783 and 0.895 for weedy rice populations. This figure is quite high, which suggested a fairly strong relationship.

Question:

Find the value of correlation coefficient for the following table:

S.No	Age	Weight
1	37	67
2	22	40
3	16	32
4	9	19
5	16	28

Solution:

S.No	Age	Weight	XY	X ²	Y ²
1	37	67	2479	1369	4489
2	22	40	880	484	1600
3	16	32	512	256	1024
4	9	19	171	81	361
5	16	28	448	256	784
Total	100	186	4490	2446	8258

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

$$r = \frac{[(5*4490)-(100*186)]/\sqrt{[(5*2446)-1000]*[(5*8258)-34956]}}{}$$

$$r=0.4440$$

Interpretation:

The range of the correlation coefficient is from -1 to 1. Our result is 0.4440 or 44.40%, which means the variables have a moderate positive correlation.

DATA ANALYSIS AND INTERPRETATION:

For data collection from information technology industry, direct personal interview method was adopted. I met my own company information technology professionals personally for data collection. For data collection, 100 questionnaires were distributed to different employees during lunch time and shifting of employees.

Table: 1- Percentage of employees highly participated in training program

Tasks	Task1	Task2	Task 3	Task 4
% of Respondents	50%	88%	76%	95%

Interpretation:

From the above table it is evident that 95% of employees highly participated in the task 4 program when compared to other tasks, while 50% participated in Task 1, 88% participate in Task 2, 76% participated in Task 3.

Table :2-Age wise distribution of respondents to task

Age	No of respondents
a) Up to 20	27
b) 21 to 30	40
c) 31 to 40	11
d) 41-50	9
e) Above 50	13
Total	100

Interpretation:

From Table 2 it is evident that most of the respondents(40) are in the age group of 21-30yrs followed by 27 are in the 21-30 age group, 11 respondents are in the age group of 31-40, 9 respondents are in the 41-50 age group and 13 respondent are more than 50 years of age.

Table:3- Career plan as per the employees experience:

Years of experience	No of respondents
a) Up to 2yrs	37
b) 2-5yrs	22
c) 5-8yrs	16
d) 8-10yrs	9
e) Above 10yrs	16
Total	100

Interpretation:

Table 3 shows that the company helps in career plan for the employees who has less than or equal to 2yrs of experience is 37, 22 employees falls under 2-5yrs, 16 employees falls under 5-8yrs, 9 employees falls under 8-10yrs and 16 employees falls above 10yrs.

Table:4-Awareness about development plan

Awareness level	No of respondents
Fully aware	45
Somewhat aware	37
Not at all aware	18
Total	100

Interpretation:

From the above it clearly shows that 45 respondents are fully aware of the development plan in CVHS, 37 respondents are somewhat aware and 18 are not at all aware of development plan.

Table-5-Current HRD policies are relevant to employee training

Rating	No of respondents
Strongly agree	39
Agree	46
Neutral	8
Disagree	7
Total	100

Interpretation:

Table 5 clearly shows that 46 employees are accepting that the HRD policies are relevant to employee training, 39 employees are strongly agreed, 8 employees are in neutral stage and 7 employees are disagreeing to the statement.

FINDINGS:

- It is strongly proven that the organisation spends time and money on employees training to build up their career.
- From the data, it is seen that 95% of employees actively participated in the task.
- Followed by 45 employees of age group between 21-30 highly took part in task.

SUGGESTIONS:

- Employees from other age group also should take part in the training program.
- Even management also should invest in physical training activities.
- Training staff needs to be trained on a regular basis which will help them in assisting the employees more effectively.

Questionnaire:**HRD Practices in Information Technology Industry on Training:**

1. Percentage of employees highly participated in the 5 different program-
 Task1(50%) Task 2(88%) Task3(76%) Task4(95%)
2. Age wise distribution of respondents to training program-
 Upto 20 21-30 31-40 41-50 Above 50
3. Higher support for Career plan(in terms of experience)-
 Upto 2yrs 2-5yrs 5-8yrs 8-10yrs Above10yrs
4. Awareness about development plan-
 Fully aware Somewhat aware Not at all aware
5. Employees rating in implementing current HRD policies to employees training
 Strongly Agree Agree Neutral Disagree

CONCLUSION:

The importance of human resource department is being accepted by the whole world, especially in the context of technological advancements coupled with the widespread crisis in the global economy. HRD is a prerequisite for the growth of any organisation. It is actually the development of competency of people. In any organisation, the employees can have perceptions on the developmental environment which constitute the HRD culture and climate of an organisation. Therefore, in the present chapter the concepts and the instruments of HRD have been discussed at length along with the statistical tools.

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